



Digital Services Sub (Finance) Committee

Date: FRIDAY, 11 SEPTEMBER 2020

Time: 1.45 pm

Venue: VIRTUAL PUBLIC MEETING (ACCESSIBLE REMOTELY)

Members:

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

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Accessing the virtual public meeting

Members of the public can observe this virtual public meeting at the below link:

<https://youtu.be/xL9GGTiXsQE>

This meeting will be a virtual meeting and therefore will not take place in a physical location following regulations made under Section 78 of the Coronavirus Act 2020. A recording of the public meeting will be available via the above link following the end of the public meeting for up to one municipal year. Please note: Online meeting recordings do not constitute the formal minutes of the meeting; minutes are written and are available on the City of London Corporation's website. Recordings may be edited, at the discretion of the proper officer, to remove any inappropriate material.

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 and non-public summary of the meeting held on 3 July 2020.
For Decision
(Pages 1 - 6)
4. **FORWARD PLAN**
Report of the Chamberlain.
For Information
(Pages 7 - 8)
5. **OUTSTANDING ACTIONS FROM PREVIOUS MEETINGS**
Joint report of the Town Clerk and the Chamberlain.
For Information
(Pages 9 - 10)
6. **DESIGN, BUILD, SUPPORT AND HOSTING FOR NEW WEBSITE**
Report of the Director of Communications.
For Information
(Pages 11 - 12)
7. **INFORMATION MANAGEMENT PROGRAMME PROGRESS UPDATE AND DEEP DIVE**
Report of the Chamberlain.
For Information
(Pages 13 - 20)
8. **IT APPLICATION ROADMAP UPDATE**
Report of the Chamberlain.
For Information
(Pages 21 - 24)
9. **IT DIVISION - IT SERVICE DELIVERY SUMMARY**
Report of the Chamberlain.
For Information
(Pages 25 - 34)

10. **IT DIVISION RISK UPDATE**

Report of the Chamberlain.

For Information
(Pages 35 - 42)

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

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

13. **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

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

To agree the non-public minutes of the meeting held on 3 July 2020.

For Decision
(Pages 43 - 46)

15. **REPLACEMENT OF THE COMPUTER AIDED FACILITIES MANAGEMENT SYSTEM**

Report of the City Surveyor.

For Decision
(Pages 47 - 52)

16. **PENSION ADMINISTRATION SYSTEM PROCUREMENT**

Report of the Chamberlain.

For Decision
(Pages 53 - 66)

17. **INFORMATION SECURITY RISKS**

For Information

- a) CR 16 Information Security Risk (Pages 67 - 84)

Report of the Chamberlain.

- b) IT Security and Remote Working (Slides and Verbal Update)

Commissioner of the City of London Police to be heard.

18. **POLICE IT PROGRAMMES UPDATE - PRESENTATION - TO FOLLOW**

For Information

19. **IT SERVICES 2020 PROGRAMME UPDATE**

Report of the Chamberlain.

For Information

(Pages 85 - 88)

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

21. **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, 3 July 2020

Minutes of the meeting of the Digital Services Sub (Finance) Committee held at
VIRTUAL MEETING – ACCESSIBLE REMOTELY on Friday, 3 July 2020 at 12.45
pm.

Present

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

Officers:

| | |
|-----------------|----------------------------|
| Rofikul Islam | - Town Clerk's Department |
| Kerry Nicholls | - Town Clerk's Department |
| Polly Dunn | - Town Clerk's Department |
| Lorraine Brook | - Town Clerk's Department |
| Emma Cunningham | - 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 |
| Gary Brailsford | - City of London Police |

In attendance:

Eugene O'Driscoll - Agilisys

1. APOLOGIES

There were no apologies.

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 public minutes of the meeting held on Friday, 24 January 2020 be approved as an accurate record.

4. **FORWARD PLAN**

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

RESOLVED – That the Sub-Committee noted the report.

5. **DBE MAXIMISING DIGITAL - PRESENTATION**

The Sub-Committee received an oral presentation from the Policy & Performance Director of the Department of the Built Environment. The presentation outlined how the Department of the Built Environment (DBE) was leading on measures to facilitate the rollout on an improved digital infrastructure in the City of London. It also provided several examples of how DBE was improving its services by making greater use of digital technology. These included a new digital internet service for Local Land Charges; digitising and publishing highway projection licences; street light upgrading and its scope for smart monitoring; the planned upgrade of development monitoring data capture and publication; increased use of digital modelling to understand the impact of proposed new development; and software upgrades to support ongoing service improvement.

The Sub-Committee was further informed that the City of London had extended its GIS software licence and the Department was continuing to maximise data usage.

In response to a query about street lighting, Members were advised that the City Corporation largely avoided the use of conventional pole mounted streetlights in order to reduce congestion on pavements. Consequently, the street lighting network was largely based on the lighting being attached to buildings.

With regards to engagement with City business, the Sub-Committee was informed that this aspect was led by the Business Broadband Team (DBE), which ensured that the right services and access to technologies were provided to City-based businesses.

In response to a query about management and use of digital data, the Policy & Performance Director assured the Sub-Committee that high standards of data management were maintained and, as a Local Authority, much of the data was available to the public.

A Member queried whether the use of the data was compliant with the General Data Protection Regulation (GDPR). The Policy & Performance Director responded that the data concerned environmental matters and did not include personal information. With regards to use of street data, Members were advised that the City Corporation was not using facial recognition technologies at present.

but a Police Board Working Group was looking into this aspect and a full report on this matter would be submitted to the Sub-Committee in due course..

RESOLVED – That the Sub-Committee noted the presentation.

5.1 **NEW WEBSITE**

The Sub-Committee was advised that the new City Corporation website had gone live earlier in the day, as planned. Members welcomed the update and congratulated the IT Division for the progress made.

RESOLVED – That the Sub-Committee noted the update.

6. **COMMITTEE MEETING VIDEO CONFERENCING SOFTWARE**

The Sub-Committee considered a joint report of the Town Clerk and the Chamberlain on Committee Meeting Video Conferencing Software.

The Sub-Committee was informed that Microsoft Teams had been in use since 24 April 2020 to facilitate formal decision-making meetings on a virtual basis but, since 26 May 2020, Zoom had been tested as an alternative platform through which to host virtual meetings. The report before Members set out the key findings arising from the Zoom testing period (26/05/20 - 23/06/20) and incorporated all the feedback that had been provided about use of the Microsoft Teams and Zoom platforms for the hosting of formal virtual committee meetings. Members of the sub-Committee were asked to determine, on the basis of that feedback and the security, cost and other considerations set out in the report, which virtual platform should be used to facilitate future formal committee meetings of the City Corporation.

The Director of IT informed the Sub-Committee that the City of London had made significant investment in Microsoft Teams. Additionally, some of the initial functional differences between Zoom and Teams that were evident previously had now been addressed by Microsoft. The Sub-Committee was assured that Microsoft was making significant investment in the Teams product with new features being released monthly which would quickly close any functionality gaps between Zoom and Teams. This included the development of a 7x7 gallery view to allow up to 49 participants to be seen at once, which was due to go live in August 2020. Members were advised that a Teams development roadmap is available to Members on request. From a security perspective, although Zoom had now addressed some of the early security concerns, there were still security risks associated with the platform.

The Sub-Committee was informed that, following a survey of London Local Authorities 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. With regards to the result of the all-Member survey, the Sub-Committee noted that whilst some Members clearly favoured the use of Zoom to participate in formal virtual meetings, there was a divergence of views amongst both users and those managing the platforms. As a result, the technological, resourcing and security factors associated with a permanent move

to use of Zoom had to be taken into account. Members noted that Microsoft Teams was the City Corporation's primary collaboration and video conferencing tool and a robust tiered support model was provided through the IT Managed Service, with further expertise and support provided to Members by the Technology Support Team. If Zoom were adopted as the video conferencing software for Committee meetings, this would result in significant costs as a result of additional support and licensing requirements. Given the current situation, the financial implications of using Zoom were therefore considered to be a significant factor.

Members further noted several practical committee management considerations set out in Appendix A and highlighted by the Town Clerk, one of which was the need to identify a single platform for future use so all members could be provided with appropriate training and IT support. It was noted that twice weekly drop-in sessions would be offered to all Members once a decision had been reached by the Sub-Committee so the sessions could be tailored to participation via the chosen platform. All the aspects were discussed at length and, on the grounds that there were no significant benefits for choosing Zoom over Teams, the Sub-Committee agreed that all formal committee meetings should be facilitated through Microsoft Teams. In response to a query regarding whether it was possible to use both Zoom and Microsoft Teams, officers advised that it was not possible to support two different platforms due to significant resource implications and the confusion this may cause amongst some users.

The Sub-Committee, noting that the City Corporation has only one You Tube Channel on which to host live streamed meetings, which consequently restricts the number of meetings that can be scheduled in close proximity, requested that this be addressed as a matter of urgency to ensure that the calendar of meetings was not compromised as a result of technical factors. The Chairman and Deputy Chairman asked to be kept updated about this matter. With regards to live-stream viewing statistics, officers advised that this data could be made available going forward.

The Sub-Committee requested that an email be circulated by the Town Clerk to all Members of the Court of Common Council, following consultation with the Chairman and Deputy Chairman, to advise them about the outcome of the Zoom test and how the decision in respect of future use of Teams had been reached by the Sub-Committee.

RESOLVED – That the Sub-Committee:

- (i) note the report;
- (ii) agree that Microsoft Teams should be used by the Committee and Member Services Team to facilitate formal virtual committee meetings going forward;
- (iii) an update about the Sub-Committee's decision be drafted in consultation with the Chairman and Deputy Chairman of the Digital Services Sub-Committee and circulated to all Members of the Court of Common Council to clarify how the decision was reached;

- (iii) the Microsoft Teams development roadmap be sent to all Members of the Sub-Committee by the IT Division; and
- (iv) the IT Division undertake to establish a second You Tube channel on which City Corporation committee meetings can be hosted to minimise committee meeting scheduling implications.

7. IT DIVISION - IT SERVICE DELIVERY SUMMARY

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

RESOLVED – That the Sub-Committee noted the report.

8. IT DIVISION RISK UPDATE

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

RESOLVED – That the Sub-Committee noted the report.

9. QUESTIONS ON MATTERS RELATING TO THE WORK OF THE SUB COMMITTEE

There were no questions.

10. ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT

There were no items of urgent business.

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.

The meeting ended at 3.21pm.

Chairman

Contact Officer:

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Forward Plan – September 2020

| Report Title | Report Month | Category |
|---|---------------------|-----------------|
| Presentation from Remembrancer | 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 |
| Oracle ERP Options Appraisal | 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 |
| Presentation from CoLP | April 2021 | Strategic |
| Capital Programmes Update | April 2021 | Strategic |
| IT Operating Model | April 2020 | Strategic |
| IT Risks Deep Dive | April 2021 | Strategic |
| IT Security Deep Dive | April 2021 | Strategic |

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Digital Services Sub (Finance) Committee – Outstanding Actions (Public)

| Item | Meeting Date | Action and target for completion | Officer responsible | To be completed/ Next stage | Progress update |
|---|---------------------|--|-----------------------------|------------------------------------|--|
| Item 6 Committee meeting video conferencing software | 03 July 2020 | The Sub-Committee requested that an email be circulated by the Town Clerk to all Members of the Court of Common Council, following consultation with the Chairman and Deputy Chairman, to advise them about the outcome of the Zoom test and how the decision in respect of future use of Teams had been reached by the Sub-Committee. | Lorraine Brook & Sean Green | 11 September 2020 | An email was circulated by the Town Clerk's department to all Members on 8 th July 2020, advising Members of the outcome of the Zoom testing period and the Sub-Committee's decision to use the Teams platform for formal virtual meeting delivery henceforth. In this email, Members were reminded about the IT training offer that was available on a twice-weekly basis pre-recess and on a weekly basis during the summer recess. Two co-opted Member training sessions were also delivered during the recess, although take up was limited. Weekly training sessions will continue as of 8 th September 2020. |

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|--|---------------------------------|
| Committee(s) | Dated: |
| Digital Services Sub Committee Public Relations and Economic Development Committee | 11 th September 2020 |
| Subject: Design, build, support and hosting for new website | Public |
| Report of: Town Clerk (Director of Communications) | For Information |
| Report author: Melissa Richardson, Digital Publishing and Content Strategy Lead, Communications, Town Clerks | |

Summary

This report is to keep Members updated on the progress of the website project.

This went out to tender in summer 2018 and the suppliers, Zengenti, were appointed in November 2018. A Project Manager was appointed in March 2019. The Build and the Testing & Training and the Content Creation phases are complete. The Quality assurance phase is underway and close to completion at the time of writing.

The new website will therefore be launched on Monday 6 July 2020.

Main Report

Background

1. The current website was launched in 2012 and, inevitably, is showing its age and no longer reflects well on the City of London Corporation.
2. All support for SharePoint 2010 [the current website platform] will cease in October 2020 (regular support stopped in 2015). SharePoint will not be providing a platform for external sites in future, so it cannot simply be updated. Leaving our website on an unsupported platform poses a major risk.
3. Our current website does not display well on mobile devices, is not task structured (i.e. lacking user focus) and the out of the box search engine cannot provide the results from across the full range of corporate information (i.e. Member, Jobs and Media sites are separate) that users would expect.

Current Position

4. The new supplier, Zengenti, began the initial phases of the project during January 2019 in line with the outline project plan. They favour an Agile working practice [collaboration at every stage incorporating improvements]

and have undertaken simultaneous design, build and testing.

5. A Project Manager was recruited in March 2019.
6. A “Discovery Phase” started the project which covered:
 - a. talking to internal and external stakeholders
 - b. establishing user needs
 - c. establishing business requirements.
7. The Build and the Testing & Training and the Content Creation phases are complete.
8. The Member, Media and Jobs data has been integrated into the search engine and final testing and fixing is underway.
9. The Quality Assurance phase is currently close to completion. This includes ongoing quality assurance tests, including for plain English, accessibility compliance and user journeys. Technical requirements for launch are also being addressed, such as penetration (security) testing and service desk handover.
10. Member engagement has also played a key part of the overall quality assurance:
 - a. Two Member drop-in sessions were held in June 2019 during the Discovery phase
 - b. Open Spaces Members were also briefed at a Chairmen’s meeting in July 2019
 - c. One-to-one sessions were also offered that month
 - d. The Digital Services Sub-Committee has been regularly updated (and PRED on an occasional basis)
 - e. Members were invited to a DCCS conference event in December 2019 where the new website was discussed.
11. The new site will be launched on Monday 6 July 2020.

Conclusion

12. The new supplier, Zengenti, began work in early 2019. Based on previous experience, this allowed a realistic amount of time for building and testing to ensure the new site is ready before October 2020.

The new site will launch on Monday 6 July 2020.

The project has a green status and currently is on time, on budget and within scope.

Melissa Richardson

Digital Publishing and Content Strategy Lead

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| | |
|--|---|
| Committee(s): Digital Services Sub Committee – For information Audit and Risk Committee | Date(s): 11 th September 2020 3 rd November 2020 |
| Subject: Information Management Programme Progress Update and Deep Dive | Public |
| Report of: Chamberlain's | For Information |
| Report author: Sean Green | |

Summary

This report provides a brief update on the progress being made by the Information Management Programme in helping to realise the Information Management Strategy agreed by the Corporation in 2019. The programme brings together a number of projects, therefore this report presents progress project by project before identifying common themes and trends.

Recommendation(s)

It is recommended that Members note the progress update contained in this report and continue to support delivery of the programme in principle, standing ready to intervene practically when requested.

Main Report

Background

1. The Information Management Programme was set up in January 2020 to help implement the Information Management Strategy agreed and adopted by the Corporation and Police in 2019.
2. Key principles from the IM Strategy that were agreed are detailed in Appendix 1.
3. The programme is particularly focused on mitigating the corporate risk CR29 relating to information management (see Appendix 2):

CR29 Information Management - Risk Owner is the Town Clerk. This risk relates to the City Corporation's IM Strategy (2018-2023) not being fully and effectively implemented. The potential impacts of this include 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; and a waste of resources storing information beyond usefulness.

4. The programme's approach to Implementing the strategy and mitigating the risk is based on sufficiently improving the understanding of the benefits and principles of proper information management across the Corporation and Police and providing the means for staff to effectively and efficiently put that understanding into practice through improved skills and tools.
5. Various tactical projects had already been identified as necessary in the information management arena; the programme is intended to bring these projects together in a strategically coherent way to better identify and manage their dependencies and synergies and thus better realise their strategic benefits.
6. The programme is governed through the Information Management Board, which is chaired by the Comptroller & City Solicitor and includes senior representatives from the Corporate Strategy team, IT Division and Police alongside senior others from C&CS.
7. The Programme has a series of Metrics that could start being reported from November 2020. The first set of metrics will be concerning protective marking, freedom of information requests and quality of information assets.

Current Position

8. The Information Management Programme continues to improve the understanding and the means of information management (IM) across the City of London, starting with the projects listed below (paragraphs 9-16). It should be noted that in some cases, the programme is seeking only to get ongoing processes defined and started rather than completed, therefore in such cases, activity will continue after the programme ends. All dates are in 2020 unless otherwise specified.
9. **IM Awareness Campaign:** To improve staff understanding of IM, an awareness campaign was started in February 2020; it was then suspended to make room for COVID-19 communications and is now expected to restart in October in an updated form.
10. **IM Policies & Roles:** To set staff expectations of their roles in IM, the IM policy framework has been strengthened and negotiations are under way with HR to clarify IM responsibilities in relevant job descriptions; IM improvements to JDs is expected to be a gradual process, being undertaken as and when a JD requires an update for some other reason; this approach is expected to be agreed with HR by October.
11. **Information Classification/Protective Marking:** To enable and encourage basic IM good practice, a feature is being introduced in Word, Excel, PowerPoint and Outlook that lets staff tag documents and emails for information sensitivity and thus appropriate handling; the feature's introduction was interrupted by the COVID-19 driven switch to home working, which precluded changing core software until staff had got used to their new situation, but it has now restarted;

the new feature is expected to be available for staff to use by October.

12. **Information Assets Register:** To enable and encourage proper management of City of London information assets and the development of new, value-adding uses for them, we are working with all departments to identify, describe and track all such assets via a corporately-shared Information Assets Registry; noting that the register will continually evolve as assets and what we wish to know about them change, the first version is expected to be in place in October.
13. **Local Information Manager:** To help facilitate and embed the benefits of the projects outlined in paragraphs 7-10 above, the role of Local Information Manager has been created within each department; this does not mean creating new posts but rather asking staff in existing posts to take on the role's additional responsibilities; different departments have determined that different posts are the best home for these responsibilities and the staff in those posts are being supported in taking on the new role; staff are expected to be established in the role by December.
14. **Migration from Shared Drives to SharePoint:** To help better manage documents as commonly used repositories of information, all relevant shared documents are being migrated from shared drives to SharePoint, where they can be made available for collaboration while remaining secure, and eventually have retention and other compliance rules applied to them; full scoping of this work and securing of approval/funding for it are still ongoing; the work will almost certainly require procurement of consultancy services and/or migration tools.
15. **Information Retention Management:** To help comply with record retention policies and reduce information clutter, a tool and associated processes are being implemented to analyse the information content of databases in the context of retention policies, thus identifying information to be deleted or archived, and then to take the relevant action effectively and efficiently; work on this is in its early days with Microsoft tools being compared with software from other vendors.
16. **IM Dashboard:** To keep key stakeholders informed of progress in improving IM across the organisation, a web-based, self-service dashboard is being developed that will take feeds of data from various sources that directly or as proxies measure such progress in the form of changing behaviours; the style and contents of the dashboard is expected to change over time to reflect changing areas of focus; the first version of the dashboard is expected to be ready at the end of October.
17. The programme expects to support the Corporation's COVID-19 recovery plan where relevant, especially as the value of information used well and opportunities for improvement in this area were amongst the learnings of the COVID-19 crisis.
18. Beyond that, the successful response to the COVID-19 crisis, involving major changes to systems and processes implemented quickly and flexibly, might have the positive impact of demonstrating to staff and management that a similar degree of change to implement proper information management is now feasible.

Corporate & Strategic Implications

19. The IM programme is in place to mitigate the IM Corporate risk CR29 and support the following Corporate Priorities.

- We are digitally and physically well-connected and responsive.
- We inspire enterprise, excellence, creativity and collaboration.

Summary

20. The key to information management success is making it an intrinsic and beneficial part of everyday behaviour, rather than treating it as an afterthought or overhead.

21. The City of London Corporation will use the principles above alongside recognised good practice standards, policies, processes, technologies and leadership to support and encourage the behaviours we need. The built-in continual improvement ethos will ensure that these keep pace with changing business needs.

22. Metrics will be reported to this Committee going forward to evidence the maturity of the organisation in the use and management of information for better decision making and outcomes.

Appendices

- Appendix 1 – IM Principles
- Appendix 2 – IM Risk

Sean Green
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Appendix 1 – IM Principles

Information acquired by any part of the City Corporation becomes an asset for all the organisation.

Information will be open, transparent and available across the organisation. Our staff are custodians of our information assets. We only restrict information for legal, commercial or privacy reasons.

Information is stored securely once and kept up to date while needed and safely disposed of afterward.

We will educate, encourage and enable staff to store a single version of information that can be added to and amended. We will discourage duplication and encourage information reuse and repurposing. We will insist on safe disposal of information when no longer needed.

We share information appropriately across the organisation, with partners and with the public.

We will enable staff to easily share our information by developing common standards and processes.

Authorised people have easy access to information and to the tools and skills to get the most out of it.

We will provide the information required – securely, quickly, easily, accurately, conveniently, consistently, and transparently. Systems will be procured, designed and developed to enable effective information sharing, analysis and presentation.

We promote the culture and leadership needed to look after, share and use information wisely.

We will develop and nurture new information management values and behaviours, including a drive to continually improve based on experience and research. We will encourage an approach of curiosity and challenge in the use of our information. Departments will be given the skills and capability to lead and champion this ambition.

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08-Apr-2019
John Barradell

| Action no | Action description | Latest Note | Action owner | Latest Note Date | Due Date |
|-----------|--|--|-----------------|------------------|-------------|
| CR29a | Ensure that CoL has the necessary awareness, tools and, skills to manage information effectively | Launch of protective marking, IM training and communication will be in October 2020 - campaign date changed due to a more important corporate communications priority - This has been delayed due to COVID and will be reviewed in the coming months | Sean Green | 27-Aug-2020 | 31-Oct-2020 |
| CR29b | Start the culture change by Integrating good information management practice into the Leadership and Management stand of the City of London Learning Academy | <ul style="list-style-type: none"> • Work began in December 2019 between HR, IT and the Corporate Strategy and Performance teams to identify the key skills required for good information management. HR can then develop the training to support this. • HR to review where in HR policies and procedures this can be integrated. HR to Work with the senior leadership team to develop a plan and then | Chrissie Morgan | 27-Aug-2020 | 31-Oct-2020 |

| | | | | | |
|-------|---|---|------------|-------------|-------------|
| | | deliver key messages and communications on the importance, relevance and benefits of good information management. The IM campaign will launch the messages. • The Local Information Manager role was launched in July, training will follow throughout the next month, | | | |
| CR29f | Ensure officers can implement the data retention policy and data discovery requirements from GDPR | <ul style="list-style-type: none"> Put in place a new Data retention and discovery tool set to ensure we only retain and archive information in line with the agreed policy and retention schedule. Plan to use readily available MS tools and pilot the move of shared drives to MS Teams Business case for capital investment in automated MS tools has been submitted for funding in 2020. – Protective marking tool to be launched in October 2020 With COVID decided to delay roll out of Protective Marking to October 20 - delayed due to COVID We will kick off project for Data Discovery tool to support the implementation of Data Retention policy and our Data Protection 'right to be forgotten' responsibility - Project Manager onboarded and discovery work is underway | Sean Green | 27-Aug-2020 | 31-Dec-2020 |

Agenda Item 8

| | |
|---|--|
| Committee(s): Digital Services Sub-Committee | Date(s): 11th September 2020 |
| Subject: IT Application Roadmap Update | Public |
| Report of: The Chamberlain | For Information |
| Report author: Shoid Islam – Head of IT Applications | |

Summary

Contributing towards the City of London Corporation's (CoL) and City of London Police (CoLP) digital and modernisation agendas and to ensure the management of the lifecycle of the organisation's applications estate. This report provides an update on the high-level Application Roadmap which was developed CoL's IT Team.

This document describes:

1. The relationship between the Technology Strategy, the Technology Roadmap and the Application Strategy and Roadmap.
2. This report focussed on the in-flight projects to improve the management of the CoL's application estate.
3. Further updates will be provided at the next committee on CoLP's application estate.

Recommendation(s)

Members are asked to note this report

Main Report

Background

1. The Application Management Strategy 2018-2023 (agreed in November 2018) sets out the principles of effective application management throughout the various stages of an application within its management lifecycle.
2. As a reminder managing applications effectively and efficiently is important for the following reasons:
 - Applications are where staff and customers interact with information and processes to create business value, with everything else in the IT estate being enablers for this;
 - A significant amount of money is spent on the procurement and ongoing operation of applications; therefore, efficiencies and savings are desirable and likely feasible;
 - Enhancement or replacement of key applications will be essential to support the strategic plans of CoL and CoLP, especially proposed new (digital) ways of working;
 - Business continuity and regulatory compliance are dependent on the proper working of applications, and as a result, applications can be key sources of business risk.
3. The Application Roadmap follows all four of the core tenets of the IT Strategy, which are:
 - Buy-not-build.
 - Use fewer systems more effectively.
 - Compliant Systems and services.
 - Move from complexity to commodity.
4. The CoL application estate is a large, complex and varied estate. Following the Desktop Transformation programme, approximately 320 applications remained within the CoL estate containing a mixture of purchased and in-house developed applications.
5. As well as the in-house developed applications which require modernisation or replacement, some of the applications are only compatible with Windows 7 and therefore need addressing.

Current Achievements

6. Inhouse Applications - The Chamberlains IT team has been working to reduce the number of inhouse created legacy applications. At the start of the calendar year there were 52 legacy applications which were still servicing key business functions. CoL IT have successfully removed 19 applications from the estate by either rationalising, consolidating or where possible or decommissioning.

7. Azure Migrations - As part of the new 2020 IT Contract, a project was setup to migrate all applications from Agilisys Infrastructure as A Service (IAAS) data centres to Microsoft's Azure cloud. The migration window for the project was a very tight schedule of 3 months – historically, such data centre migrations have taken 12-18 months.
8. Except for the City's financial system CBIS, all other planned applications have been successfully migrated within the projected timescale. A separate project due to the complexity has been planned to migrate the CBIS application to Azure by the end of this year.

Update on the applications projects

9. Revenue and Benefits - The Capita Academy System was hosted in Agilisys datacentres with support and maintenance of the application provided by Agilisys. In line with the strategic principles the application was successfully transitioned to a hosted Software as a Service (SaaS) in June 2020.
10. Housing - The current Housing Management System is provided by Orchard. There is a current inflight project to transition to Civica's SaaS service CX. The original proposed go live date was October 2 2020 but due to COVID 19, this has now been moved to February 2021.
11. Department of the Built Environment and Environmental Service use two different applications for Licensing and Planning, respectively.
12. A joint tender was put forward by the Departments for a single solution to provide the functionality of these two applications. Unfortunately, the tender was not able to extract a solution which met the criteria.
13. The criteria have now been re-evaluated and a new tender is due to be issued by the end of October 2020. This project is supported by IT as it drives the principle of using few systems and rationalising where possible.

Future

14. Oracle Financials and HR & Payroll - As per the paper presented to committee in January 2020, the Chamberlain's IT department commissioned a consultancy called SOCITM to conduct an options appraisal review.
15. The review considered information on the current technical setup and business processes for Finance, HR and Payroll.
16. The review will provide a comprehensive report comparing the City's position to what the current market offerings are both in terms of best of breed solutions and ERP.
17. The final draft of the report is due in September 2020 with a recommendation that will come back to this Committee.

Summary

18. Considerable progress has been made over the course of this year with the extremely challenging backdrop of the Covid 19 pandemic.
19. The Application Roadmap which has been created based on the Application Management Strategy that aligns to the overall IT strategy, has ensured that CoL has resilient and robust applications.
20. This has meant that CoL has been able to function with minimal business disruption during Covid 19 except for where central government has applied restrictions.
21. In the coming months CoL IT will be looking to further leverage Azure to increase efficiencies.

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| Committee(s) | Dated: |
| Digital Services Sub-Committee – For Information | 11th September 2020 |
| Subject: IT Division – IT Service Delivery Summary | Public |
| Report of: The Chamberlain | For Information |
| Report author: Eugene O'Driscoll, Client Director | |

Summary

There was a total of 6 P1 and 3 P2 incidents for the City of London Corporation and City of London Police in July. These incidents were caused by external factors such as third-party supplier work and changes outside 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 **5** for City of London Police.
- There were **2** P2 incidents for the City of London Corporation and **1** for City of London Police.
- **88%** of users reported a good or very good experience of the City of London Service Desk and **100%** 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 |
|------------------|----------------------------------|--|---|-------------------------|
| Pronto-Niche | 01:30 | The root cause is unknown. This is currently with Problem Management. | No action was taken. Service was restored without any intervention from Agilisys and Airwave. | Problem record |
| Telephony | Out of Core Hours (OCH) 01:21 | To be advised by 3rd party Daisy | This was resolved by 3rd party Daisy | Supplier management |
| Internet | OCH 0:55 | No action was taken, other than the temporary workaround | The service was failed over to CP5-Barra01 CP8-Barra01 | Problem record |
| Pronto-Niche | OCH 1:08 | Both production servers at 3rd party Airwave-Motorola stopped responding | 3rd party Airwave-Motorola restarted the production servers | Problem record |
| PNC | 0:55 | CP5/8 interfaces were inaccessible | Reset of the Stif Replacement Gateway | Problem record |

2. City of London Police P2 Incidents

There were 2 P2 incidents

| Affected Service | Duration | Reason | Resolution | Problem Management plan |
|------------------|----------|--|---|-------------------------|
| Internet/Email | 02:41 | During a New St shut down change, internet and email were impacted. This was caused by routing issues. | As services were bought back up, internet/email was restored. | Change Management |

3. City of London (CoL) P1 incidents

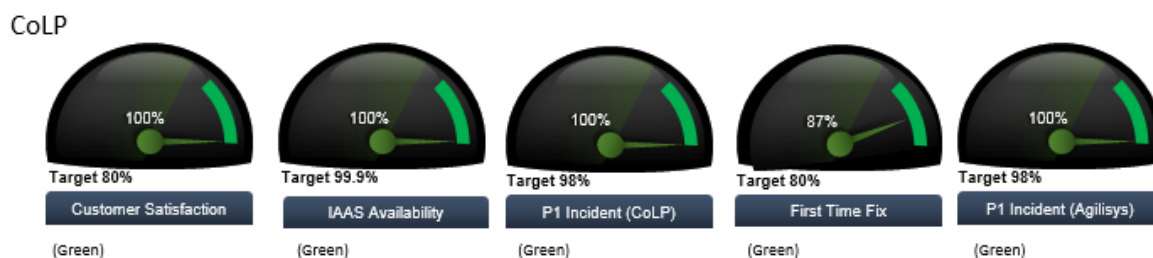
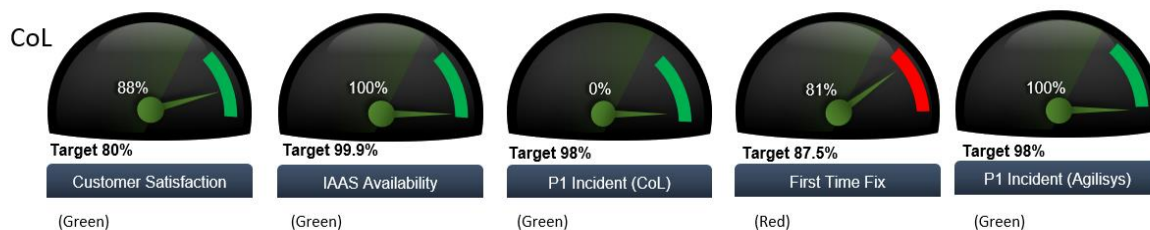
| Affected Service | Duration | Reason | Resolution | Problem Management plan |
|------------------|----------|---------------------------------------|--------------------------------|-------------------------|
| Network drives | 00:35 | Fault in the Microsoft Azure platform | Rectified without intervention | Problem record |

4. City of London P2 Incidents

| Affected Service | Duration | Reason | Resolution | Problem Management plan |
|--|----------|-----------------------|-----------------------------------|-------------------------|
| Service Desk telephones | 04:40 | 3rd party line fault | Resolved by 3 rd party | No |
| Internet access for onsite users (not affecting workers at home) | 04:27 | Azure migration issue | PAC file reload | No |

Service performance summary is detailed in the dashboard below:

Gauges to monitor performance – July 2020



5. Service improvements and highlights

Partnership improvements include:

The 2020 contract with Agilisys begins in October with the launch of the new Digital Services Portal to change the way users interact with IT to include:

- a single point of contact for all IT- related calls and requests
- real-time case tracking – no more chasing calls and references
- an 'IT Service Catalogue' for common requests and software
- access to knowledge, support and self-help guidance

Infrastructure from IaaS and on-premises in Guildhall were successfully migrated to the Microsoft Azure cloud in almost 30 complex moves (111 Servers) with very little impact on users. This has been a very successful project.

Subject to the signing of the Agilisys Solutions Proposal CoLP Azure migration will begin in September.

City of London Police Improvements include:

Discussions are under way to improve communications and messaging to users using alternative methods of delivery.

Corporation improvements include:

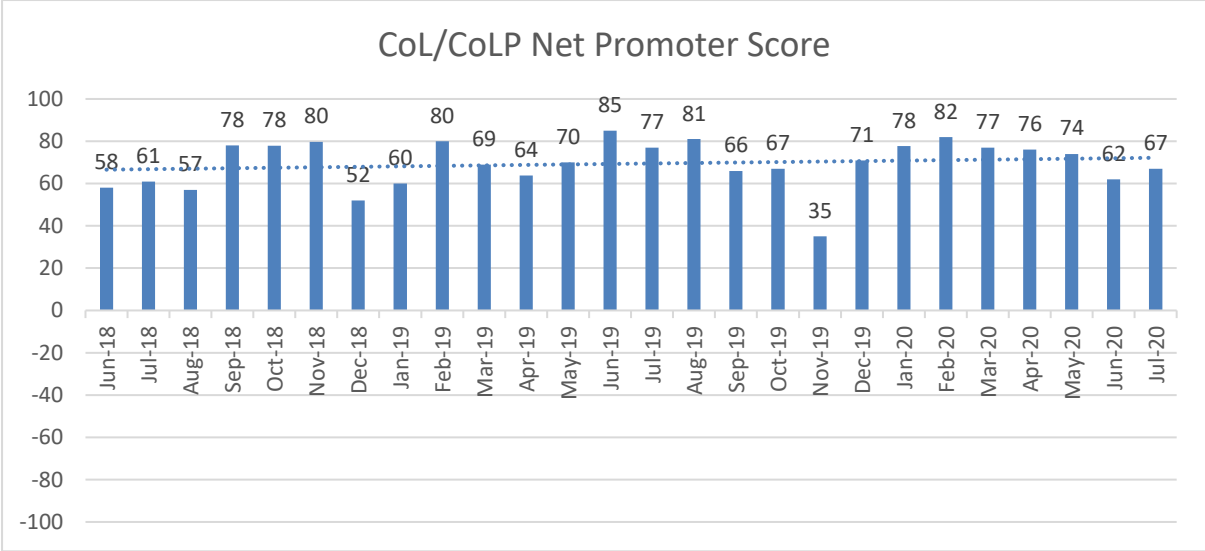
Agilisys is supporting the transition of Oracle support, Training and Project services to the Corporation in September. Additionally, planning is underway to transition Office 365, SQL, Sharepoint and legacy networking services by February 2021.

6. Public Services Network Accreditation

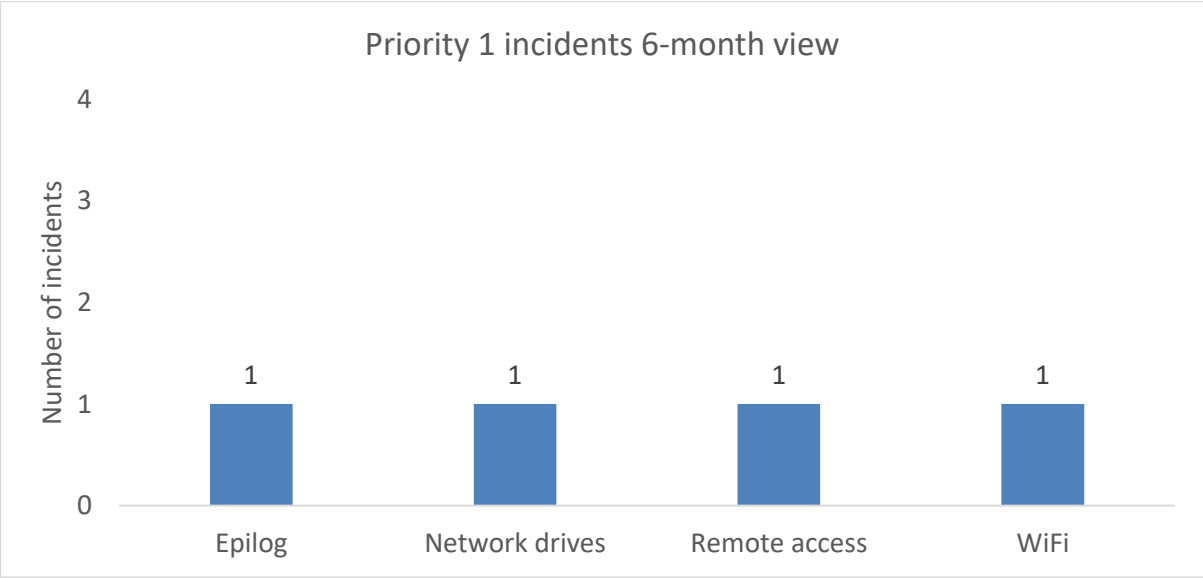
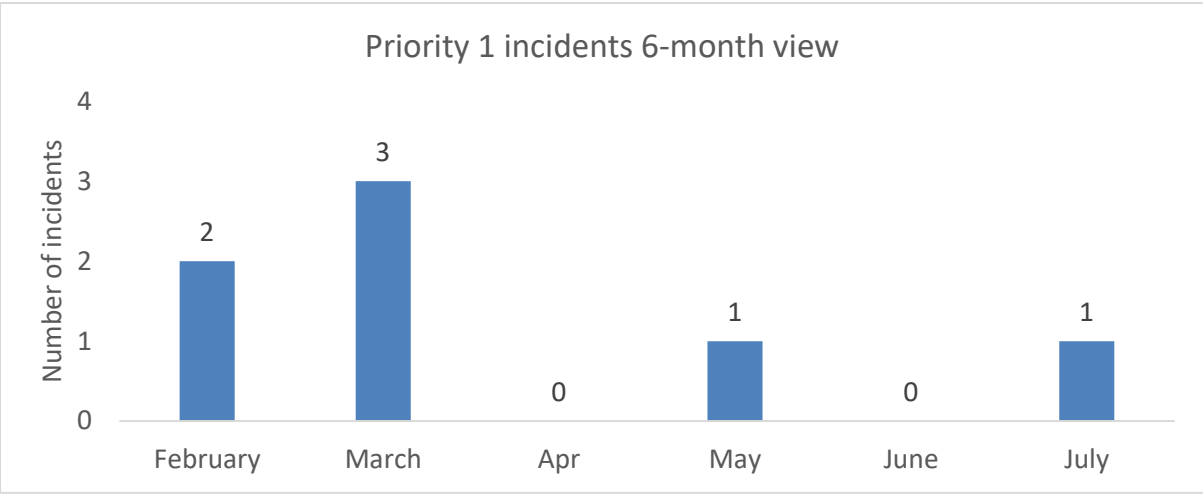
The annual Public Service Network Accreditation required for public sector organisations connecting to Government systems has been completed and signed off for another year which was more difficult this year with the increased workload following COVID for the IT Division.

Appendix 1 – Trend Graphs

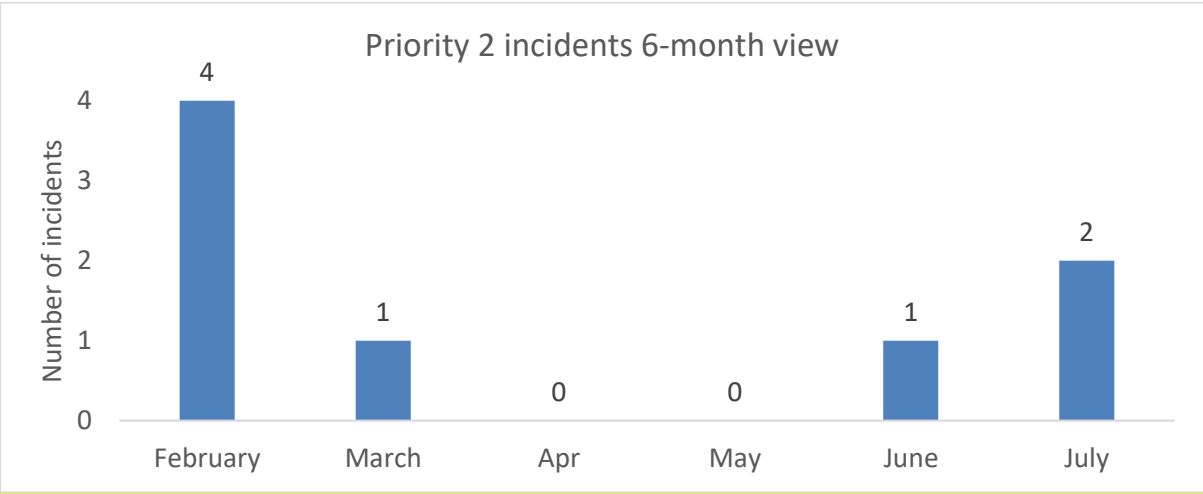
CoL and CoLP Net Promoter Score (scores above 50 are ‘very good’).

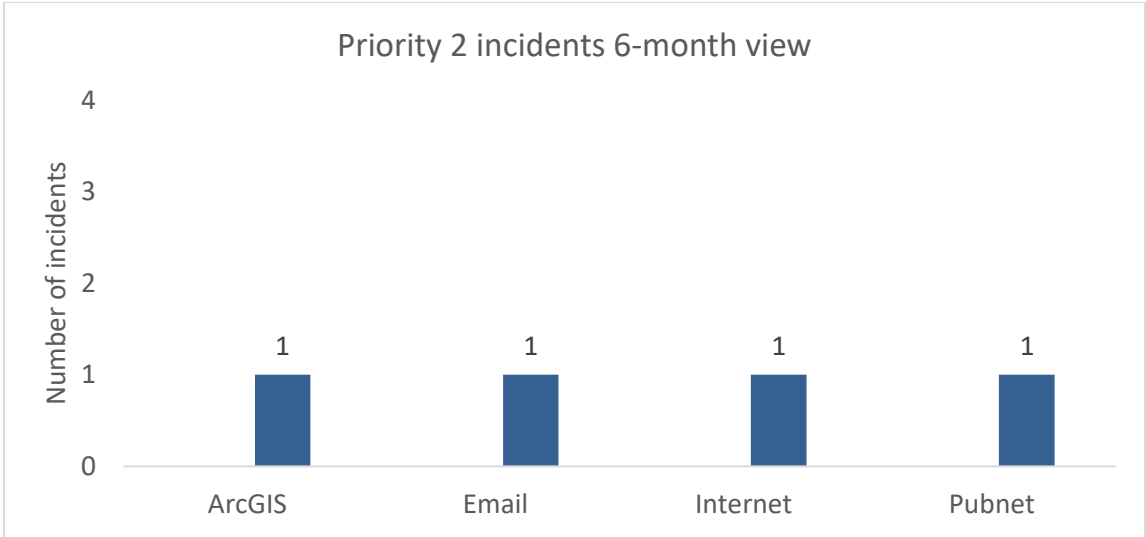


CoL Priority Incident trending – 6-month view



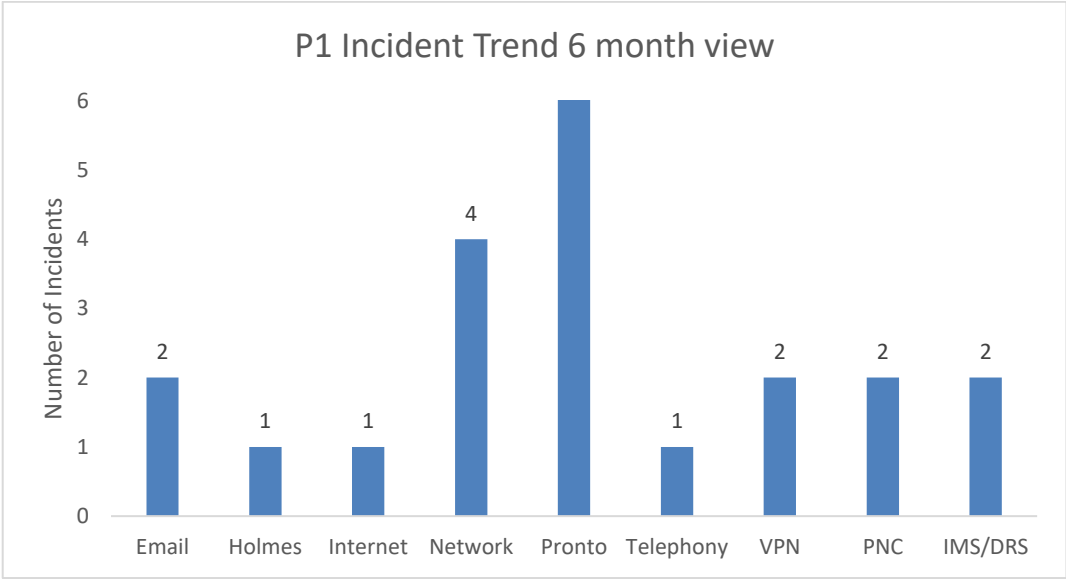
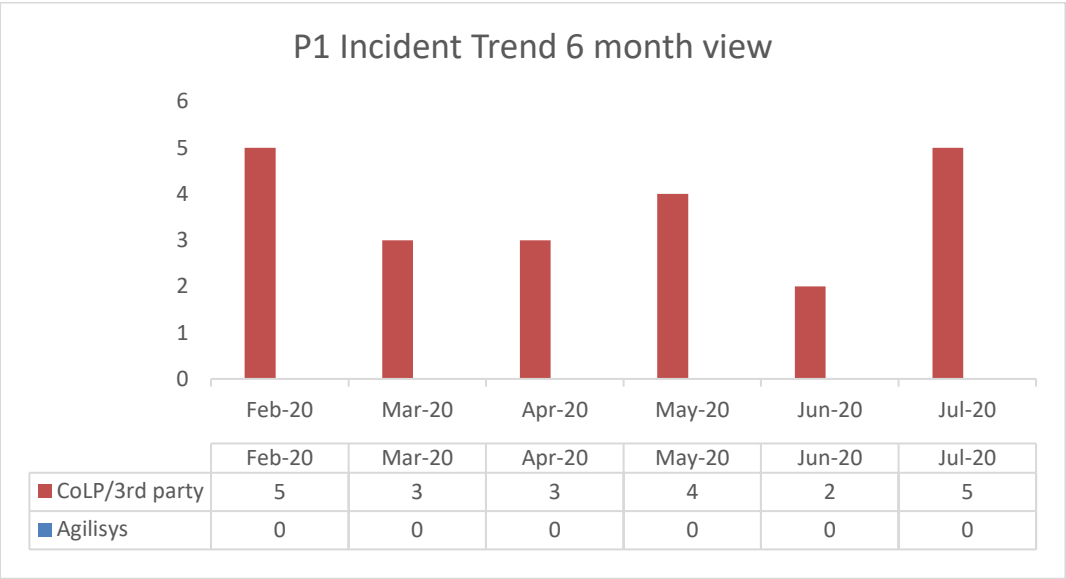
No P1 incidents for Agilisys in the last 6 months

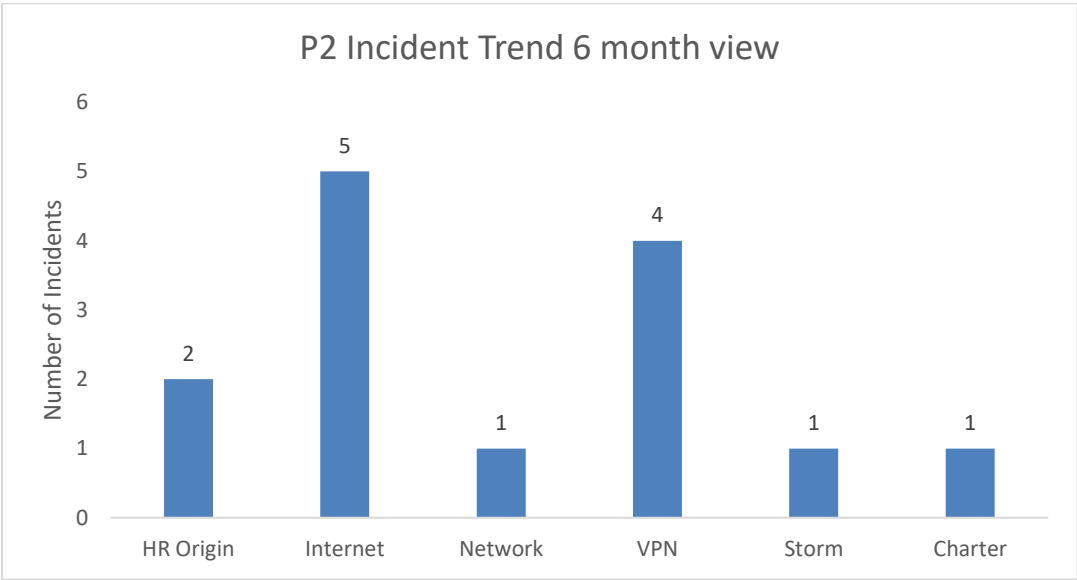
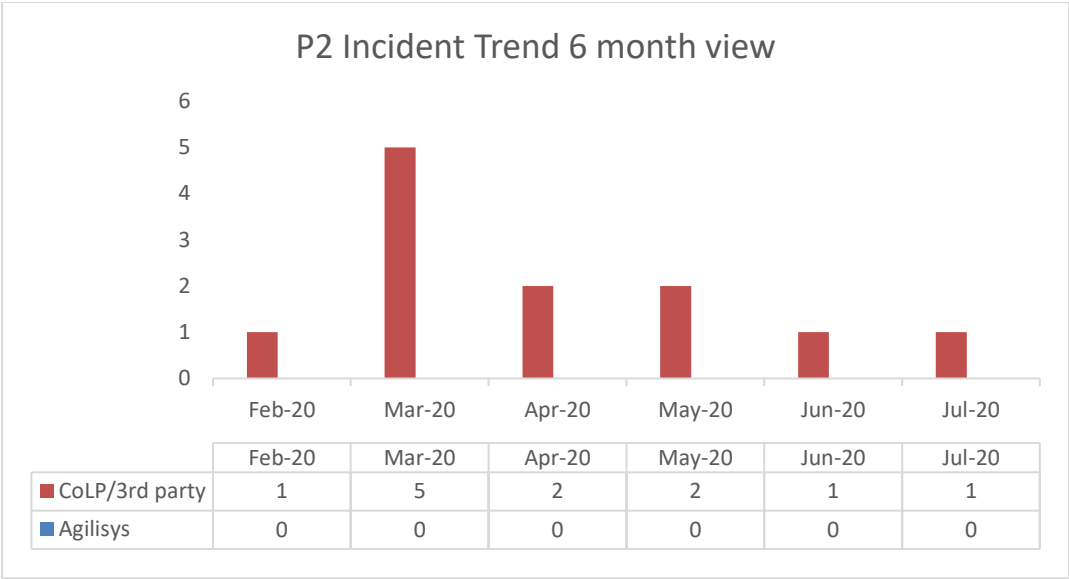




No P2 incidents for Agilisys in the last 6 months.

CoLP Priority Incident trending – 6-month view





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| Committee(s) | Dated: |
| Digital Services Sub Committee – For Information | 11th September 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 people throughout COVID.
- A Gateway paper is currently being drafted for further IT Security Investment.
- Reviewing the National Cyber Security Training with the view to provide training to all staff.
- PSN Accreditation has been approved for a further 12 months.

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
- Work has begun to review relevant staff roles that should have an information management competency added
- An investment Gateway paper has been drafted
- A new Local Information Manager Role is currently being launched into the organisation
- The Technical Pilot for protective marking was completed prior to COVID. Ready for launch at the 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

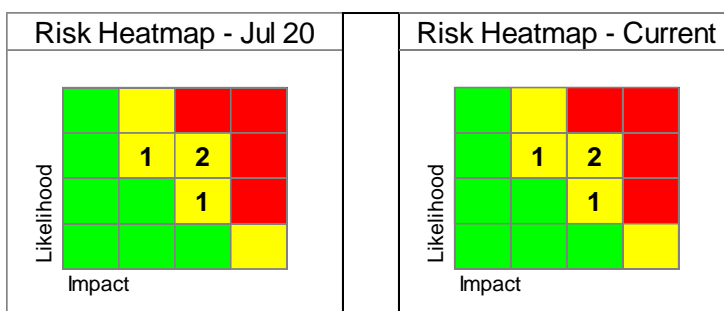
Current Position

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:

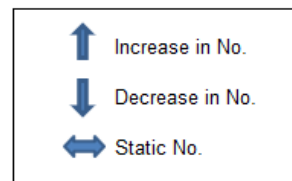


8. Further breakdown of current Division risks:

Major Impact:

| | | |
|--|---|---|
| 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 |

Trend



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

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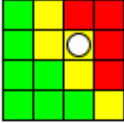
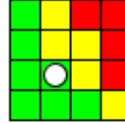
APPENDIX A - CHB IT All CORPORATE & DEPARTMENTAL risks



| 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 |
|---|---|-----------------------------|------------------|--|----------------------------|-----------------|-------------|-------------------------------------|
| R16 Information Security Formerly CHB IT 030) 10-May-2019 Peter Kane | Cause: Breach of IT Systems resulting in unauthorised access to data by internal or external sources. Officer/ Member mishandling of information. Event: The City Corporation does not adequately prepare, maintain robust (and where appropriate improve) effective IT security systems and procedures. 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. | Likelihood | 12 Impact | Regular security updates have been provided to relevant people throughout COVID. A Gateway paper is currently being drafted. Reviewing the National Cyber Security Training with the view to provide training to all staff. PSN remediation activities are complete and have been submitted to the Cabinet Office. 27 Aug 2020 | Likelihood | 8 Impact | 30-Apr-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 |
|--|---|--|----|---|--|---|-------------|-------------------------------------|
| CR29 Information Management <div>Page 39</div> <div>6 Apr-2019</div> <div>John Barradell</div> | <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 | <div> <div>Likelihood</div> <div>Impact</div> </div> | 12 | <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 has been launched into the organisation. Individuals have been identified and training will commence in July • The Technical Pilot for protective marking was completed prior to COVID. Ready for launch at appropriate time <p>27 Aug 2020</p> | <div> <div>Likelihood</div> <div>Impact</div> </div> | 6 | 31-Jan-2021 | <div> </div> <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 001 Resilience - Power and infrastructure. 30-Mar-2017 Sean Green | 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. Event: There will be intermittent power outages of varying durations affecting these areas/buildings. Effect: <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 | Impact | 12 | Continued reduced onsite staff numbers due to Covid ensures a reduced impact of localised power or UPS failure. The IT Division's Technology Roadmap has been produced, which, once followed, will further reduce the reliance on on-premises Critical services. These activities include the greater adoption of Public Cloud (Azure) technologies, which is currently underway. However, some Computer Equipment Rooms (CERs) require improved power protection and resilience, therefore a gateway paper has been produced to obtain Capital funds to replace these UPS devices. 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 27 Aug 2020 | Impact | 4 | 31-Dec-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 030 2020 - Managed Service Contract <div> <div>Page 41</div> <div> <div>-Oct-2019</div> <div>Alan Green</div> </div> </div> | 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 | <div> <div>Likelihood</div>  <div>Impact</div> </div> | 12 | Contract negotiations and transition of services are ongoing, contract signature expected by end of August 2020. There is a dispute across some of the delivery strands which are being worked through with the Supplier with Go Live on new Service Management and Service Delivery tools due by 30th September. Areas that are not migrating to the new Managed Service Contract have now been addressed. Scope of TUPE implications have been agreed with consultations with impacted staff having been carried out. 27 Aug 2020 | <div> <div>Likelihood</div>  <div>Impact</div> </div> | 4 | 31-Aug-2020 | <div> <div>Constant</div> </div> |

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