

IT & Business Systems Update

Glossary

Auckland Council	(AC)
Auckland Transport	(AT)
Disaster Recovery	(DR)
Document Library for Each Area or Project	(Team Site)
IT & Business Systems	(IT & BS)
Corridor Access Requests	(CARs)
Customer Relationship Management System	(CRM)
Passenger Transport Business Area	(PT)
AT IT Programme Management Group	(ITPMG)

Executive Summary

This paper outlines progress made, key risks and future plans on both the IT & BS Strategic initiatives outlined to the Board in 2011, and IT & BS capability and capacity.

Recommendations

It is recommended that the Board:

- i). Receive the report

Strategic Context

In 2011 IT & BS prepared a strategy document that was presented to the AT Board. This strategic approach was endorsed and work has been progressing on the implementation of projects to support the strategies. (Attachments 1 & 2)

IT & BS activities are mostly driven by business initiatives, any process or business initiative invariably has an IT related impact, so should provide a view of what is occurring across the various Business Units.

Background

The following programmes of work were identified in the strategy and established to deliver the outcomes:

- Online
- Collaboration
- Intelligent Transport Systems.
- Corporate

The following tables provide updates on the current status of these programmes of work:

Online

<i>Project</i>	<i>Current Status</i>	<i>Risks & Issues - Mitigation</i>
<i>Identity and Access Management</i>	Solution Delivered into test, integration with AIFS, MyHop and CRM underway	Low Risk Project progressing
<i>Requests for Services</i>	1) Elected Members solution delivered 2) Road Corridor Maintenance underdevelopment for June Implementation in conjunction with new contracts and business processes	Low Risk
<i>"My Street"</i> - Publishing of information to the public via maps	CARs in test, further information sources identified and program in place to deliver in phases over next six months	Low Risk
<i>Online strategy (publishing real time information, role of social networks)</i>	3) Strategy with Corporate Communications to develop 4) Limited On-Line presence implemented	Low Risk

Corporate

<i>Project</i>	<i>Current Status</i>	<i>Risks & Issues</i>
<i>Business process mapping</i>	1) Process mapping framework developed. 2) Training for initial Business Units completed. 3) Process library implemented to store completed artefacts.	Low Risk Many Business Unit processes not yet mapped but will not hinder day to day operations.
<i>Finance and HR system strategy, development and integration</i>	Deferred until a later date due to IT & BS workloads.	No Risk
<i>Records management implementation</i>	Project commenced in December 2011 due for completion in August 2012.	Low Risk Project will move AT towards compliance with the Records Management Act

Project	Current Status	Risks & Issues
<i>Reporting and data warehouse enhancements</i>	<ol style="list-style-type: none"> 1) Business Objects selected as reporting toolset. 2) Initial rollout out of self-reporting to the Passenger Transport area completed. 3) Parking data is underway 4) A plan of work to capture and report on other data has been prepared. 	Low Risk
<i>Pathway replacement</i>	Parking needs analysis identified higher priority projects ahead of this.	<p>No Risk</p> <p>licences and support available on-going</p>
<i>Network Improvement</i>	<ol style="list-style-type: none"> 1) Network improvements to the Rail Fibre Optic Cable have been made to meet AIFS requirements. 2) Full network redundancy and monitoring in place for this and other network components. 3) Traffic Light and Parking network monitoring required 	<ol style="list-style-type: none"> 1) Low Risk. 2) Project underway to use Rail Fibre Optic Cable to provide redundancy for Bledisloe, Henderson, Britomart and Manukau. 3) Network monitoring in place, being expanded out to include traffic light and parking devices and networks.
<i>Disaster recovery and business continuity</i>	<ol style="list-style-type: none"> 1) Business Continuity Plans (BCP) requirements for system restore times required. 21 Systems have been identified by IT & BS, these are currently being validated by the business and a project underway to review all other system requirements for the BCP 2) A DR site has been established and tested in Wellington. Project underway to provide seamless network access by AT staff, network changes are required by both AT and AC which is underway. 	<p>Medium Risk.(Business Continuity)</p> <p>High Priority Projects underway, but risk remains until project is completed</p>

Collaboration

<i>Project</i>	<i>Current Status</i>	<i>Risks & Issues</i>
<i>External project team collaboration -</i>	This has been delivered.	Nil
<i>Supplier and stakeholder collaboration and access</i>	This is available to limited suppliers and stakeholders. A further project to extend this is underway.	No Risk
<i>Unified communications.</i>	<ol style="list-style-type: none"> 1) Implemented for the Smales Farm, Britomart and Wharf office. 2) Expansion of this across AT underway. 	Low Risk
<i>Video conferencing</i>	<ol style="list-style-type: none"> 1) Completed for limited internal use. 2) Rollout to other offices and users planned. 3) External video conference gateway is due for implementation by the end of April 2012. 	Low Risk

Intelligent Transport Systems

<i>Project</i>	<i>Current Status</i>	<i>Risks & Issues</i>
<i>Strategic technology alignment with NZTA</i>	<ol style="list-style-type: none"> 1) Close co-operation established with NZTA including monthly meeting at various levels within IT. 2) Alignment of approach and sharing of information systems initiated. 	Nil
<i>On-line traffic management visibility</i>	<ol style="list-style-type: none"> 1) Will be provided in the release of "My Street" 2) Work underway to investigate better traffic congestion information with NZTA. 3) Work underway to make available information from AT to public developers. 	<p>Issue</p> <p>Sharing of information policy is required.</p> <ol style="list-style-type: none"> 1) Medium Risk. (Adverse Publicity) <p>AA looking for additional information (current manual feed) other organisations also want information but AT is currently not capable, nor has capacity to deliver this until late 2012</p>

<i>Project</i>	<i>Current Status</i>	<i>Risks & Issues</i>
<i>GPS vehicle integration</i>	Project Charter prepared but deferred by ATPMG	Nil
<i>Real time information systems</i>	<p>Implementation of new Rail Station and Ferry signs into the Real Time System completed.</p> <p>Decommissioning of legacy Rail and Ferry Systems also completed.</p> <p>Program of work in combination with Passenger Transport to improve accuracy is underway.</p>	<p>Medium Risk (Public Perception)</p> <p>Accuracy of system is questioned by Public. Mitigation to correct data in system. Project being led by Passenger Transport for this.</p>
<i>Virtual operations room. Implementation of systems to support JTOC.</i>	<p>1) Completed</p> <p>2) Work on establishing common systems with NZTA underway.</p>	<p>1) Low – Good progress being made</p> <p>2) Definition of JTOC functions progressing.</p>

General Initiatives and Projects

IT & BS currently has 55 projects underway, with approximately 100 further requests submitted for evaluation. These requests and projects are prioritised and approved by the ATPCG which comprises of Level 2 and Level 3 Managers from across the Business Units.

Shared Services - AC and AT

AT currently uses the following services from AC in relation to IT:

- (a) Telephony
- (b) Inter-Council Building Network
- (c) Copy Centre
- (d) Printers

(a) Telephony

AT has implemented its own telephony solution for Smales Farm, Pier 1 and Britomart. This is being expanded out to include the rest of AT.

(b) Inter-Council Building Network

AT will continue to utilise the Inter-Council network but will be separated logically from AC over that network.

(c) Copy Centre

At each AT site a large volume of copy work is currently being provided by the AC copy centres.

(d) Printers

AT has participated in the procurement process run by AC for the supply and support of all printers. AT will take over management of all its own printers on its network under the new

contract, with a direct vendor relationship, but leveraging the AC contract and purchasing power. This is similar to the joint arrangement we concluded with mobile phones.

People Capability and Capacity

The IT & BS organisational structure and staff numbers in each area is presented in Attachment 3. A number of audits were completed on IT & BS people process and systems in mid-2011 to ascertain and provide a check point as to how the Unit was delivering and its maturity level since formation.

Whilst these reports highlighted areas for improvements, good progress has been made in all the identified areas.

Good progress has also been made in recruiting staff, with only minor shortages remaining. Further improvements are required to optimise the performance of the Unit. Extensive use has been made of contractors to enable projects to be completed and to fill skill gaps. This has resulted in a shortage of physical space which is now a constraint to enabling additional workload to be absorbed within IT & BS.

Training and coaching of Team Leaders and Managers is underway to improve the quality of IT & BS teams.

An internal engagement plan has been prepared to ensure that IT & BS is aligned with and communicates with all the other areas of the business.

Disaster Recovery

On 24 February a core set of servers to provide a platform to restore applications and replicated email was in place and tested which replaced the temporary arrangements. Twenty-one applications will be replicated on the recovery site and further work, both with the applications and network components, is progressing to enable seamless access to the recovery site by AT staff.

Work is progressing with Business Units to define the DR restoration time for each system and as these become available the relevant changes to the DR process and platforms will be made.

The key MAXX website was successfully shifted to the AMAZON cloud infrastructure in the USA and Singapore for the Rugby World Cup. It is not possible to shift all the remaining applications in a similar way at this point in time, but following all of the Government initiatives in this area, announced late in 2011, it may be possible later in 2012. A watch on developments in this area is being kept.

Contracts

A vendor management framework has been implemented and renewal of the major contracts, Datacom, Fujitsu and Microsoft are completed with aligned service levels and support processes. Other contracts are being migrated to this framework.

Operations

All the main operational processes have been completed, and now will continue to be refined over time. The Operations Manager resigned in December 2011 and a fixed term replacement will be utilised to drive the necessary changes and processes into the environment. Following this a suitably qualified manager will be employed.

Risk Management

An IT & BS risk analyst has been recruited who has established an IT & BS risk framework, registers and processes within the overall AT risk management framework.

Overview

IT & BS reviews of all work and projects that impact IT & BS are in place and working well with the ATPCG, which comprises Tier 2 and 3 Managers from across the business. Some minor enhancements to the prioritisation process recommendations are still to be made.

Security Check

An external security check of the infrastructure has been completed by PWC with no major risks identified. Recommended minor adjustments have been included in the operations remediation plan. Future checks will be completed quarterly in line with PCI compliance requirements

Financials

As shown in the table below, the IT & BS annual operating budget is \$15 Million, including salary costs; \$14 Million of this is spent on annual fixed costs including licences, computers, network costs and support contracts.

This is not the total IT cost for AT as it excludes some IT related costs contained in other Business Units such as PT.

A further \$7.3 Million is allocated for all IT & BS project related work in other budget areas which includes not only business initiatives but also enhancements and expansion of the core IT infrastructure to support the business.

The IT & BS spend for this year is within the forecasted amounts.

IT & BS Budget Summary	
Description	Budget
Staff Costs	5,242,204
Support Contracts	5,111,866
Licences	2,086,508
Equipment	712,261
Communication Networks	321,169
Contractors	691,320
Depreciation & Amortisation	1,390,634
Other	101,355
Total	15,657,317

Conclusion

IT & BS continues to deliver its strategic initiatives whilst developing its capacity and capability to deliver the other business initiatives required of it. Work to further identify risks and mitigate them will continue.

Currently IT & BS has reached physical space limitations, so work will be prioritised by the ATPMG to keep IT & BS within its capacity to deliver.

Next Steps

IT & BS has reviewed its own Business Unit vision and linked this to an engagement framework (high level diagram, Attachment 4) which is currently being communicated across the business via a communications plan. This will also be communicated to our partners via the vendor engagement framework which is progressively being implemented.

IT & BS has decided this year on four programmes of work which are:

- 1) Intelligent Transport Systems
- 2) Online
- 3) Business Systems
- 4) Capacity and Capability

A list of projects for the forthcoming year has been compiled, but cannot be completed until all the Business Unit plans have been reviewed which is due by the end of March 2012, to ensure that all IT related activity planned for this year across the Business Units has been identified.

On Line Programme of Work

Work will focus on:

- Road Corridor Maintenance requests for service (35 in total) which will be completed on 1 June 2012
- Providing a personalised portal for customers (Similar concept to Air New Zealand)
- Working with business to define next Request's for Services to be implemented. There are currently 294 processes that have been identified to be revisited or implemented on line for the first time.
- Working with the Call Centre, Customer Services and PT area around consolidating and implanting a new Knowledge Base for use within AT.

Intelligent Transport Systems

Work this year will focus on:

- Providing enhanced Road Maintenance information internally and externally
- Implementing improved Traffic Congestion in conjunction with NZTA
- Replacement of end of life Traffic Light data network technology with new solution in conjunction with NZTA and other Councils in New Zealand
- Improving Real Time Bus, Ferry and Rail Systems and making them available on line
- Integrating walking and cycling routes and times to Journey Planner
- Planning for future impacts and projects with AIFS, and EMU and JTOC projects

Business Systems

Currently identified significant projects are:

- Parking – replacement of on-street ticket machines
- Parking – replacement of Ticket Infringement System
- Parking – implementation of technology to support new parking buildings
- AIFS integration
- Document & Records Management
 - Continue with personalised Business Unit training to gain higher levels of compliance with the Records Management Act and gain more staff acceptance of these processes. A plan is in place to visit 23 teams and personalise their Team Site by end of August 2012 with a target of 80% compliance.

Disaster Recovery (DR)

Plan and ensure DR implemented for all selected applications identified through the Business Continuity Planning process.

Vendor Engagement Framework

Continue to review and modify all remaining contracts and system support arrangements. This is expected to take six months to achieve.

Process Mapping Framework

Continue to promote and train Business Units on business process mapping in order to get the business models and process of AT documented. AT has a total of approximately 200 high level business processes.

Unified Communications

Rollout out of Video Conferencing and extension of Smales Farm telephony solution across AT.

External Reviews

An update of the reviews completed last year are due for completion in March 2012, which will indicate the progress made to date and ensure we focus on areas that may still require attention.

Risk Profile

Following several reviews last year IT & BS commenced a risk register to track the outcomes from those reviews and other risks that it identified. These are detailed in the Attachment 5. There are two high key areas of risk that are currently being addressed:

- 1) Disaster Recovery
- 2) Document & Records Management

Both these areas have active projects in place, and are a key focus of IT & BS to deliver.

Attachments

Attachment 1 – IT & BS Vision Slide presented to Board in 2011

Attachment 2 – IT & BS Status Slide Update

Attachment 3 – IT & SB FTE Overview Report

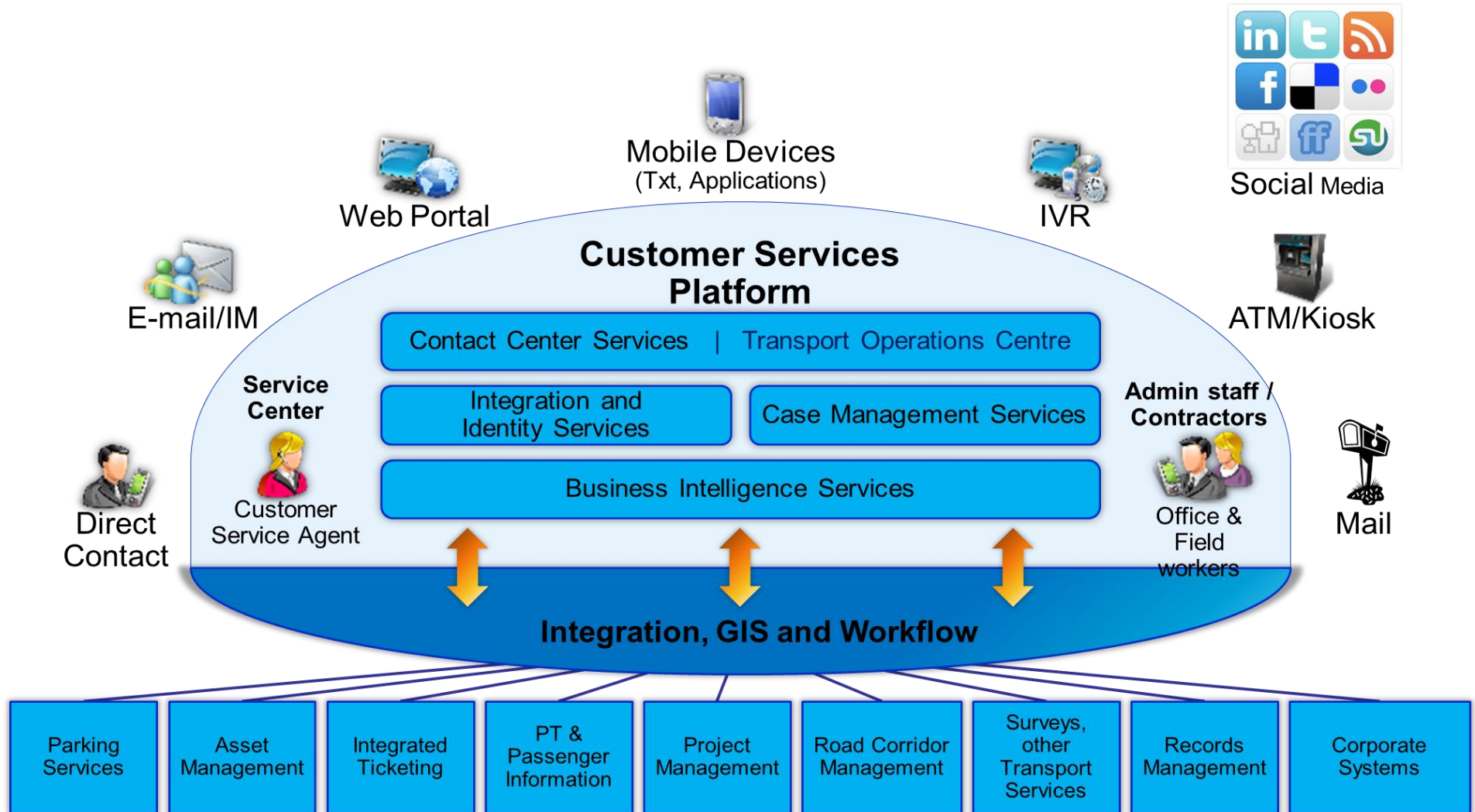
Attachment 4 – IT & BS Engagement Model

Attachment 5 – IT & BS Risk Table

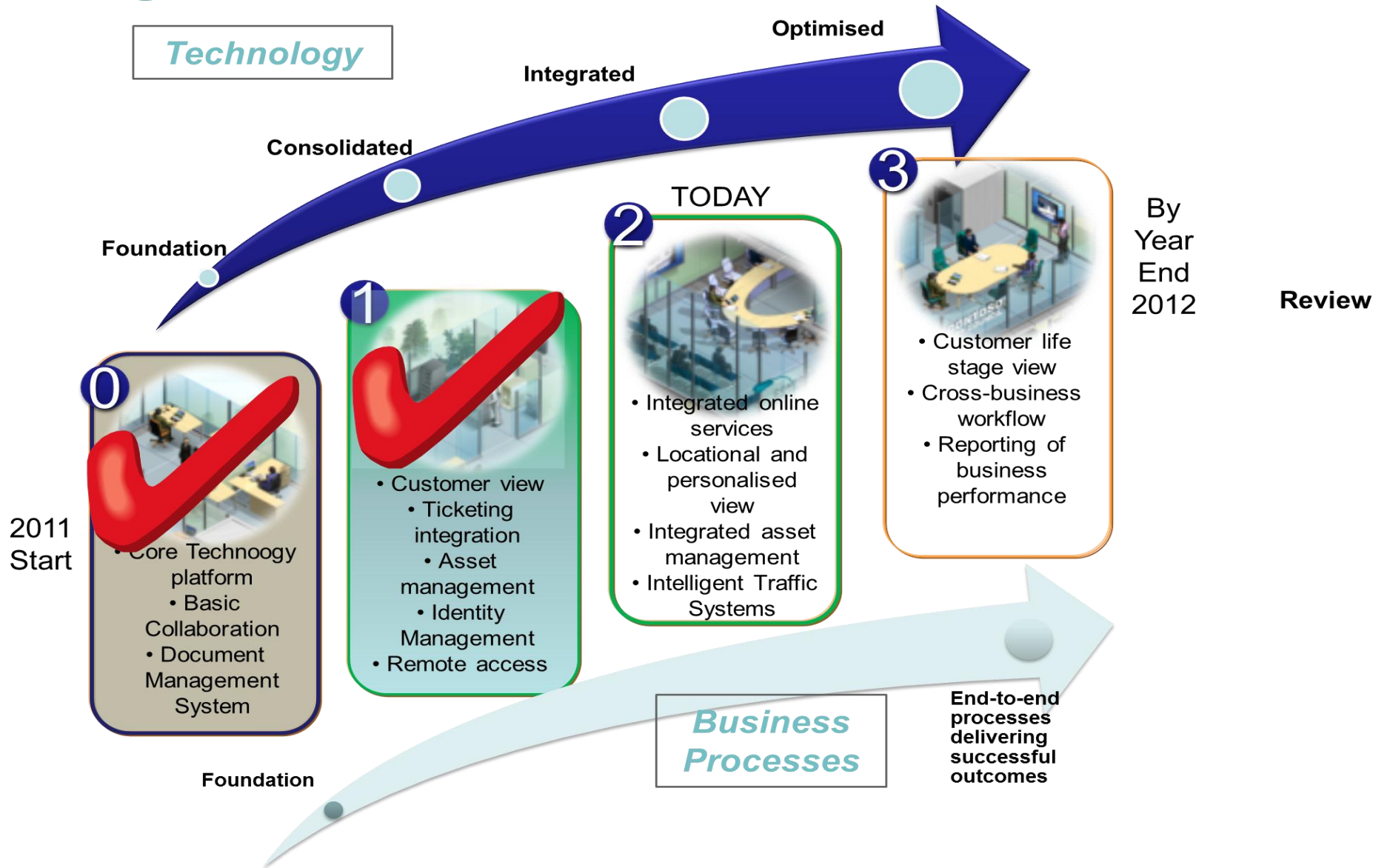
WRITTEN BY	Roger Jones Manager IT & BS	
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AT Services Platform

2011 Vision to Executive and Board



Progress Made



IT&BS Solution Engagement Model

