



Digital Services Sub (Finance) Committee

Date: FRIDAY, 3 JULY 2020
Time: 12.45 pm
Venue: VIRTUAL MEETING – ACCESSIBLE REMOTELY

Members: Randall Anderson (Chairman)
Alderman Sir Peter Estlin (Deputy Chairman)
Rehana Ameer
Deputy Keith Bottomley
Deputy Roger Chadwick
John Chapman
Deputy Jamie Ingham Clark
Tim Levene
Jeremy Mayhew
Deputy Hugh Morris
Sylvia Moys
Benjamin Murphy
Barbara Newman
James Tumbridge

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Accessing the virtual public meeting

Members of the public can view the virtual public meeting at the link below:
<https://youtu.be/G0y0tkG6R9U>

John Barradell
Town Clerk and Chief Executive

AGENDA

Part 1 - Public Agenda

1. **APOLOGIES**
2. **MEMBERS' DECLARATIONS UNDER THE CODE OF CONDUCT IN RESPECT OF ITEMS ON THE AGENDA**
3. **MINUTES OF THE PREVIOUS MEETING**
To agree the public minutes of the meeting held on Friday, 24 January 2020.

For Decision
(Pages 1 - 6)
4. **FORWARD PLAN**
Joint report of the Town Clerk and Chamberlain.

For Information
(Pages 7 - 8)
5. **DBE MAXIMISING DIGITAL – PRESENTATION**
The Director of Built Environment and the Policy and Performance Director to be heard.

For Information
(Pages 9 - 26)
6. **COMMITTEE MEETING VIDEO CONFERENCING SOFTWARE**
Joint report of the Town Clerk and Chamberlain.

For Decision
(Pages 27 - 34)
7. **IT DIVISION - IT SERVICE DELIVERY SUMMARY**
Report of the Chamberlain.

For Information
(Pages 35 - 46)
8. **IT DIVISION RISK UPDATE**
Report of the Chamberlain.

For Information
(Pages 47 - 54)
9. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE SUB COMMITTEE**
10. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT**

11. **EXCLUSION OF THE PUBLIC**
MOTION - That under Section 100(A) of the Local Government Act 1972, the public be excluded from the meeting for the following items on the grounds that they involve the likely disclosure of exempt information as defined in Part I of Schedule 12A of the Local Government Act.

For Decision

Part 2 - Non-Public Agenda

12. **NON-PUBLIC MINUTES OF THE PREVIOUS MEETING**
To agree the non-public minutes of the meeting held on Friday, 24 January 2020.

For Decision
(Pages 55 - 58)

13. **DECISION GATEWAY PAPERS**

For Information

- a) AV Equipment Replacement (Pages 59 - 74)
Report of the Chamberlain.
- b) Shared Drives to SharePoint (Pages 75 - 88)
Report of the Chamberlain.
- c) Secure City Programme (Pages 89 - 106)
Joint report of the Commissioner of the City of London Police and the Director of the Built Environment.
- d) eDiscovery Project (Pages 107 - 122)
Report of the Commissioner of City of London Police.

14. **CR16 IT SECURITY DEEP DIVE**
Report of the Commissioner of City of London Police.

For Information
(Pages 123 - 164)

15. **IT SERVICES 2020 PROGRAMME UPDATE**
Report of the Chamberlain.

For Information
(Pages 165 - 170)

16. **NON-PUBLIC QUESTIONS ON MATTERS RELATING TO THE WORK OF THE SUB COMMITTEE**

17. **CITY OF LONDON POLICE IT MODERNISATION PROGRAMME - PRESENTATION**

For Information
(Pages 171 - 188)

18. **HR INTEGRATED TIME MANAGEMENT AND E-EXPENSES**

Report of the Commissioner of the City of London Police.

For Information
(Pages 189 - 202)

19. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT AND WHICH THE SUB COMMITTEE AGREE SHOULD BE CONSIDERED WHILST THE PUBLIC ARE EXCLUDED**

DIGITAL SERVICES SUB (FINANCE) COMMITTEE**Friday, 24 January 2020**

Minutes of the meeting of the Digital Services Sub (Finance) Committee held at Guildhall, EC2 on Friday, 24 January 2020 at 1.45 pm

Present**Members:**

Randall Anderson (Chairman)
 Deputy Jamie Ingham Clark (Deputy Chairman)
 Deputy Keith Bottomley
 Tim Levene
 John Chapman
 Barbara Newman

Officers:

Rofikul Islam	- Town Clerk's Department
Sean Green	- Chamberlain's Department
Ryan Dolan	- Town Clerk's Department
Mel Richardson	- Town Clerk's Department
Matt Gosden	- Chamberlain's Department
Sam Collins	- Chamberlain's Department
Samantha Kay	- Chamberlain's Department
Oliver Shaw	- City of London Police
Graeme Quarrington-Page	- Chamberlain's Department

In attendance:

Eugene O'Driscoll	- Agilisys
Graeme Everitt	- Agilisys

1. APOLOGIES

Apologies were received from Jeremy Mayhew, Rehana Ameer, Sylvia Moys and James Tumbridge.

2. MEMBERS' DECLARATIONS UNDER THE CODE OF CONDUCT IN RESPECT OF ITEMS ON THE AGENDA

There were no declarations.

3. MINUTES OF THE PREVIOUS MEETING

RESOLVED: That the Sub-Committee considered and approved the Public Minutes of the meeting held on Friday 1 November 2019.

4. OUTSTANDING ACTIONS FROM PREVIOUS MEETINGS

The Sub-Committee considered a joint report of the Town Clerk and the Chamberlain which provided updates of outstanding actions from previous meetings. The report also provided information of the Sub-Committee's proposed work plan for forthcoming meetings.

RESOLVED – That the Sub-Committee notes the report.

5. **DESIGN, BUILD, SUPPORT AND HOSTING FOR NEW WEBSITE**

The Committee received the report of the Town Clerk (Director of Communications) on the Design, build, support and hosting for new website.

The Digital Publishing and Content Strategy Lead briefed the Sub-Committee on the progress so far with the new website developments. Members were pleased to learn that the project has a green status as well as currently being on time, on budget and within the projects scope.

A Member inquired what has been done in terms of user testing. The Project Manager of the new website informed the Sub-Committee that many tests have been carried with real users to identify areas of improvements and debugging. Another Member asked if the urls published in the various City print and on-line publications would be supported in the new website structure. The Manager stated that they would be supported.

RESOLVED – that the Sub-Committee notes the report

6. **DIGITAL TECHNOLOGY IN THE CITY SURVEYOR'S DEPARTMENT**

The Sub-Committee received an oral presentation of the Digital Technology in the City Surveyors Department.

The Sub-Committee was told that there are four major groups within the City Surveyors Department, which are the Operations, Corporate Properties, Investment Properties and Property Projects with around 250 members of staff involved in the Departments activities. The Sub-Committee was told that the City Surveyors Department manages £4.1bn in investment property portfolio of which 324 are properties leading to an income of £136m per annum.

The City Surveyor's Department has a major strategic impact on the work and services of the City. The Sub-Committee was further told that the IT software for managing our investment property portfolio is not now considered fit for purpose, as the package has limited Property Management functionalities such as not being able to produce valuations and the service charge processes are not to British standard and there are very limited reporting facilities.

The Sub-Committee was informed that keeping up with floor plan updates is getting increasingly costly and is very time consuming. With the current contract with Facilities Management system MiCad coming to an end in May 2020, this allows the City the opportunities to explore other systems and perhaps look into a holistic system which will allow the City Surveyors Department to expand its services, save time and increase productivity while at the same time it can save the City money too.

The Sub-Committee was told in terms of smart working the City Surveyor's Department has expanded its hot desking with up to 75% of its staff now using laptops, 20% desktops and 5% tablets. This has enabled the department to be mobile and be able to work remotely too.

A Member asked how the team is ensuring that it is adopting the best technology. The Sub-Committee was told that the City looks at its peers and compares its services and systems to its peers. It was agreed that the City should always look for ways in improving its systems and services such as looking to adopt add-ons to enhance the current services.

At this point a Member asked if the contract with MiCad is extendable. The Assistant Director – Business performance and Improvement confirmed that the contract is extendable, however the City will appoint an independent consultant to assist with the process of looking at best value for money. One of the key lessons learned for the City Surveyor's Department from the experience with OPM is that the City needs to ensure that it can manage all its properties and assets effectively.

A Member asked if the tenants provided MiCad with their own floor plans and designs. Officers assured the Sub-Committee that the Department has several systems in place and as part of MiCad, the Department wants the system to be able to speak to one another. The City Surveyor's Department has a Business Partner who works with the Department to help find new ways of working and being innovative.

RESOLVED – that the Sub-Committee notes the presentation.

6.1 Oracle ERP strategy – interim paper
Item 9 of the agenda was taken as part of 6.A.

The Sub-Committee received the report of the Chamberlain on the Oracle ERP strategy – interim paper.

The Sub-Committee was told that the Chamberlain's IT team have been working with colleagues in the Finance Division on an Oracle Enterprise Resource Planning (ERP) strategy based on the requirement to complete a major upgrade to Oracle in the next couple of years.

A Member enquired if the City has started the recruitment process for a consultant for the upgrade. The Sub-Committee was informed that an independent consultancy will be commissioned in January 2020 to support the short options review.

RESOLVED – that the Sub-Committee notes the report.

7. 2020 IT MANAGED SERVICES UPDATE

The Sub-Committee received the report of the Chamberlain on the 2020 IT Managed Services Update. At the Court of the Common Council in December 2019 the winner of the contract was announced. The Sub-Committee was informed that the Chamberlain's Department is looking for ways to progress some of the IT 2020 Managed Service project before the new contract formally starts.

The Sub-Committee was informed that there have been no challenges from the participating bidders, but one had requested a face to face feedback session. The whole exercise was managed very diligently, and it was the first time Agilisys had won a contract whilst being an incumbent provider.

The Agilisys Representative commented that they were very pleased with the outcome and look forward continue to work with the City.

RESOLVED – that the Sub-Committee notes the report.

8. **CITY OF LONDON CORPORATION INFORMATION HANDLING (PROTECTIVE MARKING)**

The Sub-Committee received the joint report of the Comptroller and City solicitor and the Chamberlain on the City of London Corporation Information Handling (Protective Marking).

Members were told that the Information Management (IM) Strategy was agreed by the Summit Group in March 2019 and thereafter by the Digital Services Sub-Committee in July 2019. Members were informed that the City needs to do more to protect its data and flow of information. The objective of the report is to ensure that the City can bring about a cultural change and ensure that all its data are being shared with confidence.

A Member asked if the Members of the Court of the Common Council will be provided with training and templates to ensure that Protective Marking enforced on all the City's business by its elected Members. Officers assure the Sub-Committee that all the Members will be provided with adequate training on the Information Handling (Protective Marking). Members were also encouraged to ensure that they are using their City of London email address for all their Corporations related businesses.

The Chairman noted that for the Protective Marking to work on all documents, it needs to be aligned with Modern.Gov before the rollout. The Sub-Committee was assured that the IT Services will work together with the Town Clerk's Department and ensure that the work is rolled out in alignment.

RESOLVED – That the Sub-Committee notes the report.

9. **ORACLE ERP STRATEGY - INTERIM PAPER**

This item was taken as part of 6.A.

10. **IT DIVISION - IT SERVICE DELIVERY SUMMARY**

The Sub-Committee received the report of the Chamberlain on the IT Division – IT Service Delivery Summary.

A Member noted that there were 2 P2 incidents on the report but, there were 5 P2 incidents. The Agilisys Client Director agreed that this was a mistake and in fact there were 5 P2 incident occurrence.

RESOLVED – That the Sub-Committee notes the report.

11. **IT DIVISION - CHANGE MANAGEMENT SUMMARY**

The Sub-Committee received the report of the Chamberlain on the IT Division - Change Management Summary. Members were told that there has been several notable improvements in how the IT Division manages software and infrastructure changes.

RESOLVED – That the Sub-Committee notes the report.

12. **IT DIVISION RISK UPDATE**

The Sub-Committee received the report of the Chamberlain on the IT Division Risk Update.

RESOLVED – That the Sub-Committee notes the report.

13. **CR 16 INFORMATION SECURITY RISK**

The Sub-Committee received the report of the Chamberlain on the CR 16 Information Security Risk.

RESOLVED – That the Sub-Committee notes the report.

14. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE SUB COMMITTEE**

There were no questions.

15. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT**

There were no items of urgent business.

16. **EXCLUSION OF THE PUBLIC**

RESOLVED - That under Section 100(A) of the Local Government Act 1972, the public be excluded from the meeting for the following items on the grounds that they involve the likely disclosure of exempt information as defined in Part I of the Schedule 12A of the Local Government Act.

17. **NON-PUBLIC MINUTES OF THE PREVIOUS MEETING**

RESOLVED: That the Sub-Committee considered and approved the non-public minutes of the meeting held on Friday 1 November 2019.

18. **CR 16 INFORMATION SECURITY RISK**

The Sub-Committee received the report of the Chamberlain on the CR 16 Information Security Risk, which was part of the non-public appendix of item 13 of the agenda.

19. **LAN AND WAN CIRCUIT RENTAL FOR CITY OF LONDON POLICE FOR ANPR CIRCUITS, FIREWALLS AND CORPORATE NETWORK**

The Sub-Committee considered the report of the Chamberlain on the LAN and WAN circuit rental for City of London Police for ANPR Circuits, firewalls and corporate network.

20. **POLICE DEEP DIVE EMERGENCY SERVICES NETWORK**
The Sub-Committee received the oral presentation of the Detective Chief Superintendent of the City of London Police on the Police Deep Dive Emergency Services Network.
21. **IT DISASTER RECOVERY TESTING PLAN FOR 2020**
The Sub-Committee received the report of the Chamberlain on the IT Disaster Recovery testing plan for 2020.
22. **CORA PPM (CORPORATE PROJECT MANAGEMENT SOFTWARE)**
The Sub-Committee considered the report of the Town Clerk on the Cora PPM (Corporate Project Management Software).
23. **FREEMEN'S SCHOOL MANAGED IT INFRASTRUCTURE SERVICE**
The Sub-Committee received the report of Roland Martin, Headmaster and Chief Officer on the Freeman's School Managed IT Infrastructure Service.
24. **NON-PUBLIC QUESTIONS ON MATTERS RELATING TO THE WORK OF THE SUB COMMITTEE**
There were no non-public questions.
25. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT AND WHICH THE SUB COMMITTEE AGREE SHOULD BE CONSIDERED WHILST THE PUBLIC ARE EXCLUDED**
There was no other non-public business.

The meeting ended at 15.05

Chairman

Contact Officer: Rofikul Islam
rofikul.islam@cityoflondon.gov.uk

Forward Plan – July 2020

Report Title	Report Month	Category
Presentation from Remembrancer	August 2020	Strategic
Oracle ERP Options Appraisal	August 2020	Strategic
Application Roadmap Deep Dive	August 2020	Strategic
DR Test Report	August 2020	Strategic
2020 Sourcing Contract Award Contract and Progress Report	August 2020	Strategic
IT Security Landscape Overview	August 2020	Strategic
Presentation from CoLP	September 2020	Strategic
IT Operating Model Following 2020 Contract	September 2020	Strategic
2020 Sourcing Contract Award Contract and Progress Report	September 2020	Strategic
Presentation from the Barbican	November 2020	Strategic
2020 Sourcing Contract Award Contract and Progress Report	November 2020	Strategic
Presentation from Comptroller	January 2021	Strategic
2020 Sourcing Contract Award Contract and Progress Report	January 2021	Strategic
Digital Services Strategy Actions Progress	January 2021	Strategic
IT Business Plan Update	January 2021	Strategic
Information Management Update	January 2021	Strategic
Presentation from Town Clerk Team	February 2021	Strategic
2020 Sourcing Contract Award Contract and Progress Report	February 2021	Strategic
Digital Services Strategy Actions Progress	February 2021	Strategic
IT Business Plan Update	February 2021	Strategic
Information Management Update	February 2021	Strategic

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Digital Services Sub Committee 3rd July 2020

Digital Services in the Dept of the Built Environment

Carolyn Dwyer & Paul Beckett

Dept of the Built Environment Overview

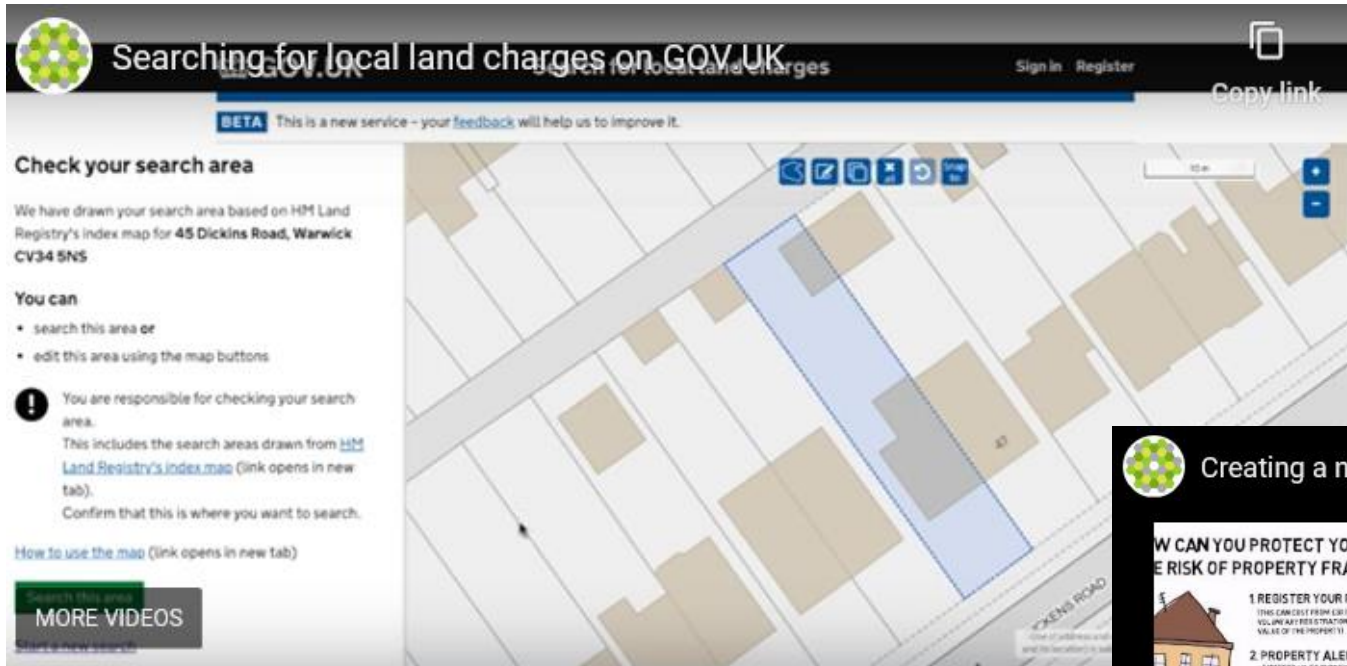
Main Business Activities

- Planning service, bridges & highways management, transport & public realm enhancement projects, waste & cleansing service, Building Control & resilience
- Contributes to corporate aims – shaping outstanding environments, thriving economy, flourishing society,
- Key role in delivery of corporate capital building projects
- 220 staff; Net revenue local risk budget £19M; annual forecast capital spend over £20M
- DBE leads on digital infrastructure in several key areas
- DBE service improvements are made easier by going digital

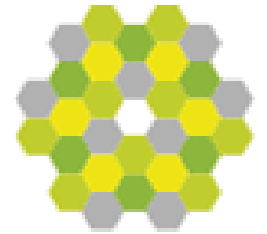
Digital Infrastructure Lead Areas

- Wayleaves – standardised wayleave toolkit to speed up broadband connections; endorsed by Mayor of London and adopted nationally
- Wi-Fi – fastest outdoor mesh Wi-Fi network in Europe, 156 access points, speed over 200 megabits per second to over 80,000 users.
- 4G – City & Cornerstone delivered 200 “small cells” on street furniture to enhance 4G coverage & eradicate “not spots”
- 5G – City offering rooftops and street furniture to mobile operators to encourage roll out of 5G in 2020. City already has several live 5G sites deployed on non-Corporation owned buildings.
- Fibre to the Premises – Openreach have achieved 90% coverage, remaining 10% to be completed by 2021. 12 City housing estates will have access from two suppliers by end 2020.

Recent Service Improvement Example: Digital Service for City's Local Land Charges



HM Land
Registry

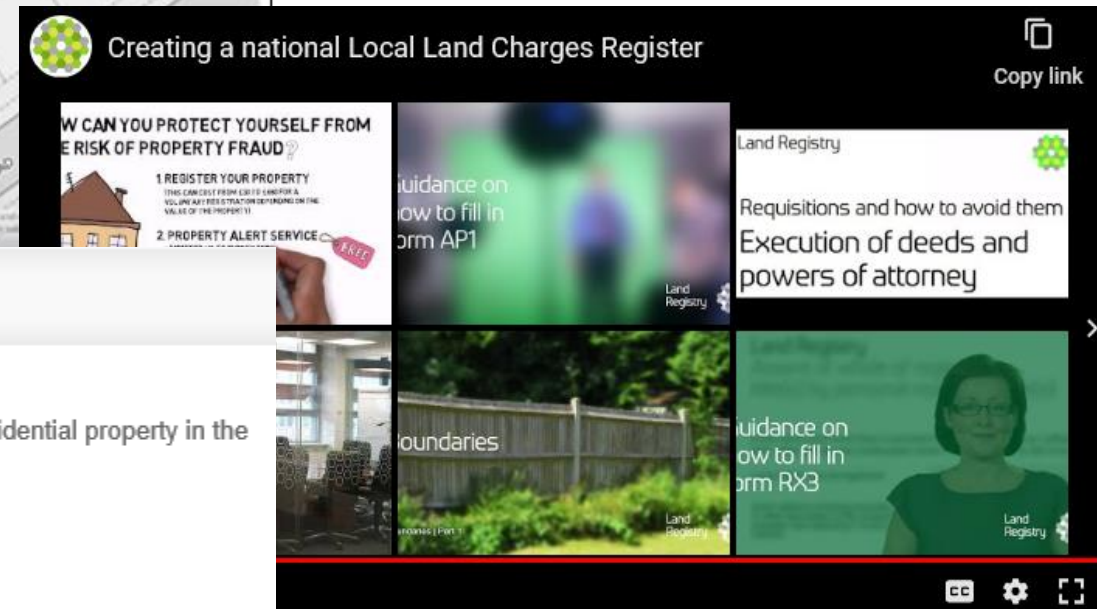


Property searches

The Property Search Team provides a service to purchasers and lessees of commercial and residential property in the City of London through the CON29 process.

Contact us

Property Search Team
The Department of the Built Environment



Recent Service Improvement Example: Digital Service for City's Local Land Charges


- Context: 23,000 local land charges registered for one Square Mile
- Up to 200 charges registered on individual properties
- 100 local land charge searches monthly; paper-based system; 6 day turnaround.
- Shift to Digital: Data quality checking: 6 month process, 3 staff involved, 10,000+ data issues affecting 9,000 charges. 3rd local authority to shift in England; 1st in London.
- Outcome: Better data set for the City property market available via HM Land Registry website since Oct 2018.
- Outcome: Same day automated digital response; lower £15 processing fee; available worldwide.

Current Improvement Example: Digitising & Publishing Highway Projection Licences

LICNO	DATE	TYPE	Current Best Guess	Drawings - one per line [Missing Drawing] {Drawing Already Listed}	Licence Pages	Works	STRNO	BLD2	HWY1	HWY2
1254	23 Jun 1997	A	0: Licence is "dead"	A-1A A-2A A-13A	9	retention of existing vaults and construction of new in Staining Lane	31-45	Gresham Street, London	Staining Lane, Wood Street	Gresham Street
1254	23 Jun 1997	E	3: Licence is probably extant	ASK-095 A2/7 A12/5 A101/5	3	architectural features	31-45	Gresham Street, London	Staining Lane, Wood Street	Gresham Street



City Secretary
Tom Simmons



CORPORATION OF LONDON

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Guildhall
London
EC2P 2EJ

Telephone
0171 606 3030

Minor (Architectural) Projections over the Highway
Highways Act 1980 (Section 177)

WHEREAS

(1) Legal & General Assurance Society Ltd
of Bucklersbury House, 3 Queen Victoria Street, London EC4N
(hereinafter called "the Licensee") for the purposes of this Licence being the person or body corporate (or his/their successor(s) in title) entitled to receive the rack rent in respect of:-
31-45 Gresham Street, EC2
(hereinafter called "the Building") has requested permission from the Common Council (hereinafter called "the Corporation") for the construction of:-
architectural features

(hereinafter called "the Works") attaching to the Building, in accordance with Registered Planning Permission No. 96-1157W dated 9 August 1996
and situated over the street(s) known as:-
Staining Lane, Wood Street, Gresham Street
(hereinafter called "the Said Highway(s)"); all as shown on the submitted Drawings numbered:-
ASK-095, A2/7, A12/5, A101/5, A120/6 for E

(2) The Licence of the Corporation under Section 177 of the Highways Act 1980 (hereinafter called "the Act") is necessary for the Works subject to such terms and conditions as the Corporation think fit.

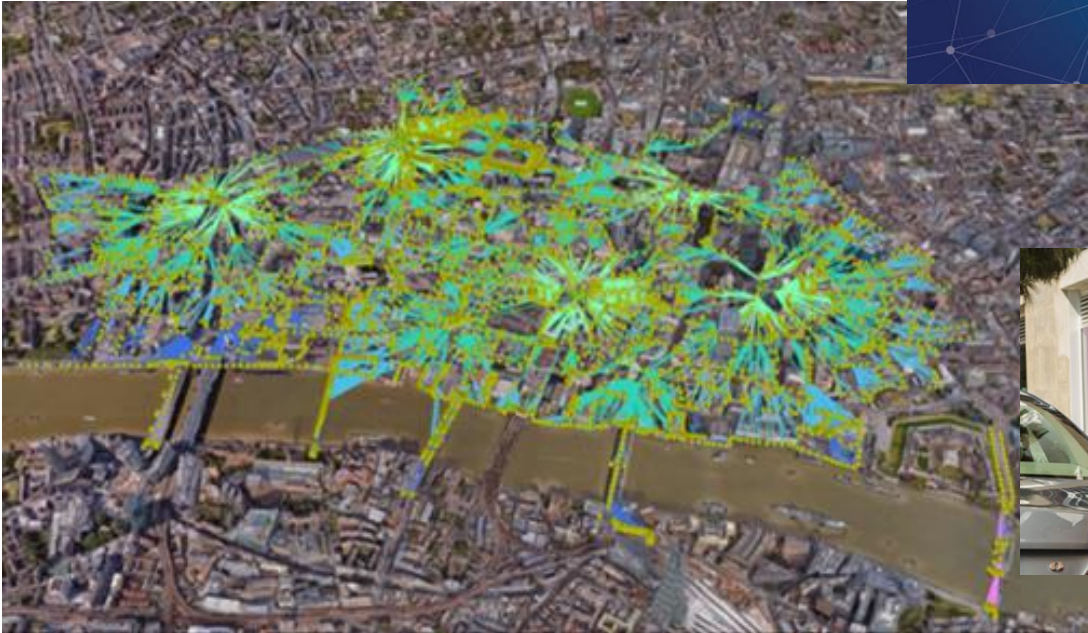
NOW in pursuance of the provisions of the said Section of the Act the Corporation as Highway Authority licences the construction and retention of the Works subject to the terms and conditions attached.

Current Improvement Example: Digitising & Publishing Highway Projection Licences

- Context: Checking and scanning highway projection licences involves several DBE sections plus LMA scanning skills.
- Original estimate of 2,200 paper licences dating back to 19th century held by LMA.
- Projections can be above or below ground so includes building vaults under the highway which are relevant to redevelopment proposals
- Shift to Digital: 1200 licences obsolete & removed; 150 newly 'rediscovered' hidden in old paper files
- Outcome: Now have c.1200 licences checked, scanned and geo-referenced; to be published on web and GIS layer.
- Outcome: Reliable data source for owners/developers/utilities, etc.

Current Improvement Example: Street Lighting Upgrade and Smart Monitoring

BIG DATA

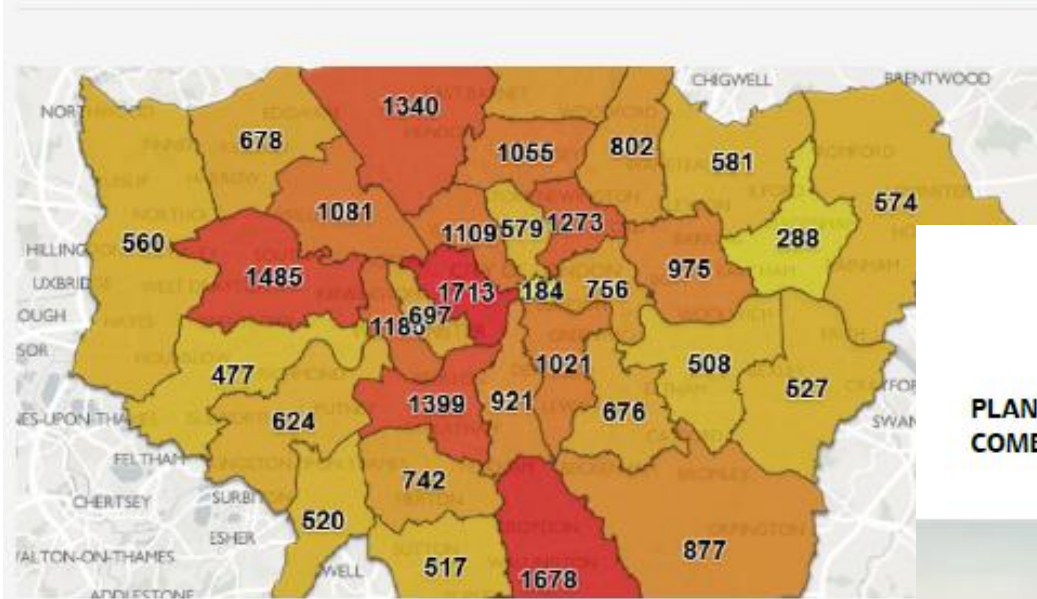


Current Improvement Example: Street Lighting Upgrade and Smart Monitoring

- Street lighting upgrade giving greater control and scope to use resilient communication mesh for real-time monitoring of environmental conditions – rollout currently 70% complete
- Outcome: New LED lighting is efficient, 20% fewer needed, with remote control through a resilient comms ‘mesh’ network.
- Outcome: Comms network is resilient and smart; can transmit data from smart monitoring devices at lighting locations, e.g. weather conditions, light levels, noise, air quality, security threats.
- Need IT and skills upgrades to make the most of the potential for smart monitoring.

Future Improvement Example: Digital Service for Development Monitoring

Home > What we do > Planning > The London Plan > London Development Database



London Development Database

The London Development Database (LDD) is a collaborative project between the Mayor of London and London boroughs to monitor planning permissions, starts and completions across London. It has been running since 2004.

Combined Planning Data Standard

Technical Specification

Greater London Authority

15 May 2019

MAYOR OF LONDON

PLANNING INFORMATION COMBINED PLANNING DATA STANDARD



MAYOR OF LONDON

APPENDIX 1

Parking Matrix

Existing		
No. Standard Vehicle Spaces (Residential)	No. Standard Vehicle Spaces (Non-Residential)	No. Non-Standard Vehicle Spaces
Resulting Parking Facilities		
No. Standard Vehicle Spaces (Residential)	No. Standard Vehicle Spaces (Non-Residential)	No. Non-Standard Vehicle Spaces

Housing Delivery

Year	Q1	Q2	Q3	Q4
2019				
2020				
2021				
2022				
2023				
2024				
2025				
Cont.				

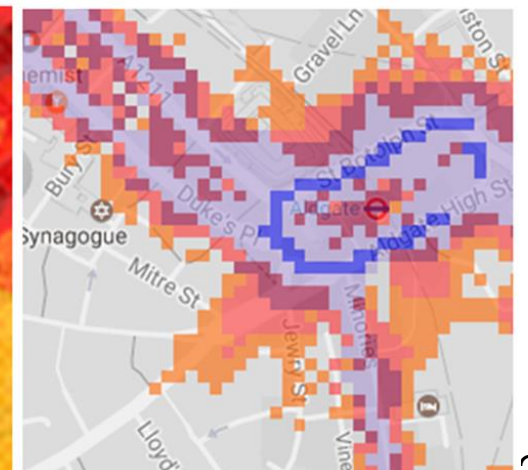
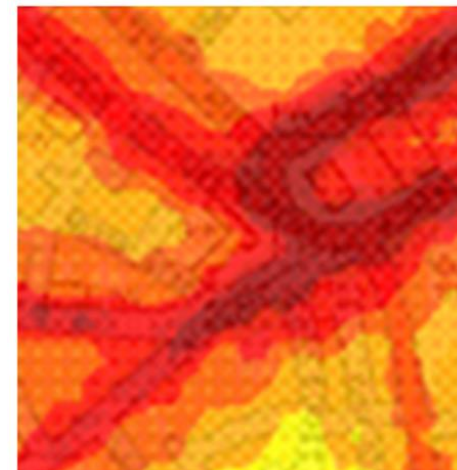
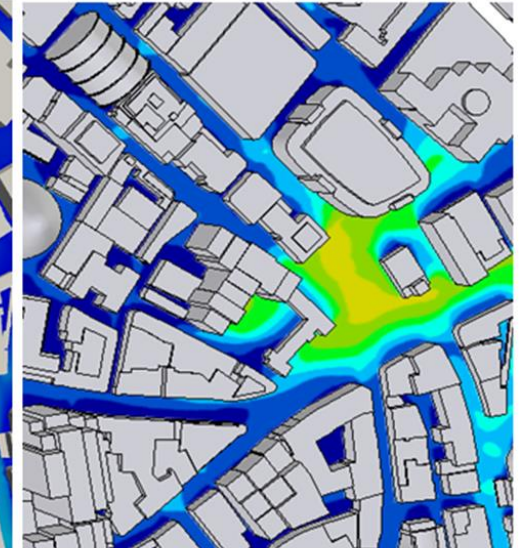
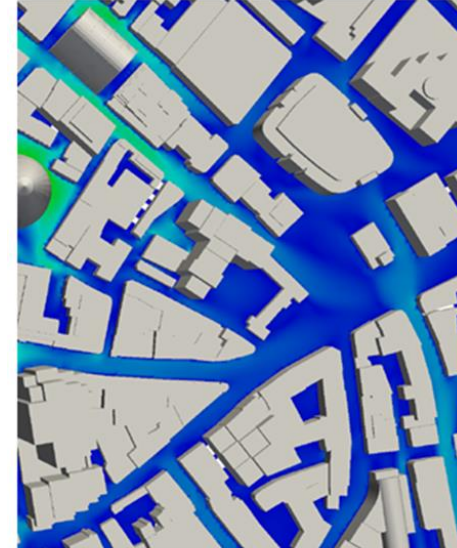
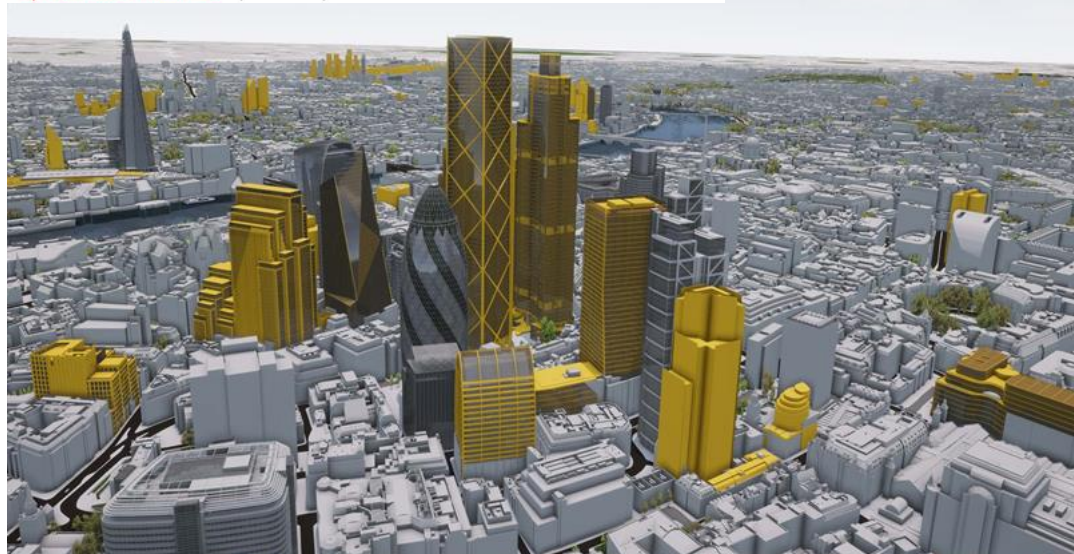
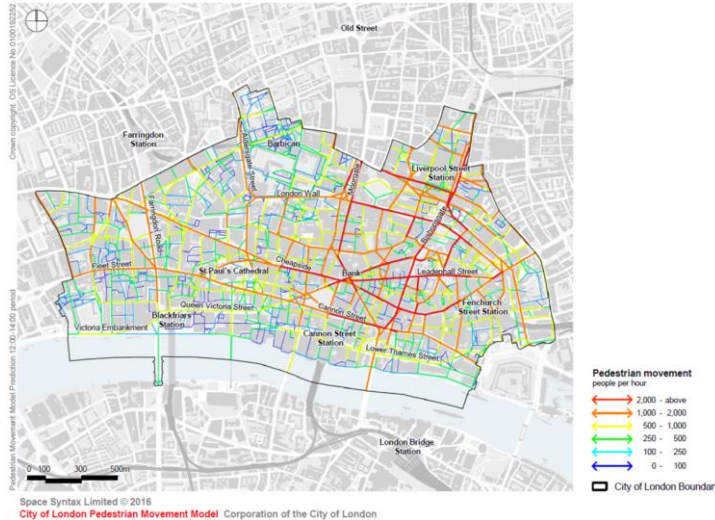
Demolished / Lost Floor Space

Residential Accommodation							
Unit No.	Unit Type	Gross Internal Floor Area	No. Habitable Rooms	No. Bedrooms	Current Tenure	M4(2) Compliant	M4(3) Compliant
Communal Floor Space Serving Residential Accommodation							
		Gross Internal Floor Area					
Demolished / Lost Non Residential Floor Space							

Future Improvement Example: Digital Service for Development Monitoring

- London Development Database replacement project is a partnership of GLA, London boroughs and the City.
- Updated planning application ‘Local Validation List’ will require developers to provide the right data directly via new website portal. More comprehensive and consistent data collection which avoids double-handling of data.
- Outcome: London-wide overview and site-specific detail available online as database and in maps
- Outcome: Real time monitoring of development progress
- Commencement due late 2020

Future Improvement Example: Digital Modelling of Development Impacts

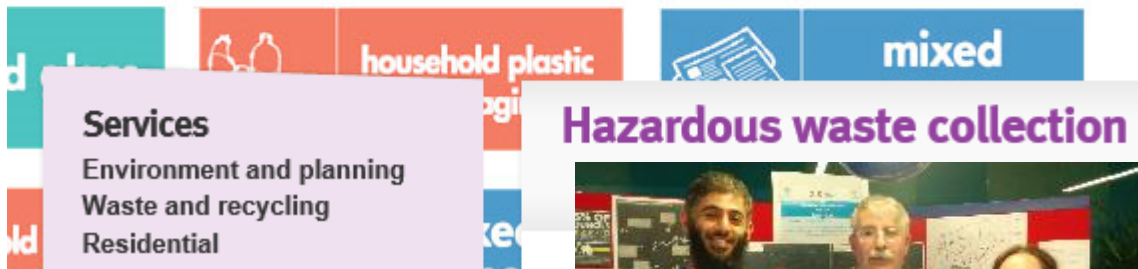
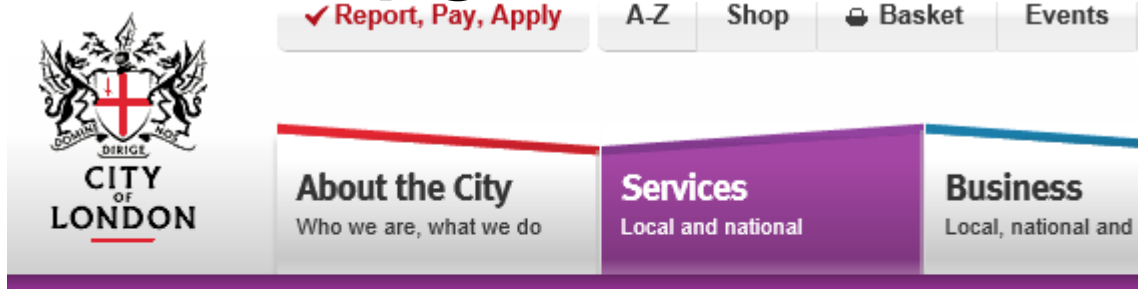


Future Improvement Example: Digital Modelling of Development Impacts

- Computer modelling of the built environment and environmental conditions helps shape a better built environment and future City.
- 3D virtual model of the City – uses ‘VuCity’ licenced software; demonstration kit available at City Centre.
- Outcome: scope for better consultation and engagement, design refinements and better decisions, leading to more successful developments and enhancement projects
- Outcome: Projected pedestrian flow data for 2026 informs traffic management and public realm enhancement priorities. Informed our covid-related temporary street changes
- Outcome: Wind and thermal comfort modelling for a better and safer public realm to walk, cycle and spend time

Future Improvement Examples: Software Upgrades for DBE & Corporate Needs

City of London
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Future Improvement Examples: Software Upgrades for DBE & Corporate Needs

- 2020: Esri GIS software licence extension for City's corporate mapping needs – now done.
- 2020: 'Hazcol' software replacement for managing hazardous waste on behalf of all London boroughs
- 2021: Uniform/M3 software replacement jointly with M&CP for processing planning applications, building control & environmental health
- 2021/22: Replacement of 'HyMS' software for managing street works
- Need good IT infrastructure and software to deliver the right services & outcomes

Conclusion: Digital Technology Improves DBE Services & Resilience

Context

- Good IT & software provides relevant data for good service delivery
- Good data quality and management processes reduce business risk
- City's complex multi-level, multi-use geography needs to be understood, updated, managed and monitored digitally
- Open data obligations help us to address the digital needs of City, national and global partners helping improve services and resilience

Future

- Need to shift from mixed digital and paper systems towards digital; remote working due to covid-19 is speeding it up
- 3D virtual models help us understand, consult on remotely, and manage physical change in the City
- More smart monitoring can bring efficiencies and service resilience
- Good IT kit and 5G is needed to support agile and responsive working

City of London

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Committee(s): Digital Services Sub Committee – For decision	Date(s): 03 July 2020
Subject: Committee Meeting Video Conferencing Software	Public
Joint Report of: The Town Clerk / The Chamberlain	For Decision
Report author: Lorraine Brook / Emma Cunnington / Sam Collins	

Summary

In light of restrictions on travel and other measures which were implemented on 23 March 2020 to address the COVID-19 pandemic, the City Corporation’s decision-making processes were initially impacted and formal committee meetings were suspended until such time that the Government enacted emergency legislation which, amongst many other things, permitted local authorities to hold virtual decision-making meetings. The introduction of the *Local Authorities and Police and Crime Panels (Coronavirus) (Flexibility of Local Authority and Police and Crime Panel Meetings) (England and Wales) Regulations 2020* (“the Regulations”) came into force on 4th April 2020 and in response, the Committee and Member Services Team and the IT Division worked quickly to explore how the new regulations could be implemented (technically and procedurally) so formal committee meetings could resume in a virtual format.

Following “lockdown” in March, informal meetings of several committees were facilitated by the Committee and Member Services Team via Microsoft Teams which was implemented by the IT Division as the City Corporation’s primary collaboration and video conferencing tool in February 2019. After the new regulations came into force, use of Microsoft Teams to facilitate formal decision-making meetings on a virtual basis was carefully explored and tested robustly to ensure that the functionality available through the platform (i) could satisfy the regulations (voting, public participation, live-streaming); (ii) was a workable solution for the Committee Team; and (iii) provided a good user experience for Members “attending” virtual meetings. In mid-May, at the request of Members, we were asked to explore use of Zoom to facilitate virtual meetings and to date, in collaboration with the Technology Support Team 10 formal meetings (and 6 informal Member meetings) have been managed through Zoom; the Chair and Deputy Chair of the Digital Services Sub-Committee have been consulted and involved in testing; and feedback about the platforms (Microsoft Teams and Zoom) has been sought from both those managing the technology to support virtual meetings and those “attending” virtual meetings.

This report sets out the key findings arising from the Zoom testing period (26/05/20 - 23/06/20) and incorporates all the feedback that has been provided about use of the Microsoft Teams and Zoom platforms for the hosting of formal virtual committee meetings.

Recommendation(s)

Members are asked to:

- Note the report
- Agree which platform should be used by the Committee and Member Services Teams to facilitate formal virtual committee meetings going forward, noting that only one platform can be supported by the IT Division and there are implications associated with the use of multiple platforms
- Consider the Officer recommendation to use Teams as the preferred video conferencing software for Committee meeting based on the feedback provided below and reason detailed in Appendix A.

Main Report

Background

1. Section 78 of the Coronavirus Act 2020 allows the relevant national authority to make regulations providing for virtual meetings in local authorities, including the Greater London Authority, district, county and unitary councils, parish councils, national park authorities, conservation boards and school admissions appeal panels. The Regulations apply to meetings held, or required to be held, before 7 May 2021, so concern the specific effects of lockdown and potential continuing social distancing measures.
2. The new legislation has expedited the use of video conferencing software for Committee Meetings at the City of London Corporation and City of London Police. As of 24th April 2020, when the Community and Children's Services Committee held the City Corporation's first formal virtual meeting, meetings have been held using Microsoft Teams.
3. The Committee Team had to quickly learn about the new platform and how it could be used to facilitate virtual meetings, whilst continuing to provide comprehensive meeting management support and procedural advice in a virtual manner.
4. Working in close collaboration with the Technology Support Team, several technical and practical issues were quickly addressed and virtual meeting management through Teams worked well. However, in mid-May we were asked to trial the use of Zoom as an alternative platform for hosting virtual committee meetings, principally because some Members had used this platform in other forums and liked the user experience.
5. Since 26th May, when a meeting of the Property Investment Board was held via Zoom, Microsoft Teams and Zoom have been used in tandem for the hosting of virtual formal meetings and a large number of Members have now had the opportunity to experience both products.

6. As the testing period has now concluded, it is an appropriate point for Members of the Digital Services Sub-Committee to assess the two products (Microsoft Teams and Zoom) and confirm the chosen video conferencing software to be used for the future hosting of formal virtual committee meetings. This report therefore seeks to summarise Member feedback following the use of both, outlining the views of the Committee and Member Services Team in terms of meeting management issues, as well as the IT Division in areas such as cost, current and on-going support requirements and data security.

Current Position

Member Feedback

7. During the Zoom testing period a survey was undertaken of the whole Court of Common Council (and some co-opted members) to request feedback about their experience of the different platforms and to identify Members' preferences between Zoom and Microsoft Teams.
8. 51 Members responded to the survey – that is 41% of the Court. 24 Members (19.2% of the Court) explicitly said they preferred Zoom over Teams, 10 Members (8% of the Court) said they preferred Teams over Zoom and 17 Members (13.6%) said they had no preference.
9. If one assumes that those who have not responded to the survey have no strong preference, then the results would show as:
 - 19.2% of the Court prefer Zoom
 - 8% of the Court prefer Microsoft Teams
 - 72.8% of the Court expressed no preference.
10. The main reasons cited for people preferring Zoom were as follows: -
 - Being able to see multiple participants' videos
 - Functionality of raise hands and breakout rooms
 - Video and audio are better

Committee and Members Services Feedback

11. Having managed 10 committee meetings through Zoom, as well as 6 informal Member meetings, and experienced how the functionality to manage "live" meetings differs between the two platforms, the overwhelming feedback from officers in the Committee and Members Services Team is that Microsoft Teams is the favoured platform (Reasons are provided in Appendix A).

IT Division Feedback

12. There are several reasons linked to resource overhead, costs, duplication and security that lead to the recommendation from the IT Division that Teams should be the preferred platform for running and managing virtual Committee meetings. (These are detailed in Appendix A).

13. Members should note a survey of London Local Authorities was conducted on 14th May 2020, to review which video conferencing tools were being used for public meetings. 20 (out of 33) were using Microsoft Teams and only 3 were using Zoom.
14. Members should also note that Microsoft are making significant investment in their Teams product with new features being released monthly which the IT Division believes will close any functionality gaps between Zoom and Teams that have been expressed by some Members. This includes the development of a 9x9 gallery view to allow up to 49 participants to be seen at once. The Teams development roadmap can be summarised and presented to Members if required.

Options

15. These are the options to consider:
 - Use Microsoft Teams for all formal committee meeting
 - Use Zoom for all formal committee meetings
16. The scope of this report is limited to Committee Meeting Video Conferencing Software and does not extend to other informal Member or Officer Meetings. Microsoft Teams will continue to be used for these purposes.

Proposals

17. The new legislation has expedited the use of video conferencing software for Committee Meetings at the City of London Corporation and City of London Police. As of 24th April 2020, when the Community and Children's Services Committee held the City Corporation's first formal virtual meeting, meetings have principally been held using Microsoft Teams. Since the request in mid-May that we trial the use of Zoom as an alternative platform for hosting virtual committee meetings, Microsoft Teams and Zoom have been used alternately and a large number of Members have now had the opportunity to experience both products.
18. As the testing period has now concluded, it is an appropriate point for Members of the Digital Services Sub-Committee to assess the two products (Microsoft Teams and Zoom) and, taking into account Member feedback, as well as the views of the Committee and Member Services Team and the IT Division (paragraphs 5-14), confirm the chosen video conferencing software to be used for the future hosting of formal virtual committee meetings.

Implications

19. Significant staff resources are required to support formal virtual meetings and our experience has shown that more officers are required to assist with those meetings managed through Zoom.
20. If Zoom was adopted as the video conferencing software for Committee Meeting, a formal support model would need to be implemented through an amendment to

the IT Managed Service with Agilisys. This would come at a significant cost, if indeed, Agilisys are able to support Zoom.

21. To safeguard against the risk of using free Zoom accounts, an expansion to the existing licensing model may also be required, at a cost of at least £30k per annum, potentially significantly more to include Officers attending Committee Meetings. Regardless of the software being used, an additional resource may be required to support the streaming of meetings – unless this is transitioned to Committee Services or the number of meetings is reduced.
22. Cost of the additional support resource is estimated to be £50,000 (including on-costs) per annum.

Conclusion

23. Whilst some Members favour the use of Zoom to host formal virtual meetings, there is a divergence of views and the technological and resourcing aspects associated with the management and delivery of formal virtual meetings through Zoom. There are good reasons outlined in Appendix A as to why the Committee and Member Services Team and the IT Division would prefer to deliver the formal meeting programme through Microsoft Teams going forward.
24. Noting the feedback set out in the report, Members are asked to agree which platform should be used by the Committee and Member Services Teams to facilitate formal virtual committee meetings going forward.

Background Papers

- Report to the Policy and Resources Committee: *Democratic Oversight During COVID-19 (16/04/20)*
- Report to the Policy and Resources Committee: *Remote Meetings Protocol and Procedure Rules (07/05/20)*

Appendences

Appendix A – Officer Feedback

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Appendix A – Officer Feedback

Committee and Member Services Feedback

25. Reasons for recommending Teams include:

- The Committee and Member Services Team has to manage a far higher number of technical issues faced by some Members throughout Zoom meetings, particularly as Zoom seems more vulnerable to sound and video issues and every time a Member loses connection, they have to be “admitted” back into the meeting. One Member commented that they can manage Teams, but they find Zoom impossible and they “may have to miss attending some Zoom gatherings due to the clunky system.”
- The following staff resources are required at each Zoom meeting: Committee Clerk (and monitor of chat box), minute taker (at least 1), designated technical support officer, attendance, share screen and live stream support; and one IT officer to facilitate the live stream via YouTube. For Teams meetings, there are fewer functionality channels that need to be managed during the meeting and so less pressure on staff resources to manage the meeting properly whilst also managing the functionality of the platform.
- The general chat box and personal messages from Members must be closely monitored throughout the meeting.
- Unlike Teams, the current speaker’s screen does not pop up, so potentially you need to scroll through multiple screens to find the speaker.
- In Zoom, the Committee Team must start, monitor and end the livestream via YouTube. Going forward, the Technology Support Team has indicated that it will not have resources to support this going forward so the Team will also be responsible for the 2nd stage of the livestream process which is currently undertaken by IT, which is managed through third party video software and streamed to YouTube.
- Whilst Teams isn’t perfect, it is less fiddly and easier to manage from the back office and in some instances no additional staff support is required to facilitate virtual meetings. With such a busy calendar of formal meetings, the implications for staff resources are a significant consideration.
- Whilst there is clearly a need for Member training on both Teams and Zoom, the range of technical issues flagged by Members during the Zoom test period suggests that more Members are competent with Teams.
- The Committee Team is far more competent at managing meetings via Microsoft Teams than through Zoom and so there is less risk of difficulties arising at meetings or decision-making being forced to conclude (in-line with the regulations).

IT Division Feedback

26. Microsoft Teams was implemented by the IT Division as the primary collaboration and video conferencing tool in February 2019. In May 2020 there were 2250 active users of Teams and over 25k meeting participants. Knowledge of Teams continues to grow within the IT Division and in the organisation more widely, with a robust tiered support model provided through the IT Managed Service, with

further expertise and support provided to Members by the Technology Support Team.

27. Microsoft Teams is included as part of the Microsoft licensing agreement, it is therefore available to all Members and Officers across multiple device types and at no additional cost. Teams has also 'closed the gap' on Zoom having introduced some key new features in recent updates, including the 3x3 video grid allowing up to 9 participants to be seen, and the use of 'raise hands' and voting. These features are also now available across desktop and mobile applications, and there are also plans to expand the gallery view to 9x9 (47 participants) in the coming months.
28. Microsoft Teams is not solely designed for video conferencing, but more broadly as a collaboration tool to improve internal communication, as part of the wider Office 365 suite. Microsoft Teams also includes a robust chat service that allows users to communicate quickly without setting up a conference. Syncing with Office 365 also makes collaboration easy by allowing file sharing and calendar support. The IT Division are also recommending the City Corporation moves to Teams for voice telephony, and this integration makes much more sense from a support and usability perspective. Allowing a single access interface across corporate and personal devices.
29. Leading research and advisory company, Gartner, recognises Zoom as a market leading video conferencing provider. It has seen a significant increase in use in recent months and is generally accepted to set the standard for features and user experience. The key benefits of Zoom over Teams are the ability to view up to 49 meeting participants at one time and the use of breakout rooms – though it is not clear whether these features would be utilised for Committee Meetings.
30. Zoom is a new product for the organisation and at present support is only provided by the Technology Support Team (4FTE), all of whom have had to 'learn' the product themselves in recent weeks.
31. Training for Teams is available via the IT Training Team, both online and virtual classroom courses. At present there is no internal training resource for Zoom.

Financial

32. There is no Zoom support provided through the IT Managed Service. Should Zoom be selected as the chosen video conferencing tool, the IT Division would need to extend the existing IT Managed Service to include the product, though this is likely to come a significant cost, if indeed Agilisys are in a position to provide Zoom support at all.
33. Zoom Business Licenses are allocated on a named user basis, at an additional cost of £192 per user per annum. Providing a Business license for all Members and supporting officers would cost in the region of £30k per annum. Were this extended further to include all Officer attending Committee, then this cost would increase significantly.

Security Concerns

34. Zoom security has been a key talking point during lockdown, with some high-profile security breaches reported in the media. In response, Zoom has introduced several security features such as password protecting meetings by default and introducing meeting waiting rooms. End to end encryption has also been introduced for premium accounts, though is not due to be made available to the free version until later in the summer.
35. Many Zoom vulnerabilities are directly related to user's failure to perform certain actions (like password-protecting their account) or poor meeting management. The use of Zoom is supported by the National Cyber Security Council and their guidance shows there is no security reason for Zoom not to be used for conversations below a certain classification. The use of screen-sharing and file sharing is where the greatest risk lies in the use of this platform, as such the use of file-sharing should be prohibited and screen sharing only to be used with trusted partners.
36. To enable Members and Officers to join Committee Meetings in the pilot, the Zoom desktop application has been deployed to all laptops and mobile devices. The Zoom application allows meetings to be scheduled, either through using a free license or being assigned a Business license. Where a free account is created and used to schedule meetings, meetings are not subject to the configuration settings of the City Corporation's Zoom account, which poses a significant security risk.
37. By comparison, Microsoft is made available to all Members and Officers, and licensed through the existing Microsoft E3 licenses, so all instances of Teams are managed and configured corporately. Microsoft Teams has used full end-to-end encryption since its rollout, with data encryption (video, audio, and desktop sharing data) in transit and at rest. Teams has always included more robust tools for hosts to manage participants with controls over who can post or share content, who is allowed into Teams rooms either directly or via a lobby system, and AI monitoring of Teams chat looking for evidence of harassment. In general, Teams is designed around data loss prevention and information protection, as it is primarily used for persistent storage and collaboration on sensitive information, not just a simple video conferencing platform.

Committee(s)	Dated:
Digital Services Sub-Committee – For Information	3rd July 2020
Subject: IT Division – IT Service Delivery Summary	Public
Report of: The Chamberlain	For Information
Report author: Matt Gosden – Deputy IT Director Eugene O’Driscoll, Agilisys Client Director	

Summary

There was a total of 5 P1 and 2 P2 incidents for the City of London Corporation and City of London Police in May. These incidents were caused by external factors such as supplier works outside of the direct control of Agilisys.

Problem records have been created where appropriate to identify root causes and to manage improvements.

- There was **1** P1 incident for City of London Corporation and **4** for City of London Police.
- There were **0** P2 incidents for the City of London Corporation and **2** for City of London Police.
- **92%** of users reported a good or very good experience of the City of London Service Desk and **93%** of users reported the same for the City of London Police Service Desk.

Recommendations

Members are asked to note this report

Main Report

Service levels and exceptions

1. City of London Police (CoLP) P1 incidents

There were 4 P1 incidents

Affected Service	Duration	Reason	Resolution	Problem Management plan
Network	01:02	A failed change to exclude Snow Hill from the CoLP network caused a network loop	The change was reverted	Reviewed and second attempt was successfully implemented
PNC	17:45	A change to deploy a registry key to fix a Triple DES Vulnerability, which appeared to have caused the certificate auto enrolment issue on both servers upon restarting.	The keys were removed from the servers	Review and reschedule
Network (Security Zone)	OOH 07:18	CP6SEAP2 (VPN) Forcepoint firewall in Bishopsgate stopped responding and two DCs went offline	CP6SEAP2 firewall was restarted. This took several attempts.	Problem record
Pronto-Niche	OOH 00:45	Network change of New Street firewall caused routes not to be advertised as expected and network traffic was blocked.	Rollback of firewall change	Review and reschedule

2. City of London Police P2 Incidents

There were 2 P2 incidents

Affected Service	Duration	Reason	Resolution	Problem Management plan
HR Application Portal	OOH 60:08	Update error by 3rd party Capita	Resolved by 3rd party Capita	Supplier management
IL4 CoLPConf VPN client	16:00	Non-responsive firewall	The firewall was restarted	Problem record

3. City of London (CoL) P1 incidents

Affected Service	Duration	Reason	Resolution	Problem Management plan
Epilog Gower	00:12	The application became unavailable. No root cause discovered in incident.	Application services were restarted.	Problem record

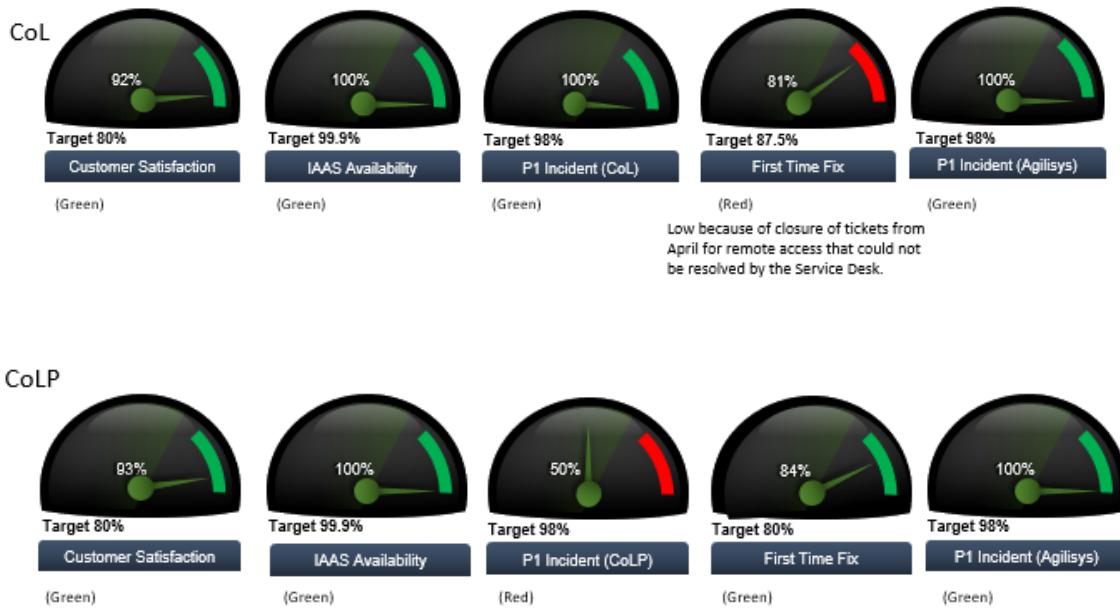
There was 1 P1 incident, for Epilog Gower, which was resolved within 12 minutes.

4. City of London P2 Incidents

There were no P2 incidents in May

Service performance summary is detailed in the dashboard below:

Gauges to monitor performance – May 2020



Service improvements and highlights

5. City of London Police Improvements include:

- Discussions are under way to improve the PSN annual check process.
- Improved stability of the remote access solution, making it more resilient and providing an increase in capacity to accommodate the potential user numbers.

6. Corporation improvements include:

City of London has requested an extension of Sharepoint, Office365 and SQL database support from Agilisys for 3 months from September. This will support the City whilst it builds its own capabilities in these areas.

7. PSN summary

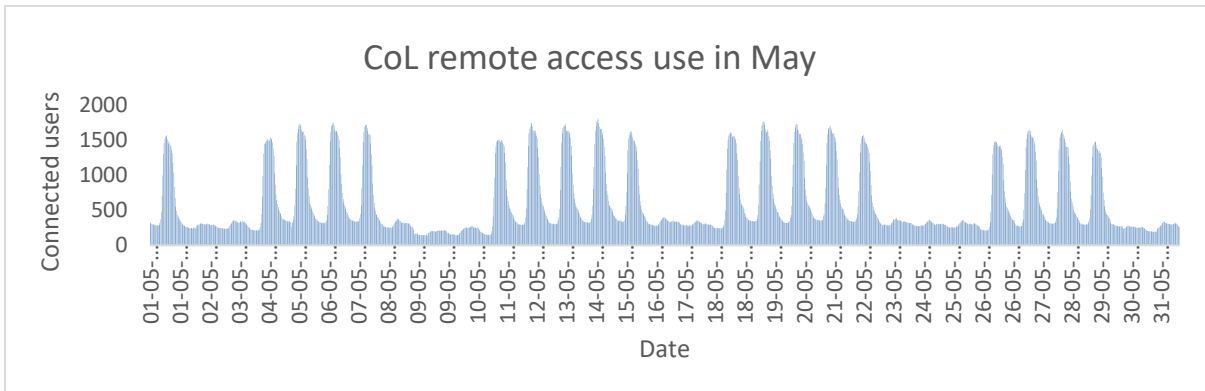
Ambitious targets to review and address every recommendation from the PSN annual check were achieved and 99% of the City of London vulnerabilities have been remediated or mitigated.

For City of London Police, there are no critical vulnerabilities, and the remaining 3 'high' findings will be completed under the IT Modernisation Programme.

8. Remote access for users during Covid-19

City of London

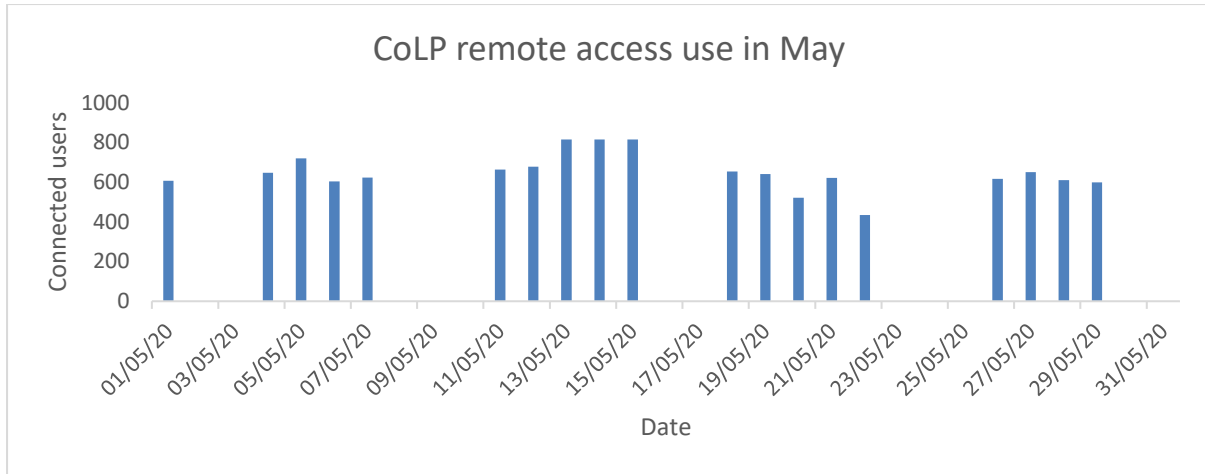
The City of London remote access service experienced a hardware failure which impacted on service stability in April. Since the faulty hardware was replaced and an additional server added to provide extra resilience, the service has been extremely stable and providing service to between 1500 and 1700 users per day.



Includes two Bank Holidays (8th and 25th May).

City of London Police

The average number of City of London Police remote access users in May was 650, with a high of 816 and a low of 435. Through March and April significant progress was made to stabilise VPN, make it more resilient and increase capacity to accommodate the potential user numbers.



9. Partnership improvements include:

In response to Covid-19, the City of London, London Councils and City of London Police greatly increased the proportion of the workforce which is working from home. Agilisys worked with the IT department in anticipation of a sudden change in workforce profile by provisioning additional laptops, prioritising remote working and working closely with the suppliers of the remote access service to improve performance. The majority of IT staff are also working from home, although Agilisys continues to provide a partial onsite capability to support City of London Police operational requirements.

Implementation of the new IT Service Management tool is under way and expected to complete by September. The new tool, called ServiceNow, will provide enhanced self-service capabilities for users and an improved Configuration Management database (CMDB) which will support CoL and CoLP’s change management and asset management functions.

10. Public Services Network Submission

Our annual Public Services Network Submission has been made to the Cabinet Office with no Critical or High issues left to remediate from our last IT Healthcheck which was carried out by an independent IT security consultancy. (See Appendix 2 for further details).

Matt Gosden and Eugene O’Driscoll

Deputy IT Director, Agilisys Client Director

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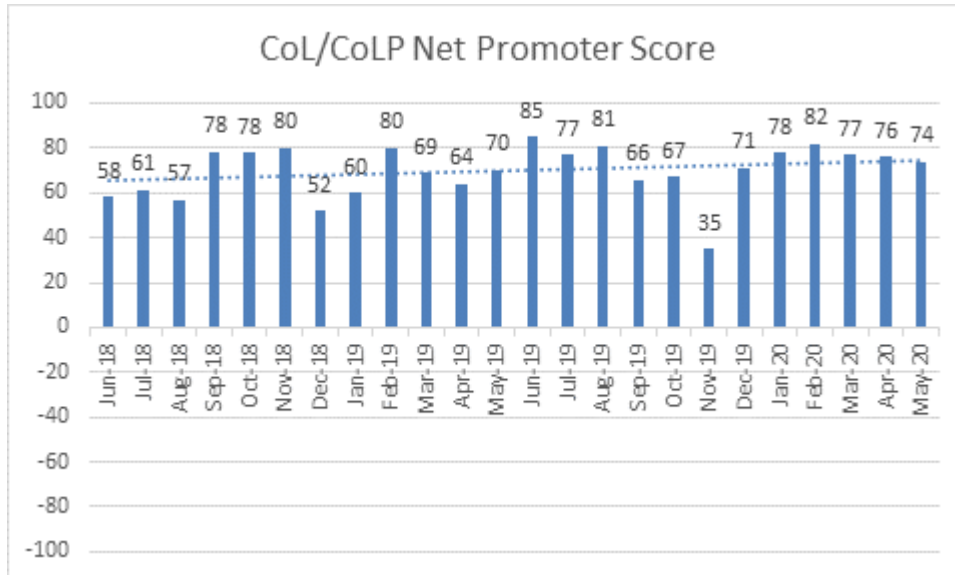
Eugene.ODriscoll@cityoflondon.gov.uk

Appendices

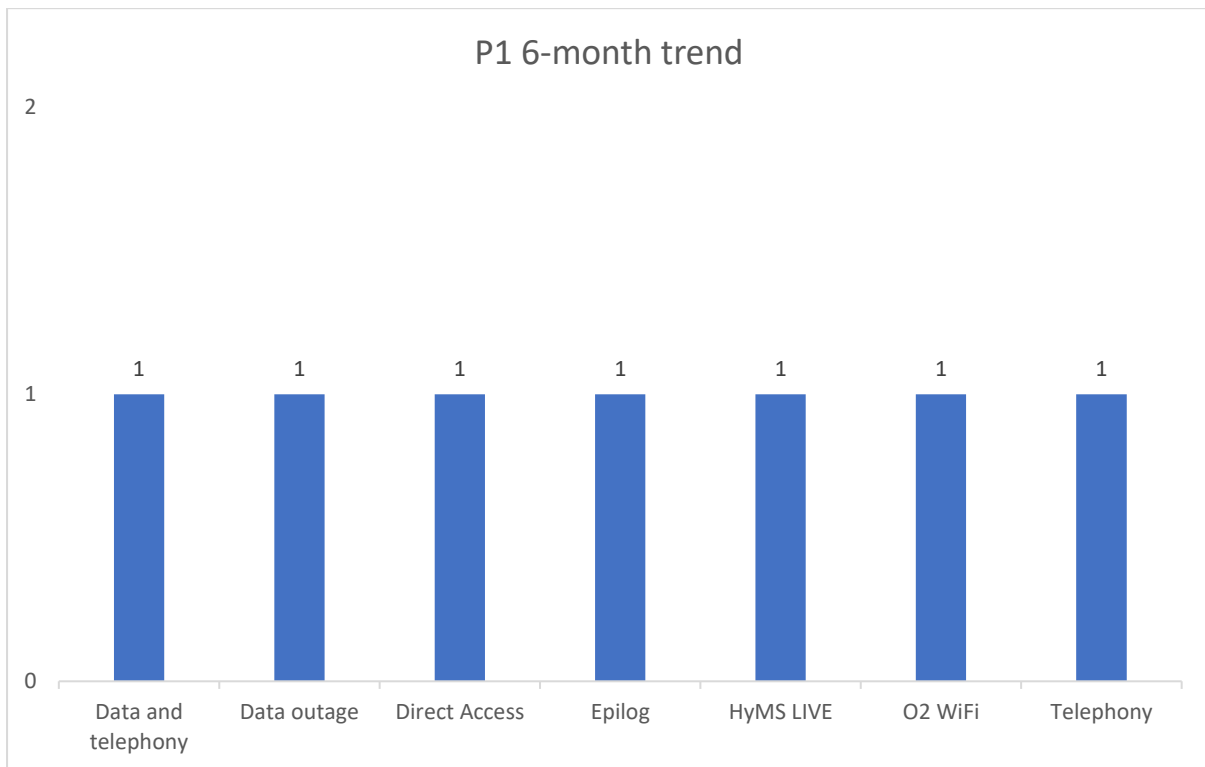
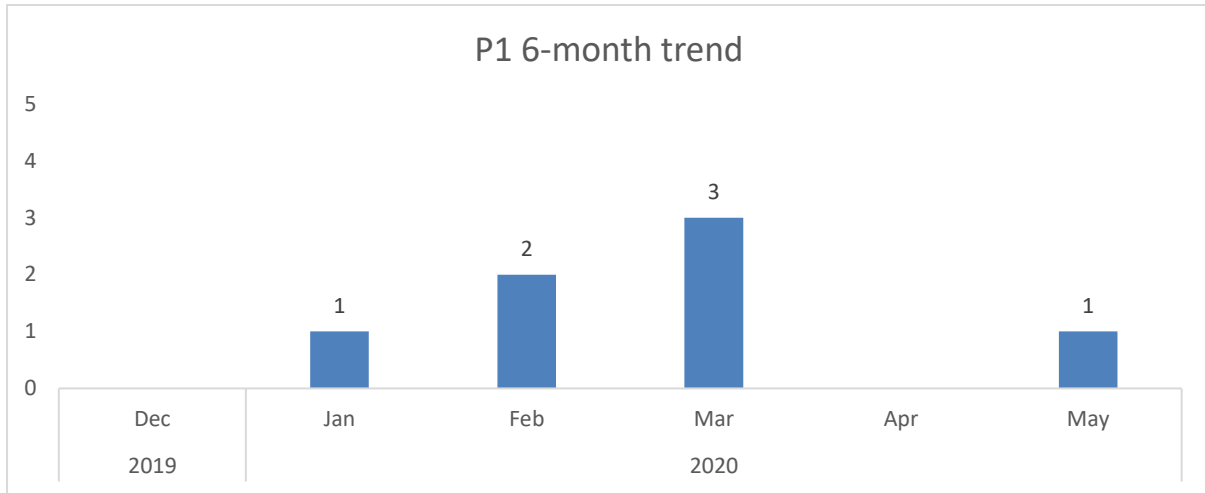
- Appendix 1 – Trend Graphs
- Appendix 2 – IT Health Check Actions

Appendix 1 – Trend Graphs

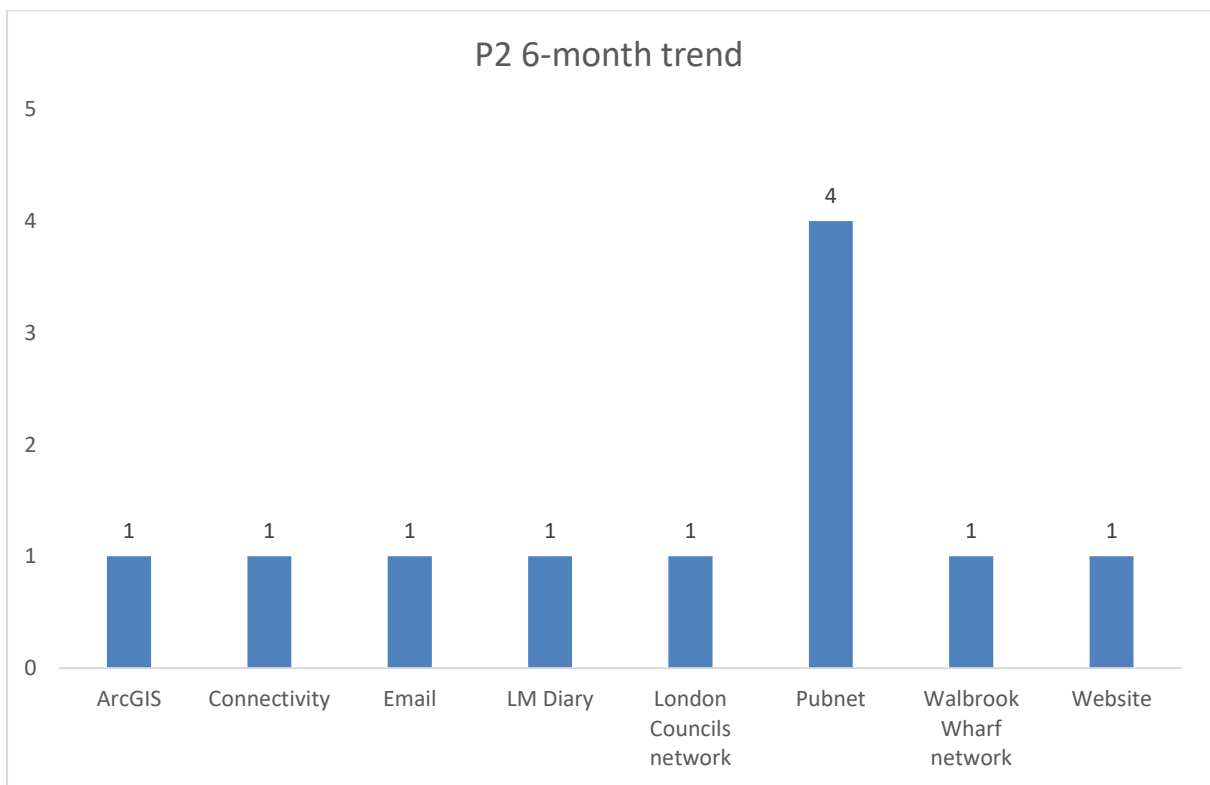
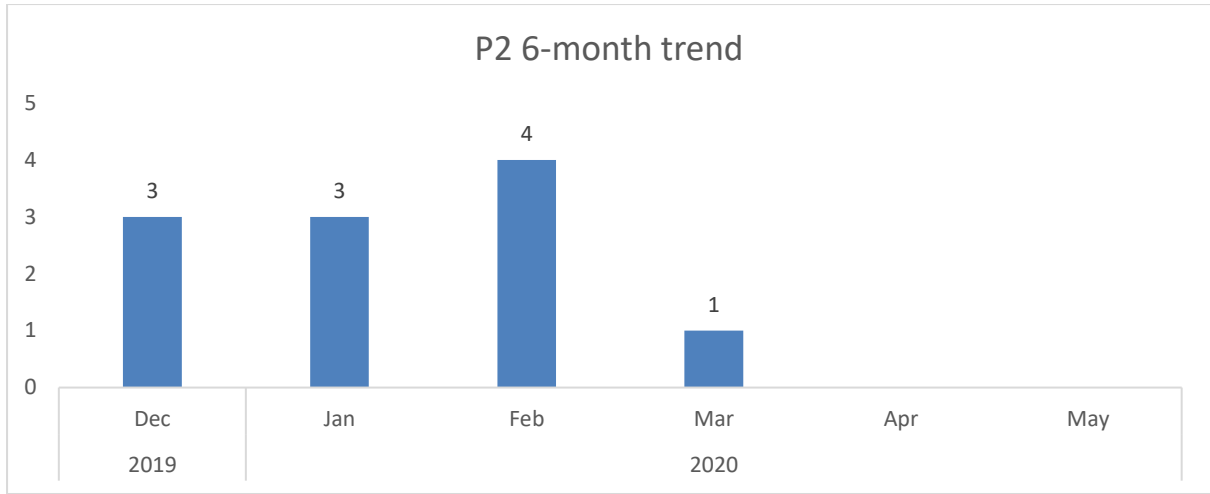
CoL and CoLP Net Promoter Score (scores above 50 are ‘very good’).



CoL Priority Incident trending – 6-month view

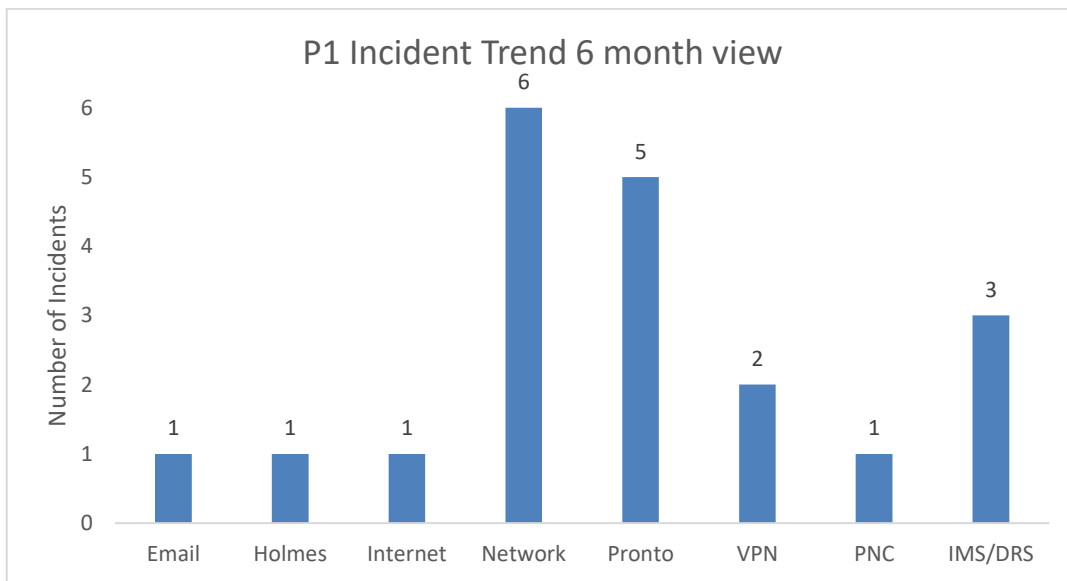
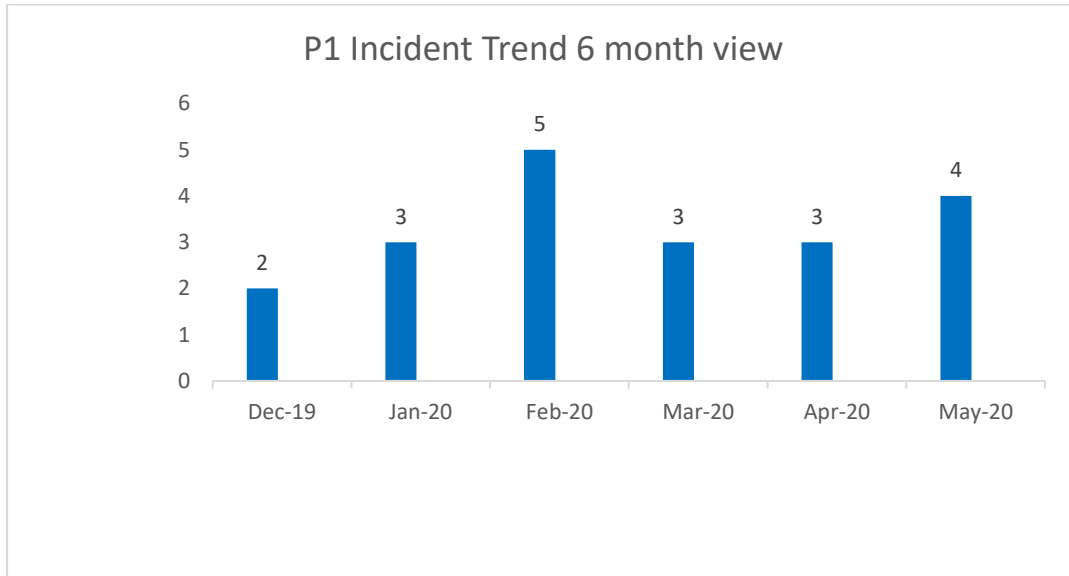


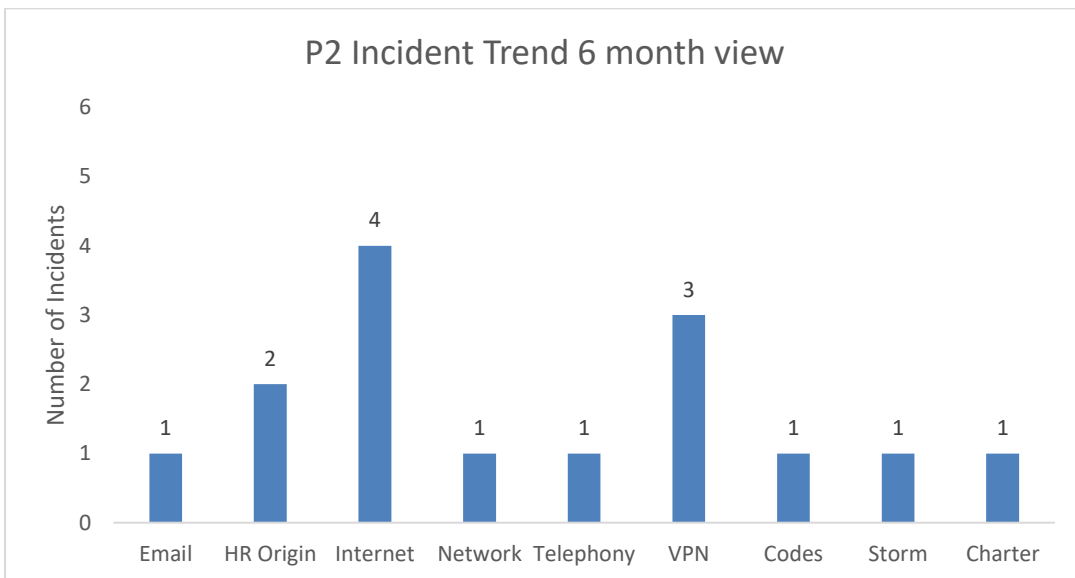
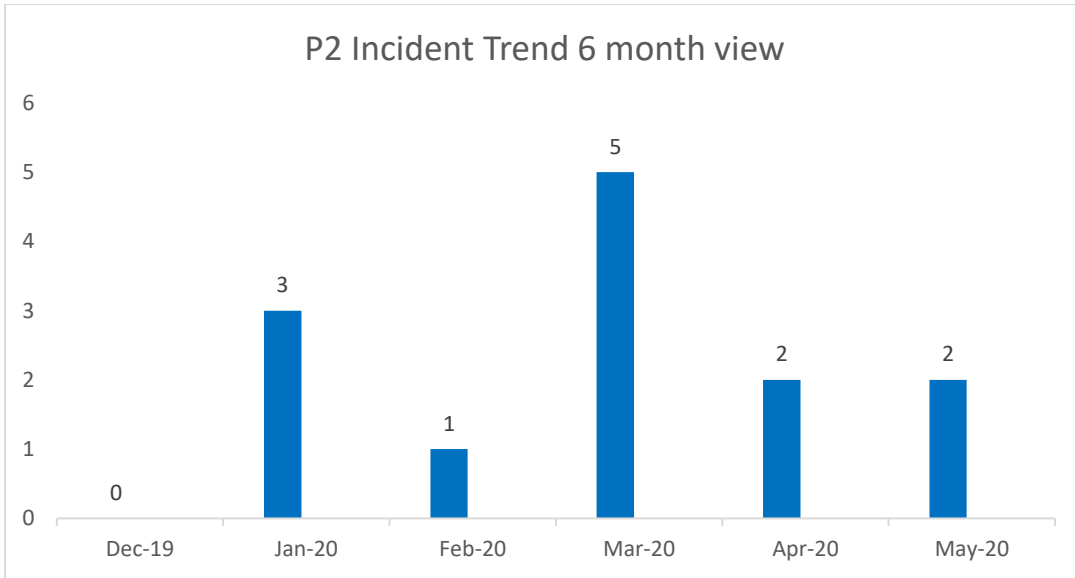
1 x P1 incident for Agilisys in the last 6 months (resolved within 16 minutes).



No P2 incidents for Agilisys in the last 6 months.

CoLP Priority Incident trending – 6-month view





Appendix 2 – Summary IT Healthcheck Remediation

For the 2019/20 submission, of the 3 CRITICAL and 23 HIGH vulnerabilities identified in the IT health check report, there remain 2 HIGH category vulnerabilities that need remediating and are in progress to being fully resolved. Additional details are below and in the attached Remediation Action Plan (RAP.)

These will be remediated by the following actions, being delivered by in-flight projects and have resources assigned, plans developed and are in progress.

Details below:

CRITICAL: (3)

All 3 CRITICAL vulnerabilities have been remediated.

HIGH: (23)

21 HIGH vulnerabilities have been remediated.

2 HIGH vulnerabilities have not been remediated and the Corporation is asked to accept the risk of these vulnerabilities as these will be resolved when Citrix is decommissioned at the end of June 2020, following the Revenues and Benefits departments project to migrate to Capita Services in the Cloud in mid-June 2020 - as detailed in the attached Remediation Action Plan.

MEDIUM: (162)

109 MEDIUM vulnerabilities have been remediated and 53 mitigated – details in the attached Remediation Action Plan.

LOW & INFO: (74)

37 LOW vulnerabilities remediated and 20 mitigated.

8 INFO vulnerabilities remediated and 9 mitigated.

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Agenda Item 8

Committee(s)	Dated:
Digital Services Sub Committee – For Information	3 rd July 2020
Subject: IT Division Risk Update	Public
Report of: The Chamberlain	For Information
Report author: Samantha Kay – IT Business Manager	

Summary

All IT Risks are now in the Risk Management System, with actions included, for the ongoing improvement and continuing assessment to the Management of Risk within the IT Division. The IT Division currently holds 4 risks. There are currently no RED risks. There are no extreme impact risks, there are 3 major impact, 1 serious impact and no Minor impact risks.

IT currently holds 2 risks on the Corporate Risk Register.

Summary of the Corporate Risks

CR 16 – Information Security -

- Regular security updates have been provided to relevant stakeholders throughout COVID.
- A Gateway paper is currently being drafted for new project work.
- Reviewing the National Cyber Security Training with the view to provide training to all staff.
- PSN remediation activities are complete ready for submission in June.

This is a dynamic risk area and whilst the maturity of 4 is the target, the control scores will go down as well as up as threats, risks and vulnerabilities change.

CR 29 – Information Management –

- New business intelligence dashboards continue to be developed for improved decision making by the Corporate Strategy and Performance team
- An Information Management Awareness campaign has been completed. Second campaign is planned for October
- A Gateway paper has been drafted for a migration of the Corporation Shared Drives to Sharepoint.
- A Local Information Manager Role is being launched into the organisation
- The Technical Pilot for protective marking was completed prior to COVID. Ready for launch at appropriate time.

Recommendation(s)

Members are asked to:

- Note the report.

Main Report

Background

1. Risk remains a key focus for the IT Division and we are continuing to ensure that it drives the priority for project works and Change Management decisions. Regular reviews will ensure the ongoing successful management of these risks across the division

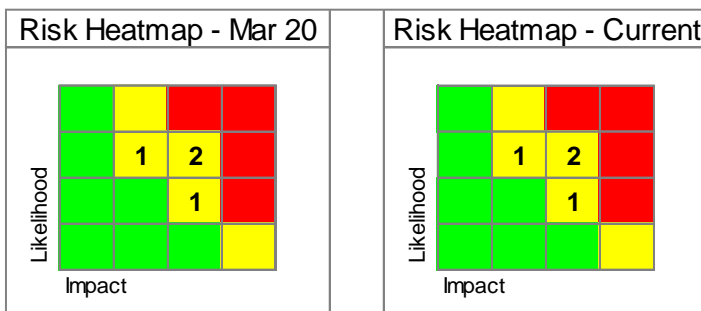
Current Position

2. The IT Division Currently holds 2 Amber risks on the Corporate Risk Register. The IT Division currently holds 4 risks, none of which are scored as Red. All risks have owners, clear actions, with target dates to enable focussed management, tracking and regular and consistent reviews.

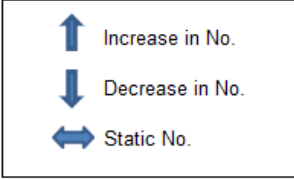
Current status

3. Since the last report, the IT Risk Register has been closely monitored and actions have been completed to continue the work to mitigate the risks, however, there has been no movement of scores in this period.

The current headline figures for the identified risks in the Division are:



8. Further breakdown of current Division risks:

Major Impact:			Trend	
Risks with "likely" likelihood and "major" impact:	0	0	↔	
Risks with "possible" likelihood and "major" impact:	2	2	↔	
Risks with "Unlikely" likelihood and "major" impact:	1	1	↔	
Serious Impact:				
Risks with "likely" likelihood and "serious" impact:	0	0	↔	
Risks with "possible" likelihood and "serious" impact:	1	1	↔	
Risks with "unlikely" likelihood and "serious" impact:	0	0	↔	

9. Next steps

- Ensuring that IT deal with Risks in a dynamic manner.
- Ensuring all actions are up to date and allocated to the correct responsible owners.
- Ensuring all members of the IT division including suppliers are aware of how Risk is managed within the Corporation and have a mechanism to highlight areas of concern across the estate.
- IT management processes, including Change Management, Problem Management, Continuous Improvement and Incident Management will all now reference or identify risk to ensure that Division risks are identified, updated and assessed on an ongoing basis, so the Risk register remains a live system, rather than a periodically updated record.

Samantha Kay

IT Business Manager

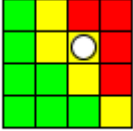
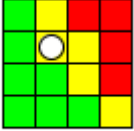
E: samantha.kay@cityoflondon.gov.uk

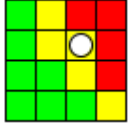
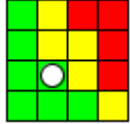
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APPENDIX A - CHB IT All CORPORATE & DEPARTMENTAL risks



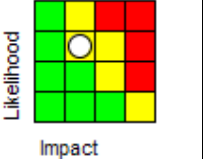
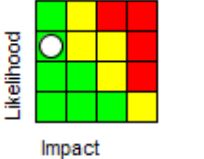

Risk no, title, creation date, owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score	Risk Update and date of update	Target Risk Rating & Score	Target Date	Current Risk score change indicator
CR16 Information Security (formerly CHB IT 030) 10-May-2019 Peter Kane	<p>Cause: Breach of IT Systems resulting in unauthorised access to data by internal or external sources. Officer/ Member mishandling of information.</p> <p>Event: The City Corporation does not adequately prepare, maintain robust (and where appropriate improve) effective IT security systems and procedures.</p> <p>Effect: Failure of all or part of the IT Infrastructure, with associated business systems failures. Harm to individuals, a breach of legislation such as the Data Protection Act 2018. Incur a monetary penalty of up to €20M. Compliance enforcement action. Corruption of data. Reputational damage to Corporation as effective body.</p>	<p>Likelihood</p> <p>Impact</p>	<p>12</p> <p>Regular security updates have been provided to relevant people throughout COVID.</p> <p>A Gateway paper is currently being drafted.</p> <p>Reviewing the National Cyber Security Training with the view to provide training to all staff.</p> <p>PSN remediation activities are complete ready for submission in June.</p> <p>15 Jun 2020</p>	<p>Likelihood</p> <p>Impact</p>	<p>8</p> <p>30-Apr-2021</p>	<p>Constant</p>

Risk no, title, creation date, owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
CR29 Information Management 08-Apr-2019 John Barradell	<p>Cause: Lack of officer commitment and investment of the right resources into organisational information management systems and culture.</p> <p>Event: The City Corporation’s IM Strategy (2018-2023) is not fully and effectively implemented</p> <p>Effect:</p> <ul style="list-style-type: none"> • Not being able to use relevant information to draw insights and intelligence and support good decision-making • Vulnerability to personal data and other information rights breaches and non-compliance with possible ICO fines or other legal action • Waste of resources storing information beyond usefulness 	<p>Likelihood</p>  <p>Impact</p>	<p>12</p>	<ul style="list-style-type: none"> • New business intelligence dashboards continue to be developed for improved decision making by the Corporate Strategy and Performance team • An Information Management Awareness campaign has been completed. Second campaign is planned for October • Work has begun to review relevant staff roles that should have an information management competency added • Gateway paper has been drafted • Local Information Manager Role is being launched into the organisation • The Technical Pilot for protective marking was completed prior to COVID. Ready for launch at appropriate time. <p>15 Jun 2020</p>	<p>Likelihood</p>  <p>Impact</p>	<p>6</p>	<p>31-Jan-2021</p>	<p>■</p> <p>Constant</p>

Risk no, title, creation date, owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
<p>CHB IT 001 Resilience - Power and infrastructure.</p> <p>30-Mar-2017 Sean Green</p>	<p>Cause: There is a lack of resilient or reliable Power services or Uninterruptable Power Supply (UPS) provision in multiple Comms rooms and datacentres in COL and COLP buildings.</p> <p>Event: There will be intermittent power outages of varying durations affecting these areas/buildings.</p> <p>Effect:</p> <ul style="list-style-type: none"> • Essential/critical Systems or information services are unavailable for an unacceptable amount of time • Recovery of failed services takes longer than planned • Adverse user/member comments/feedback • Adverse impact on the reputation of the IT division/Chamberlain's Department 	<p>Likelihood</p>  <p>Impact</p>	<p>12</p>	<p>Reduction in staff present due to COVID in the COL Offices has led to a reduced likelihood of an infrastructure issues causing an impact in tier 2 & 3 Comms Rooms</p> <p>Also, due to COVID reliance on core networking services has increased such as Direct Access therefore the likelihood of a system failure has increased without changing the overall impact of this risk.</p> <p>Recent additions to the Direct Access estate have reduced the likelihood of individual server or component failure causing an impact to the business.</p> <p>This risk will be mitigated to the Target Score following the migration to Azure, alongside the capital project to upgrade the UPS in comms rooms</p> <p>15 Jun 2020</p>	<p>Likelihood</p>  <p>Impact</p>	<p>4</p>	<p>31-Dec-2020</p>	<p>■</p> <p>Constant</p>

Risk no, title, creation date, owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
CHB IT 030 2020 - Managed Service Contract Oct-2019 Sean Green	Cause: New IT Services contract being implemented to replace the current contract we have with Agilisys Event: The transition and implementation have delays beyond the end of the contract on the 31st August 2020 Effect: Additional costs/dual running costs incurred and potential reputational impact of any failures or service disruption during the Transition and Implementation	 Likelihood Impact	12	Contract negotiations and transition of services are ongoing, contract signature expected by end of June 2020. With Go Live on systems due 1st September, including implementation of Service Now, CMDB, Azure, Tech Desk and TUPE. Areas that are not migrating to the new Managed Service Contract are being addressed. Scope of TUPE implications are yet to be resolved for Project Staff, negotiations continue. 15 Jun 2020	 Likelihood Impact	4	31-Aug-2020	 Constant

Risk no, title, creation date, owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
CHB IT 004 Business Continuity / Disaster Recovery Sean Green	Cause: A lack of robust infrastructure and restore procedures are not in place on aging infrastructure. Event: The IT Division cannot provide assurance of availability or timely restoration of core business services in the event of a DR incident or system failure. Effect: The disaster recovery response of the IT Division is unlikely to meet the needs of COL leading to significant business interruption and serious operational difficulties.	 Likelihood Impact	8	Azure migration has commenced whilst it has not reduced the score at present the likelihood of a significant DR even occurring will continuously decrease as more and more services are migrated to the public cloud. 15 Jun 2020	 Likelihood Impact	4	31-Mar-2021	 Constant

Risk no, title, creation date, owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
CHB IT 029 iTrent Contract 18-Jun-2019	Cause: Extension of contract passed the envisaged term of 10 years with no permissible grounds. No projects started to procure a replacement. Event: City of London receive a challenge around the contract for iTrent with MHR Ltd around the extension of contract. Effect: Legal challenge/court proceedings from a competitor to iTrent. CoL could be forced to issues 18 months termination notice before they are ready to implement a replacement product.	 Likelihood Impact	6	Options Appraisal work is ongoing due to complete July 2020 15 Jun 2020	 Likelihood Impact	3	30-Jun-2021	 Constant

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