



Digital Services Sub (Finance) Committee Agenda Supplement

Date: FRIDAY, 28 MAY 2021
Time: 1.45 pm
Venue: INFORMAL VIRTUAL MEETING

- 12 a) **DESIGN, BUILD, SUPPORT AND HOST FOR NEW WEBSITE** (Pages 3 - 10)
Report of the Town Clerk.
- 12 b) **SOCIAL CARE CASE MANAGEMENT SYSTEM** (Pages 11 - 18)
Report of the Director of Community & Children's Services.

John Barradell
Town Clerk and Chief Executive

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Agenda Item 12a

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Committees: Corporate Projects Board - <i>for decision</i> Projects Sub - <i>for decision</i> Policy and Resources Committee - <i>for decision</i> Digital Services Sub Committee – <i>for information</i>	Dates: 10 March 2021 14 April 2021 8 April 2021#28 May 2021
Subject: Project Title: Design, build, support and host for new website Unique Project Identifier: <i>PV Project ID 11948</i>	Gateway 6: Outcome Report Regular
Report of: Town Clerk Report Author: Ryan Dolan – Project Manager	For Information
PUBLIC	

Summary

1. Status update	Project Description: Design, build, support and hosting for new website <ol style="list-style-type: none">1. The previous website was launched in 2012 and, inevitably, was showing its age and no longer reflected well on the City of London Corporation.2. All support for SharePoint 2010 [the previous 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 could not simply be updated, leaving our website on an unsupported platform posing a major risk.3. Our previous website did not display well on mobile devices, was not task structured (i.e. lacking user focus) and the out of the box search engine did not provide results from across the full range of corporate information (i.e. Member, Jobs and Media sites are separate) that users expected. Project Objectives <ol style="list-style-type: none">1. Discovery To carry out research on the technical and strategic requirements of the City Corporation's website, to assess the key user requirements
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	<p>and to ensure that any proposed solution fulfils the City Corporation's statutory and legislative obligations.</p> <ol style="list-style-type: none"> 2. Design / Audit To create an excellent user experience based on best in class information architecture, navigation, visual layers, accessibility and functionality. 3. Build / Testing and Training To build the desired website as agreed with the City Corporation. 4. Launch To undertake a phased launch to allow go-live with minimal content, but full site functionality. 5. Transition to business as usual Provision of ongoing support of the website in terms of hosting, technical maintenance, first line support and any required training. <p>RAG Status: Green (Green at last report to Committee)</p> <p>Risk Status: Low (Low at last report to committee)</p> <p>Costed Risk Provision Utilised: £0</p> <p>Final Outturn Cost: £295,748.00</p>
4. Next steps and requested decisions	<p>Requested Decisions:</p> <p><u>Projects Sub Committee</u></p> <p><u>Policy and Resources Committee</u></p> <ol style="list-style-type: none"> 1. To approve closure of the project and note lessons learned.
5. Key conclusions	<p>The new website was launched in July 2020 ahead of the Oct 2020 deadline. The old website platform was decommissioned on schedule in Aug 2020 along with other servers as part of the Azure migration. The project has been delivered on budget to the agreed specifications.</p> <p>The re-design of the website and its user journey / experience was carried out by the team at Zengenti who were awarded the contract via the G-Cloud framework. This design was the result of research into the current site, the corporate plan and Google Analytics data. We also ran workshops with staff, online surveys for staff and members as well as public user experience session.</p> <p>The Information Architecture has been re-designed around a structured content model making it easier to re-use and classify our web content in a more flexible manner. This new model also allows for easier integration with external data sources and other platforms.</p>

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	<p>Our new website is cloud based in a secure data centre, this removes the City Corporation's need for server maintenance staff and security patching as this has been outsourced to Zengenti. Our security around the platform has been increased with the new cloud model and we have further security enhancements and support from Agilisys for Cloudflare the virtual firewall software.</p> <p>Mobile compatibility has been achieved across all screen sizes and we have successfully imported data from Jobs, Democracy and News systems for internal searching with the website.</p>
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Main Report

Design & Delivery Review

6. Design into delivery	The overall design of the project has worked well and delivered satisfactorily on all requirements. The project adopted an agile methodology during the design and build phases, which resulted in changes to the look and feel as the site design was developed.
7. Options appraisal	The options appraisals in Gateway 4 opted to outsource Design, Build and Support, via G-Cloud procurement. This has allowed for a successful project without compromising the scope and project deliverables. All project deliverables were completed within budget, to agreed specifications and delivered 4 months early.
8. Procurement route	The contract was let under the Crown Commercial Services framework, GCloud 10 (Procurement reference con_COL_14659). This process was successful without the need for revision.
9. Skills base	<p>A fixed term, full-time, external project manager was brought into the web team to oversee the project delivery.</p> <p>Training has been provided to over 120 City of London staff on creating over 1,200 pages for the new website. This training was delivered by the project manager in conjunction with IT training staff to ensure knowledge transfer.</p> <p>The project manager has also documented a system administrator guide as part of the transition to business as usual.</p>
10. Stakeholders	<p>A communication plan was written at the start of the project and was followed throughout. Regular updates to all stakeholders were based on a RACI model (Responsible, Accountable, Consulted, Informed).</p> <p>We have used all forms of communications within the project making special use of Microsoft teams for engagement with large groups of editors including video-based workshops and training and electronic forms for content audit.</p>

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Variation Review

<p>11. Assessment of project against key milestones</p>	<p>Key milestones</p> <p>Gateway 5 milestones: November 2018: Contracts December 2018: Supplier By April 2019: Discovery phase By August 2019: IA user journeys, wireframes By December 2019: Build and development Early 2020: UAT. training etc Mid 2020: Launch</p> <p>Project Milestones</p> <p>6.1 Discovery phase Completed 03 Jun 2019 Information Architecture presented to website working group, with testing from staff public and members.</p> <p>6.2 Content Audit Phase Completed 31 Jul 2019 87 editors reviewed and ranked 2,421 pages, identifying 995 pages as needed for launch.</p> <p>6.3 Design Phase Completed 20 Aug 2019 Designs were agreed at the project board and displayed to stakeholders via teams, face to face presentations and emails.</p> <p>6.4 Platform Build Phase Completed 21 Oct 2019 Build templates were tested and adjusted in agile sprints for each content type. There were some delays with:</p> <ul style="list-style-type: none"> · Jobs data import · Cookies Controller <p>6.5 Testing and Training Phase Completed 03 Dec 2019 127 editors were trained across all sections</p> <p>6.6 Content Creation Phase Completed 30 Apr 2020 1,053 pages were created and approved for launch.</p> <p>6.7 Go Live Phase New website launched on the 06 Jul 2020</p>
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12. Assessment of project against Scope	<p>The project has delivered on all the requirements outlined in the project brief.</p> <ul style="list-style-type: none"> • Display well on mobile devices, • Provide comprehensive search results across City of London Corporation sites, • Provide information in a task-based, user-focused manner. <p>The new platform is stable and well maintained and we do not anticipate any requirements for major work of this kind for the period of the contract 2 years + the option for two 1 year extensions.</p> <p>Satisfaction feedback is generally positive for the design of the new website, it is worth mentioning that we have met a general expectation amongst some members and senior managers that the new website would deliver more interactive functionality.</p> <p>While the full scope of the project has been met, the further ambitions of the City Corporation, could be fulfilled now we have a stable and integration ready platform.</p>
13. Risks and issues	<p>No identified risks occurred during the project. The risk log has been monitored as part of the ongoing project and reported to the project board on a monthly basis.</p> <p>One of the largest risks were concerns over staff resourcing for web editors and their usual workloads. With help from colleagues in all departments we have been able to deliver all pages that were audited as essential content within the given time frame.</p>
14. Transition to BAU	<p>Regular knowledge transfer sessions and configuration documentation have left the publishing team in a good position to support the platform moving forward and the training materials have been passed over to the IT trainer who has been providing ongoing training with no issues encountered.</p> <p>The issue reporting and escalation has been documented and circulated amongst IT staff editors, content leads and publishers and was drafted in consultation with both internal and external helpdesk service providers.</p>

Value Review

15. Budget	<i>Estimated Outturn Cost (G2)</i>		Estimated cost (including risk): £481,444	
		<i>At Authority to Start work (G5)</i>	<i>Final Outturn Cost</i>	
	<i>Fees</i>	£179,360	£153,092	
	<i>Staff Costs</i>	£142,656	£142,656	
	<i>Works</i>	£	£	
	<i>Purchases</i>	£	£	

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	<i>Other Capital Expend</i>	£	£
	<i>Costed Risk Provision</i>	£	£
	<i>Recharges</i>	£	£
	<i>Other*</i>	£	£
	<i>Total</i>	£322,016	£295,748
	<p>Please confirm whether or not the Final Account for this project has been verified. *</p> <p>The final accounts have been verified by Laura Tuckey on 25-01-2021. A final recharge for Staff Costs is due from the Town Clerks local risk budget end of Quarter 1 2021 and has been included in the above figures.</p>		
16. Investment	<i>Not Applicable</i>		
17. Assessment of project against SMART objectives	<p>OBJECTIVES</p> <ul style="list-style-type: none"> <i>To scope and procure services to implement a new City of London Corporation Website by 2020.</i> This target was achieved with the launch in July 2020. <i>To move to an externally supported and hosted website model</i> The new website is externally hosted and supported. <i>To improve website look, feel, and functionality to improve user satisfaction, as measured through user feedback and industry benchmarking initiatives such as the annual SOCITM survey</i> SOCITM no longer provide the annual benchmarking surveys, but we have been audited by the team that they used. <i>Specific – user focus/tasks</i> The new user journeys are much improved and with the new layout and searching it is easier to find and complete tasks. <i>Measurable – responsive design</i> The new website has a fully responsive design and renders to a standard presentation across all device platforms. <i>Assignable – Ambition to have independent project manager and will appoint reputable supplier</i> A project manager was recruited for this development along with Zengenti as the supplier. <i>Realistic – if keep to timescales and get budget then everything Time-related – must be by 2020</i> The project has been delivered with no loss of scope, on budget and within allotted time. 		
18. Key benefits realised	<p>Baseline G2 report.</p> <ul style="list-style-type: none"> Better user experience Improved engagement with key audiences Better vehicle for communications 		

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	With the federated searching we are able now to direct customer traffic to City Corporation services and data that was previously unavailable on our website. The integration with Mod.Gov in particular means that Committee papers are now searchable from the City Corporation's website without the need to navigate into different subdomains.
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Lessons Learned and Recommendations

19. Positive reflections	<p>The content leads and regular User Experience group meeting was a valuable tool for communication.</p> <p>Teams and online forms were useful for data gathering and as a knowledge base.</p> <p><i>In conclusion:</i></p> <ul style="list-style-type: none"> • The new website was launched in July, three months ahead of the October deadline. • The project was delivered 8% under budget, returning £26,268 of unspent capital funds. • Of the comments we have received since launch we have received a 2:1 positive: negative ratio.
20. Improvement reflections	<p>A greater focus on Google services would have improved the launch of the website. We have documented learning points from this and improved reporting by adding additional metrics with Google Tag Manager.</p> <p>As these services were not taken into account at the start of the project, we will be in a better place to include the existing and improved services in the future.</p>
21. Sharing best practice	The Content Lead User Experience group that was used throughout the project has been a great way to disseminate the information learned during this project and the team's areas will continue to be used going forward.
22. AOB	<i>None</i>

Contact

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Committees: Corporate Projects Board - for decision Community and Children's Service Committee – for information Digital Services Sub Committee – for information	Dates: 31 March 2021 30 April 2021 28 May 2021
Subject: Social Care Case Management System Unique Project Identifier: <i>PV ID confirmed post CPB via PMO.</i>	Gateway 2: Project Proposal Regular
Report of: Director of Community & Children's Services Report Author: Sarah Greenwood	For Information
<h1>PUBLIC</h1>	

Explanatory Note for Members: The Corporate Projects Board discussed this report on 31 March and agreed that the project may or may not require capital funding dependent upon the outcome of the procurement process. The Board agreed that the project should proceed under delegation until such a time that it was determined whether the project would reach the thresholds of the gateway process. Proceeding under delegation means that all usual Gateway reports are submitted to the Director who may then choose to share the reports with Committee for information.

Recommendations

1. Next steps and requested decisions	<p>Project Description: IT system designed to manage the caseload for children and adults social care users with interfaces with the NHS</p> <p>Next Gateway: Gateway 3/4 - Options Appraisal (Regular)</p> <p>Next Steps:</p> <p>Development of Requirements Document/specification and soft market testing, with development of procurement options using existing local risk funding resources.</p> <p>Funding Source: potential capital funding from central City Fund reserves (dependent upon procurement process) and revenue funding from Department of Community and Children's Services local risk budget. A bid for allocation of potential capital funding will be made through the next capital bids round. Existing local risk funding will be used to progress the project to the next Gateway.</p> <p>Requested Decisions:</p>
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	<div>1. Note the total estimated cost of the project of up to £151,100 (excluding risk and ongoing annual revenue costs);</div> <div>2. Approval for a staff cost budget of £1,500 to proceed to the next Gateway to be funded from within existing local risk resources.</div>												
<div>2. Resource requirements to reach next Gateway</div>	<table><tr><th>Item</th><th>Reason</th><th>Funds/ Source of Funding</th><th>Cost (£)</th></tr><tr><td>Staff costs</td><td>Development of required specification, Market engagement and options appraisal</td><td>Existing Local risk funding</td><td>£1,500</td></tr><tr><td>Total</td><td></td><td></td><td></td></tr></table> <div>Costed Risk Provision requested for this Gateway: None (as detailed in the Risk Register – Appendix 2)</div>	Item	Reason	Funds/ Source of Funding	Cost (£)	Staff costs	Development of required specification, Market engagement and options appraisal	Existing Local risk funding	£1,500	Total			
Item	Reason	Funds/ Source of Funding	Cost (£)										
Staff costs	Development of required specification, Market engagement and options appraisal	Existing Local risk funding	£1,500										
Total													
<div>3. Governance arrangements</div>	<div>1. Community and Children’s Services Committee are responsible for oversight of statutory social care delivery within the City.</div> <div>2. The project board consists of the Mosaic Advisory Board (overseeing the delivery of the current contracted solution) chaired by Chris Pelham the Assistant Director for People’s Services (the Senior Responsible Officer) and with additional representation from IT, Comptroller and City Solicitor and City Procurement. The project will be managed by the Commissioning Manager Sarah Greenwood.</div> <div>3. The Digital Services Sub (Finance) committee will also receive Gateway reports and the City Procurement IT Category Board will sign off the Options report prior to Gateway 5</div>												

Project Summary

4. Context	<ol style="list-style-type: none"> 1. The City of London Corporation (CoLC) has a statutory duty to provide social care services to children and adults including those with disabilities, caring responsibilities, special educational needs or at risk of abuse. The statutory duty includes the submission of statistical and data return to the Government Departments of Education and Health and Social Care.
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	<p>2. The CoLC's duties are governed by legislation including the Health and Social Care Act 2012, Mental Capacity Act 2005, Care Act 2014 and the Children and Families Act 2014 and regulated by Ofsted (children's services) and the Care Quality Commission (adults services). As regulators of social care services Ofsted/ CQC interrogate and scrutinise the quality of the social work practice through evidence recorded on a case management system.</p> <p>3. The CoLC discharges its statutory duties through the Department of Community and Children's Services' (DCCS) Children and Families, Education and Early Years and Adults Social Care Teams and works with a wide range of partners including the NHS, Clinical Commissioning Group and Hackney's Emergency Duty Team to support adults and children in receipt of social care services.</p> <p>4. DCCS uses a case management system to manage its social care activities, to share information with partners, provide integrated care with other agencies, report on performance and progress (to internal management, Members, regulatory bodies, Government departments and service users) and to plan services.</p> <p>5. The five year contract for the current solution (Mosaic, provided by Servelec) ends in October 2022 and cannot be extended. A compliant procurement exercise must now be completed for an IT solution post October 2022.</p> <p>6. The social care case management system enables service users to have joined up services where relevant and approved professionals can access care records (including social care workers, mental health professions, virtual school head and out of hours social work teams).</p>
5. Brief description of project	<p>1. The project is the commissioning and procurement of a new contract to provide an IT system designed to manage the caseload for children and adults supported through DCCS, including the interface with the NHS system.</p> <p>2. The project is also inclusive of scoping requirements, developing and designing an appropriate specification, mobilisation and migration of data (if required) to the new system</p> <p>3. The project will consider the combining of at least one other contract (Resource Allocation Solution) which calculates lengths and costs of care plans and estimates including within this report combine contract costs of all contracts</p>
6. Consequences if project not approved	<p>Without a case management system, the CoLC would be unable to deliver its statutory functions satisfactorily or safely. To meet basic requirements of maintaining a list of clients, the CoLC would need to develop another solution, most likely an excel spreadsheet hosted internally. This is not compatible with the City's strategy of 'buy not build', nor the expectations of the</p>

	regulatory bodies and would significantly increase safeguarding risks for vulnerable children and adults.
7. SMART project objectives	<ol style="list-style-type: none"> 1. The system enables the CoLC to deliver its statutory social care requirements and supports the CoLC's professional workflows. 2. The system has proven capability and capacity to manage the current (and future potential) caseload of the team, including flexibility to responds to changing Government and legislative requirements 3. The system enables a safe and professional experience for social care users and carers with co-ordination of records with the NHS (East London Patient Care record). 4. The solution can be configured to meet statutory reporting requirements and City data intelligence 5. The system supports mobile working on a variety of devices
8. Key benefits	<ol style="list-style-type: none"> 1. The CoLC continues to be at the forefront of excellent social work practice and is recognised by such by regulatory bodies. 2. Accurate data dashboards detailing past and future performance trends leading to improved practice 3. Professional users and recipients of social care services enjoy an enhanced digital experience
4. Project category	2. Statutory
5. Project priority	A. Essential
6. Notable exclusions	There is not requirement for an interface between the system and Oracle or CBIS.

Options Appraisal

7. Overview of options	<ol style="list-style-type: none"> 1. Sharing a system with another local authority (e.g. Hackney although Hackney's ability to partake has been hampered by their cyber attack) 2. Open tender (including through a framework) 3. Combining with other existing IT systems within the City of London Corporation 4. Combining a number of other contracts and requirements to achieve value for money/savings 5. Not utilise a software solution - whilst this remains an option, it would not meet any statutory or regulatory requirements and therefore has essentially been discounted as a credible option <p>All options will be considered during the City's procurement process and development of the options appraisal form PT3</p>
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Project Planning

8. Delivery period and key dates	<p>Overall project: A timeframe of 18 months to allow for commissioning and procurement activity, and potential migration of data to a new system should the current supplier not be successful in the tender process.</p> <p>Key dates:</p> <p>Gateway 3/4: September 2021</p> <p>Capital Bid Round submission for capital funding: Summer 2021</p> <p>Invitation to tender: December 2021</p> <p>Selection of contractor: April 2022</p> <p>Data Migration: May 2022 – September 2022 (period may not be required if existing supplier is winning bidder)</p> <p>New system go live : October 2022</p> <p>Other works dates to coordinate: Potential other IT system changes (to be confirmed with IT colleagues).</p>
9. Risk implications	<p>Overall project risk: Medium</p> <p>Key risks include</p> <p>Safeguarding: the system not meeting statutory or good practice requirements</p> <p>Contractual: the market is too small, or there are no bids for the contract</p> <p>Technological: the system is not sufficiently flexible to meet future statutory or City of London requirements, the system is not mobilised adequately in time for the contract to be required</p> <p>Financial: insufficient capital funding to enable the contract to proceed (capital funding is only required if the current provider is not the provider of the new contract).</p> <p>Further information is available within the Risk Register (Appendix 2)</p>
10. Stakeholders and consultees	<ol style="list-style-type: none"> 1. Social Care and Education and Early Years professionals working within DCCS and the NHS 2. Systems Manager within DCCS 3. Adult and children social care users 4. IT - Business Partner and Infrastructure Architect (engaged via IT PMO) 5. City Procurement – Procurement Operations Manager and IT Category Board 6. Comptroller and City Solicitor (via City Procurement) 7. Chamberlains

Resource Implications

11. Total estimated cost	Likely cost range (excluding risk):							
	Lower range estimate: £0 one-off/capital + £337k of annual revenue costs of the current system and the Resource Allocation System (currently a separate contract) but no capital/data migration costs if current provider is the successful bidder.							
	Upper Range estimate: £151.1k one-off/capital + £337k (as lower range plus capital costs of project management, migration of data and interface functionality developed during the contract including interface functionality with NHS). Estimated upper range costs are based on the the current contract costs and assume migration to a new system is required. Should the current provider be the winning bidder for the tender, no one-off/capital costs would be incurred and no capital funding would be required. To this end, a speculative capital bid will be made in 2021 (as part of the 2022/23 annual capital bid round) for potential one-off/capital funding, the need for which is entirely dependent upon the outcome of the procurement process.							
	As a system is undoubtedly required, work completed at this stage is not abortive and funded entirely through existing local risk budgets.							
	One-Off/Capital Costs:	£151,100						
	System Capital costs (initial training, data migration	£ 59,000						
	External project management (mobilisation, workflow customisation and report configuration)	£ 84,600						
	Internal Project Management etc	£7,500						
	Revenue Costs:	£337,500						
System revenue costs (5 years)	£237,500							
Resource Allocation System total	£100,000							
Total (5 year whole life cost)	£488,600							
12. Funding strategy	Choose 1: Partial funding confirmed	Choose 1: Internal - Funded wholly by City's own resource						
	<table><tr><th>Funds/Sources of Funding</th><th>Cost (£)</th></tr><tr><td>Central funding (if required) from City Fund Reserves to be requested via the 2022/23 annual capital bid process</td><td>£143,600</td></tr><tr><td></td><td></td></tr></table>		Funds/Sources of Funding	Cost (£)	Central funding (if required) from City Fund Reserves to be requested via the 2022/23 annual capital bid process	£143,600		
	Funds/Sources of Funding	Cost (£)						
Central funding (if required) from City Fund Reserves to be requested via the 2022/23 annual capital bid process	£143,600							

	Staff costs from existing local risk resources	£7,500
	Total One-off/Capital	£151,100
	Local risk revenue funding (ongoing revenue costs)	£375,000
	Total (5 year whole life) cost	488,600
	<p>Should the existing system service provider be the preferred supplier, there would be no one-off/capital costs. However, if the procurement process identifies an alternative provider then central funding from City Fund reserves would be required for the cost of transitioning to a new system. Therefore, a capital bid will be submitted as part of the 2022/23 annual capital bid process to cover this eventuality, which would materialise in 2022.</p> <p>The pre-gateway 5 costs will all be met from within existing local risk resources</p>	
13. Investment appraisal	An options appraisal will be considered by City Procurement in line with the City Procurement Code. In order to ensure value for money the steering group will consider a longer contract period.	
14. Procurement strategy/route to market	The project is included within the City Procurement's sourcing plan for 2021/22 and a PT 2 (procurement request form) has been submitted. Potential routes to market include the use of a call off framework, open tender or a joint procurement within another Local Authority and more details will be included at Gateway 3/4.	
15. Legal implications	<p>A Data Protection Impact Assessment and Data Processing Agreements will be completed as part of the procurement process to ensure the solution is compliant with GDPR</p> <p>The specification will include the relevant statutory requirements for social work practice, data submissions to Government bodies and data security.</p> <p>The Comptroller and City Solicitor will be included within the steering group to draw up legally compliant terms and conditions and the procurement process will be led by City Procurement to be compliant with all Public Contracting Regulations as outlined in the City's Procurement Code</p>	
16. Corporate property implications	None	
17. Traffic implications	None	

18. Sustainability and energy implications	None
19. IS implications	<p>The specification for the service will include all IS requirements including hosting and security. An Opportunity Outline form for the IS Project Management Office has been completed and submitted to identify IS resources for the procurement.</p> <p>An IS representative is on the Project Board and has supported the development of the Gateway documents.</p>
20. Equality Impact Assessment	An equality impact assessment will be undertaken
21. Data Protection Impact Assessment	The risk to personal data is high and a data protection impact assessment will be undertaken

Appendices

None

Background documents

Project Briefing
Risk Register

Contact

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