GREATER**LONDON**AUTHORITY

REQUEST FOR MAYORAL DECISION – MD2269

Title: GLA OPS Enhanced Managed Services and Reporting licence

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Executive Summary: The GLA Open Project System (GLA OPS) was set up to implement a new Information Technology (IT) system to manage the core processes for Housing & Land (H&L) and Regeneration.

It is proposed that the existing contract with Keytree Ltd is extended for a further two years in order to provide ongoing support service for GLA OPS. This approval is requesting the use of the dedicated H&L IT budget for this purpose. No new budget is requested, this MD requests to reallocate existing ongoing budgets to maintain the new system, rather than the old system which is now replaced.

Following a review of the most effective reporting tools for GLA OPS, TIBO Jaspersoft has been chosen as the reporting tool for GLA OPS. Approval is also sought to use savings from other budgets to pay for the licencing costs for this tool.
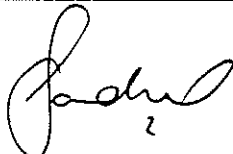

Decision:

The Mayor approves:

a) Reallocation of up to £150,000 in 2018/19 of revenue resources from the dedicated H&L IT resource budget and expenditure of the same to fund the ongoing managed services cost by Keytree Ltd for the GLA OPS system.

b) Reallocation of up to £120,000 in 2019/20 and 2020/21 of revenue resources from the dedicated H&L IT resource budget and expenditure of the same to fund the ongoing managed services cost by Keytree Ltd for the GLA OPS system.

c) Reallocation of up to £30,000 in 2018/19 of revenue resource savings from MD 1665 and expenditure of the same for licensing costs for the GLA OPS reporting tool, TIBCO Jaspersoft.

d) Reallocation of up to £60,000 (£30,000 per annum) for 2019-21 of revenue resources from the dedicated H&L IT resource budget and expenditure of the same for licensing costs for the GLA OPS reporting tool, TIBCO Jaspersoft.

Mayor of London

I confirm that I do not have any disclosable pecuniary interests in the proposed decision, and take the decision in compliance with the Code of Conduct for elected Members of the Authority.

The above request has my approval.

Signature:	Date:
	23/4/18

PART I - NON-CONFIDENTIAL FACTS AND ADVICE TO THE MAYOR

Decision required – supporting report

1. Introduction and background

1.1 The GLA's Housing & Land Directorate (H&L) inherited a number of Information Technology (IT) systems which provide business critical management of the GLA's investment in housing and land developments. These are all owned by Homes England (HE). HE was formerly the Homes and Communities Agency (HCA).

1.2 H&L had a pressing need for new IT systems to replace the old IT systems which were either being switched off, no longer supported, inefficient or poor value for money. The GLA Open Project System (GLA OPS) was set up to implement a new IT system to manage the core processes for H&L and Regeneration.

1.3 Investment Management System (IMS) and Project Control System (PCS) were the two main systems being replaced by GLA OPS.

1.4 In July 2016, MD2007 approved £2.5m of capital expenditure to design and implement a bespoke IT solution (GLA OPS). Keytree Ltd, was appointed as the supplier.

1.5 In October 2017, MD 2182 approved a further £500,000 of capital expenditure to deliver phase 2 of GLA OPS.

1.6 A co-located delivery team was set up consisting of internal GLA staff and members of Keytree to design and implement GLA OPS to replace the HCA owned systems and offline spreadsheets used for monitoring and reporting.

1.7 A monthly Project Board was set up for the project and chaired by the Head of Area – South. This board includes H&L Senior Managers and representatives from Regeneration, Governance, Finance, TG Services and Digital Services.

1.8 Using 'Agile' for delivery (an iterative approach to software delivery that builds software incrementally from the start of the project) GLA OPS successfully delivered its minimal viable product in April 2017 replacing one system entirely as well as many offline processes. GLA OPS successfully went live for bidding ahead of schedule in January 2017 for the main affordable housing programme. This enabled external partners to use it to bid for over £1.7bn of grant funding within the Homes for Londoners 2016-21 programme. GLA OPS is on track to deliver the entire replacement, including data migration from the IMS system, by April 2018.

1.9 The six most recent programmes in IMS will be migrated into GLA OPS, of which three programmes have already successfully been migrated. The remaining three will be migrated by April 2018.

1.10 All other historic programmes in IMS will be stored as datasets within the GLA OPS reporting tool, allowing the GLA to report on historic programmes, and to have full sight of grant liability for all grant programmes administered via IMS.

1.11 GLA OPS is now supporting programmes across the GLA, and there is potential to roll this out more widely. The following grant programmes are currently being run through GLA OPS:
- Homes for Londoners 2016 -21;
- Supported and Specialised Housing 2016 – 21;
- Housing Zones;
- GLA's Land and Property;

- Mayor's Housing Covenant Revolving Fund;
- Housing Zones Revenue Funding;
- Regeneration Small Projects and Equipment Fund; and
- London Borough of Culture.

Reporting

1.12   The original specification for GLA OPS was to ensure accurate and flexible reporting. GLA OPS specifically requested an open source solution to ensure we kept costs low as previous reporting tools used by HE and the GLA incurred high licensing costs.

1.13   ReportServer was the original recommended tool as it met our brief of an open source tool, with a good range of features such as the ability to export reports and scheduling of reports. However, this tool requires advanced Structured Query Language (SQL) knowledge and a technical understanding of the GLA OPS database. An interim Reporting Analyst was recruited in 2017/18 to help deliver our reporting needs which has given continuity in reporting for all GLA OPS users.

1.14   The GLA OPS board requested a review of other alternative tools which would better meet the GLA's reporting needs, and would be easier for internal staff to use. Following a review of various options, TIBCO Jaspersoft (Jaspersoft) was chosen as the most appropriate reporting software to proceed with. The board agreed that whilst this tool did incur a licence cost, this provided good value for money for the GLA as it allows us to simplify reporting and provides additional useful features which ReportServer lacked.

1.15   A current fully compliant contract is in place with Keytree which was procured via the Transport for London (TfL) digital framework. As per advice from TfL Commercial, purchase of the Jaspersoft tool will be via a Change Control Notice (CCN) to this contract. Keytree was involved in helping the GLA select this tool, and facilitated the proof of concept for this tool allowing us to assess the technical implementation considerations for Jaspersoft.

1.16   This MD seeks to use up to £30,000 of savings from MD 1665 to cover licence and infrastructure costs for 2018/19.

1.17   This MD also seeks to obtain approval for the existing dedicated IT revenue budget of up to £60,000 (£30,000 per annum) to be allocated to cover licence and infrastructure costs from 2019 – 2021.

1.18   As GLA OPS is used more widely across the GLA, use of this tool and the associated product costs can be reviewed. The current product costs support four Central Processing Unit (CPU) cores, which is deemed sufficient for the current usage of GLA OPS. As this grows, it is possible that an additional CPU will be required, which in turn would increase the annual product cost.

Infrastructure, Hosting and Enhanced Managed Services (EMS).

1.19   H&L has a dedicated IT revenue budget of £150,000 per annum between 18/19 and 20/21. Historically, this budget has been spent on the costs incurred with HE for the ongoing maintenance and support of IMS.

1.20   The supplier for GLA OPS, Keytree Ltd, currently provides a hosting service for GLA OPS via Amazon Web Services (AWS). This cost varies with actual usage. The current hosting costs for GLA OPS is managed via the GLA OPS capital expenditure budget. This is the actual cost of the on-demand capacity purchased from AWS and the charge is at cost with no mark-up by Keytree.

1.21   Keytree currently provide the infrastructure monitoring service. This is the monitoring of the infrastructure, building and maintenance of environments, ensuring AWS patching & backup and

restoration of the service in the event of fault. The current infrastructure costs for GLA OPS is managed via the GLA OPS capital expenditure budget.

1.22   Keytree have been providing the managed services for GLA OPS from the outset of the project. The initial six months of the project incurred no maintenance costs as the product went through initial discovery and implementation. Subsequent months were funded via the GLA OPS capital budget.

1.23   The original contract with Keytree for these services was entered into pursuant to a call-off contract from the TfL digital framework agreement dated August 2015 that was procured in accordance with the Public Contracts Regulations 2016 in accordance with the GLA's Contracts and Funding Code. This call-off contract covers an initial term up to 17th August 2019, with the option to extend by a further 24 months taking us to 2021.

1.24   A review of value for money was done in October 2017 upon the request of the GLA OPS board. This was done through a soft market testing exercise using TfL's Digital Marketplace framework. This was to ensure that the current EMS was providing good value for money. This review found that Keytree were offering the most cost-effective service and therefore it was decided that the option to extend the contract for a further 24 months will be exercised.

1.25   Keytree are currently providing managed services under the existing contract and the GLA have requested options for future years with reduced level of support. Keytree has provided two service options; the first is an enhanced service which includes developer time within the price; and the second provides a service management service which utilises a time and material principle. With agreement from the GLA OPS project board, we have agreed to proceed with option 1 for 2018/19, and revert to option 2 for 19/20 and 20/21. As option 2 requires budget for time and materials, it is recommended that the balance in the IT budget is retained as contingency for this. Table 1 below gives a breakdown of costs for each financial year.

Table 1 - Operational IT budget breakdown

	2018/19	2019/20	2020/21
Managed Services	£111,264	£55,632	£55,632
Infrastructure	£20,000	£17,810	£17,810
Hosting	£17,810	£18,000	£18,000
Security	Covered in project cost*	£1,400	£1,400
Jaspersoft product cost	N/A**	£30,000	£30,000
Contingency	£926	£27,158	£27,158
Total	£150,000	£150,000	£150,000

*No annual review will take place in 18/19. A functional security review will be done in July 2018 following key feature changes in GLA OPS but will be covered by the GLA OPS budget.
** Approval requested for the 18/19 cost to be funded by savings from MD 1665.

1.26   As GLA OPS is used more widely, a proportional cost for these areas should be applied to the directorates coming on board, but further discussions are needed as to how best to share costs once directorates are live on GLA OPS.

1.27   This MD seeks approval to reallocate up to £150,000 in 2018/19 and up to £120,000 in 2019/20 and 2020/21 of revenue resources from the dedicated H&L IT resource budget and expenditure of the same to fund the ongoing costs incurred for Hosting, Infrastructure and Enhanced Managed Services for the GLA OPS system.

2.   Objectives and expected outcomes

2.1.   The objectives and expected outcomes of this decision are listed below:

- o To allow GLA OPS to use Jaspersoft as the reporting solution for GLA OPS, thereby allowing flexible, tailored and simplified reporting. This is achieved via:
  - ▪ approved reallocation of up to £30,000 in 2018/19 of revenue resource savings from MD 1665 and expenditure of the same for licensing costs for 2018/19; and
  - ▪ approved reallocation of up to £60,000 (£30,000 per annum) for 2019-21 of revenue resources from the dedicated H&L IT resource budget and expenditure of the same for licensing costs in 2019/20 and 2020/21.

- o The ability to allocate the dedicated H&L IT budget to ongoing hosting, infrastructure and manager services for OPS. This is achieved via:
  - ▪ approved reallocation of up to £30,000 in 2018/19 of revenue resource savings from MD 1665 and expenditure of the same for licensing costs for 2018/19; and
  - ▪ approved reallocation of up to £60,000 (£30,000 per annum) for 2019-21 of revenue resources from the dedicated H&L IT resource budget and expenditure of the same for licensing costs in 2019/20 and 2020/21.

- o Contracting with Jaspersoft:
  - ▪ a CCN will be entered into to add the Jaspersoft service to the existing call-off contract with Keytree.

- o Managing Keytree services:
  - ▪ a CCN will be entered into to reflect the two year extension of the call-off contract in place with Keytree; and
  - ▪ the Service Level Agreement (SLA) has also been updated to reflect agreements made relating to use of 'Developer Days' included in the service and the structure of percentage discount for 'Time and Materials' costs in the future.

3.   Equality comments

3.1.   Under Section 149 of the Equality Act 2010, as a public authority, the GLA must have 'due regard' of the need to:
- •   eliminate unlawful discrimination, harassment and victimisation; and
- •   advance equality of opportunity and foster good relations between people who have a protected characteristic and those who do not.

3.2.   GLA OPS allows the GLA to monitor compliance with design standards set out in the 2016 London Plan applicable to new affordable homes, which take into account the need of accessibility for disabled Londoners.

4   Other considerations

Key risks and issues

4.1   Performance of new reporting tool

As part of GLA OPS, 'Measurements of Success' have been agreed. These are currently being updated to reflect the use of Jaspersoft. These measurements will be reviewed both during and at the end of the project to ensure that use of this tool meets our expected measures of success.

As more directorates begin to use GLA OPS, we need to ensure that Jaspersoft remains the most suitable tool for the GLA. When reviewing which tool to use, it was agreed with the board that the

use of Jaspersoft would be reviewed as more directorates use GLA OPS. This to ensure we consider that the tool continues to meet a wider scope of reporting needs across the GLA.

4.2   Implementation risks for Jaspersoft

A 'Proof of Concept' was undertaken for Jaspersoft which allowed us to trial run the implementation process for Jaspersoft. This has allowed us to agree a robust implementation plan with Keytree, clearly identifying steps required for smooth implementation. This includes clear start and finish dates as well as clear tasks and ownership.

4.3   Training

As Jaspersoft is a new tool, we need to ensure a clear training plan is implemented to ensure users are guided through on how to use the tool. A training session with Keytree as well as sessions with guidance from Jaspersoft are currently being arranged. Guidance documentation will also be provided.

The current temporary Reporting Analyst is being retained for a longer period of time to help ensure knowledge sharing.

5   Financial comments

5.1   This decision requests funding approval (£150k per/year, over three years 2018/19 to 2020/21) to fund the ongoing licence costs for the provision of enhanced Managed Services (including Hosting and Infrastructure) for the GLA Open Project System (OPS) by Keytree Ltd. Refer to the Table 1 above for further yearly breakdowns.

5.2   It is proposed to re-allocate the existing dedicated IT Revenue budget within Housing & Land (H&L) department to cover these costs. Currently IT Revenue budget has been set at £150k per/annum, as a base budget, from 2018/19 through to 2020/21 financial years. However, it should be noted that, GLA's Revenue budget is subject to the confirmation and sign-off by the Mayor on a yearly basis.

5.3   In addition, approval is also sought to utilise £30k of savings from MD1665 in 2018/19 financial year, towards licensing costs for the GLA OPS reporting tool, Jaspersoft.

5.4   Table below shows the funding requirements over the financial years in question:

	2018/19 (£)	2019/20 (£)	2020/21 (£)	Totals (£)
Managed Services Costs (H&L IT budget)	150,000	120,000	120,000	390,000
Licensing costs for TIBCO Jaspersoft (H&L IT budget)		30,000	30,000	60,000
Reporting tool, TIBCO Jaspersoft (MD1665 underspend)	30,000			30,000
Total	**180,000**	**150,000**	**150,000**	**480,000**

6   Legal comments

6.1   The foregoing sections of this report indicate that:

(a) the decisions requested of the Mayor concern the exercise of the GLA's general powers, falling within the GLA's statutory powers to do such things considered to further or which are facilitative of, conducive or incidental to the promotion of economic development and wealth creation, social development or the promotion of the improvement of the environment in Greater London; and

(b) in formulating the proposals in respect of which a decision is sought officers have complied with the Authority's related statutory duties to:

- pay due regard to the principle that there should be equality of opportunity for all people;
- consider how the proposals will promote the improvement of health of persons, health inequalities between persons and to contribute towards the achievement of sustainable development in the United Kingdom; and
- consult with appropriate bodies.

6.2   In taking the decisions requested, the Mayor must have due regard to the Public Sector Equality Duty; namely the need to eliminate discrimination, harassment, victimisation and any other conduct prohibited by the Equality Act 2010, and to advance equality of opportunity between persons who share a relevant protected characteristic (race, disability, gender, age, sexual orientation, religion or belief, pregnancy and maternity and gender reassignment) and foster good relations between persons who share a relevant protected characteristic and persons who do not share it (section 149 of the Equality Act 2010). To this end, the Mayor should have particular regard to section 3 (above) of this report.

6.3   Officers must ensure that appropriate contract extension documentation is put in place and executed by Keytree and the GLA before the end of the initial term of the call-off contract and the CCN is in place with Keytree and the GLA before the use of the reporting tool.

7   Planned delivery approach and next steps

The next steps are summarised below:

Activity	Timeline
MD Approval	Early April 18
Contract extension (via CCN) with supplier for purchase of TIBCO Jaspersoft.	Early April 2018
Contract extension (via CCN) with supplier for hosting, infrastructure and managed service	Early April 2018
Implementation of TIBCO Jaspersoft (via Keytree)	Mid-April 2018

Appendices and supporting papers:

a) MD1665, MD2007 and MD2182 attached for reference.

Public access to information
Information in this form (Part 1) is subject to the Freedom of Information Act 2000 (FOI Act) and will be made available on the GLA website within one working day of approval.

If immediate publication risks compromising the implementation of the decision (for example, to complete a procurement process), it can be deferred until a specific date. Deferral periods should be kept to the shortest length strictly necessary. **Note**: This form (Part 1) will either be published within one working day after approval or on the defer date.

Part 1 Deferral:
Is the publication of Part 1 of this approval to be deferred? NO

Part 2 Confidentiality: Only the facts or advice considered to be exempt from disclosure under the FOI Act should be in the separate Part 2 form, together with the legal rationale for non-publication.

Is there a part 2 form –NO

ORIGINATING OFFICER DECLARATION:	Drafting officer to confirm the following (✓)
Drafting officer: Nahida Miah has drafted this report in accordance with GLA procedures and confirms the following:	✓
Sponsoring Director: David Lunts has reviewed the request and is satisfied it is correct and consistent with the Mayor's plans and priorities.	✓
Mayoral Adviser: James Murray has been consulted about the proposal and agrees the recommendations.	✓
Advice: The Finance and Legal teams have commented on this proposal.	✓

Corporate Investment Board
This decision was agreed by the Corporate Investment Board on 9 April 2018.

EXECUTIVE DIRECTOR, RESOURCES:
I confirm that financial and legal implications have been appropriately considered in the preparation of this report.
Signature　　　　　　　　　　　　　　　　**Date**　　　// 4 /8

CHIEF OF STAFF:
I am satisfied that this is an appropriate request to be submitted to the Mayor

Signature　　　　　　　　　　　　　　　　**Date**　　　16/4 /2018