



Digital Services Committee (For Information Items)

Date: THURSDAY, 22 SEPTEMBER 2022
Time: 9.00 am
Venue: COMMITTEE ROOMS - WEST WING, GUILDHALL

5. ***FORWARD PLAN FOR FUTURE MEETINGS**

Joint report of the Town Clerk and the Chief Operating Officer.

For Information
(Pages 3 - 4)

6. ***IT BUSINESS PLAN - MEDIUM TERM PRIORITIES**

Presentation from the Chief Operating Officer.

For Information
(Pages 5 - 12)

7. ***ERP PROGRAMME VERBAL UPDATE**

Verbal Update from the Chief Operating Officer.

For Information

9. ***DITS - SERVICE DELIVERY SUMMARY**

Report of the Chief Operating Officer.

For Information
(Pages 13 - 16)

10. ***DITS RISKS REPORT**

Report of the Chief Operating Officer.

For Information
(Pages 17 - 30)

16. ***POLICE ACCOMMODATION UPDATE**

(To Follow).

For Information

17. ***IT SECURITY REPORTS**

(To Follow).

For Information

18. ***ORACLE PROPERTY MANAGER (OPN) REPLACEMENT**

Report of The City Surveyor.

For Information
(Pages 31 - 36)

Forward Plan – September 2022 Update

Report Title	Report Month	Category
FCCRAS Programme (Police) Update	November 2022	Strategic
Deep Dive IT User Experience	November 2022	Strategic
Digital and Technology Corporate Risks Deep Dive	November 2022	Operational
IT Digital Services Strategic Roadmap Deep Dive	November 2022	Strategic
Information Management Roadmap Deep Dive	November 2022	Strategic
IT Zero Based Budget Review	November 2022	Strategic
Digital and Smart City Deep Dive	November 2022	Strategic

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Digital, Information and Technology Service

DITS BUSINESS PLAN – MEDIUM TERM PRIORITIES – FOR DISCUSSION

DITS Business Plan – Medium Term priorities

- ▶ The following slides are intended for discussion at the September Digital Services Committee and several potential areas of focus for the future.
- ▶ The ideas presented are at an early stage and in most cases, would require additional funding and capacity to deliver. They are not costed at present.
- ▶ The list is not exhaustive and Members' views on the future direction of travel and areas for development are gratefully received.

Focus on the DITS Shared Service

The development of a shared service across all COL areas to address common functions where it would deliver economies of scale, greater resilience or a greater depth or breadth of skills.

DITS Current Position

- ▶ Some contracts such as the managed print service and mobile phones are already shared. By August 2023 we will have a largely insourced service, which will offer the potential for greater expansion and sharing of common technology and functions across COL areas.

Future Position?

- ▶ The focus on development of scalable and shareable DITS functions focussing on common functions which could delivering shared benefits through centralisation - Security, Architecture and Projects could be initial targets.
- ▶ Longer term this could be expanded to include Service Desk, Systems, Azure, Networking, Service Management and wider sharing of tools and processes.

Focus on Cybersecurity

An investment in security capabilities to provide a unified and expanded security operations function across COL, COLP and potentially other areas of the COL family. Focus on threat detection, response and prevention.

DITS Current Position

- ▶ The current responsibilities are split across the Digital, Information and Technology Service, IMS (COLP) and the IT Managed Service Provider (Agilisys).

Future Position?

- ▶ A review of current security capabilities and potential investment in a more unified approach to provide additional capacity and capabilities.
- ▶ Investment could include new tooling, as well as capacity in security architecture and security analysis to monitor and respond to threats.

Focus on Digital Engagement and Skills

Investment in resources and initiatives to drive greater adoption of Digital tools and Digital skills to improve ways of working and deliver local efficiencies. The DITS engagement function was removed through the TOM, but would be central to encouraging greater collaboration, shared working and adoption of new technology across COL and COLP.

DITS Current Position

- ▶ COL have already made significant investment in technology, not least the Microsoft tools which include low code development (Power Apps), business intelligence (PowerBI) and automation (Power Automate).
- ▶ Following the TOM, there is reduced capability to focus on maximising the investment in these capabilities and empowering departments to make use of these tools. In particular, the loss of the business partners has greatly impacted communication and visibility of departments.

Future Position?

- ▶ Investment in a digital skills and adoption capability (1-2 roles) and a digital business partnering model (2-3 roles) would serve to accelerate adoption and enhance digital skills through the use of these digital platforms, facilitating training, workshops, discovery activity and closer working with departments.

Focus on Digital Service Transformation

Creating a capability to review current service delivery models and transform them through the use of available technology – removing manual effort through self service and automation, and delivering cashable and non cashable savings, as well as improvements to customer experience

DITS Current Position

- ▶ The Digital Applications Team currently has 3 x Microsoft / Power Platform Specialists, 2 x Granicus Specialists and 1 x Dynamics Developer roles. These are supplemented by 1 x Digital Delivery Manager to manage the pipeline and delivery of work. The team currently delivers small improvements to departmental services, but lack the capacity, capability and mandate for transformation.

Future Position?

- ▶ Following the model of the Government Digital Service, there is an opportunity to invest in additional 2-3 roles focussed on service design and user experience.
- ▶ The team would focus on reviewing services 'end to end', reducing manual effort, driving online self service and delivering cashable and non cashable savings and significant improvements to customer experience and service performance. These service reviews could be delivered through 'Hackathon' style events

Focus on Business Intelligence

Through the current Microsoft E5 licences all COL Staff and Members have access to Microsoft PowerBI and there is a significant opportunity to establish PowerBI as the default Business Intelligence tool for the organisation - with the opportunity to develop a fully automated reporting approach with real time dashboards and reports.

DITS Current Position

- ▶ There are a large number of reporting tools in use across COL, which not only lead to a level of unnecessary spend on licences but also a divergence of skills and reporting approaches. In many cases an over-reliance on spreadsheets means that reports can take significant manual effort and become out of date very quickly.
- ▶ There is currently no specialist technical support or training provided for PowerBI.

Future Position?

- ▶ The creation of 2-3 roles focussed on providing technical support and training departments to adopt PowerBI as their default reporting tool. This would deliver savings on licences, as well as automate current reporting approaches which can be very manual and time consuming.
- ▶ Senior Managers and Members would be given access to real time Dashboards and Reports which focus on key performance metrics and KPIs – with decisions being made based on real time data.

Focus on Emerging Technology

A dedicated role or function to focus on the developing the current technology stack and horizon scanning for new and emerging technology. This would include working with key suppliers to identify opportunities which could have a significant benefit to COL/COLP aims and objectives.

DITS Current Position

- ▶ The capacity and capabilities of DITS are largely focussed on delivering a secure and stable 'business as usual' service for the organisation. This can leave little or no room for horizon scanning and exploring or trialling emerging technologies through 'sandbox' exercises.

Future Position?

- ▶ A role or function dedicated to developing the COL technology stack and exploring opportunities to embrace emerging technologies. This would include closer partnership working with organisations such as the London Office for Technology and Innovation, Greater London Authority and key suppliers such as Microsoft.
- ▶ Sources of funding could be sought for pilot exercises, to enable technology to be evaluated and support the development of further business cases.

Committee(s)	Dated:
Digital Services Committee – For Information	22nd September 2022
Subject: Digital Information Technology Service –Service Delivery Summary	Public
Which outcomes in the City Corporation’s Corporate Plan does this proposal aim to impact directly?	8, 9, 10
Does this proposal require extra revenue and/or capital spending?	N
If so, how much?	£
What is the source of Funding?	
Has this Funding Source been agreed with the Chamberlain’s Department?	N/A
Report of: The Chief Operating Officer	For information
Report author: Matt Gosden – Assistant Director, Delivery.	

Introduction

- 1. As described in the last Digital Services Committee, the old format of the Digital Information and Technology Services report has been replaced by this format of report with the aim of making it less Agilisys-specific and more about the whole service offered to our customers.**

- 2. Over time, the report has become less relevant to how the service is delivered and performs and therefore:**

- 3. By way of a reminder, Technology services fall into three categories:**
 - 3.1. Those which were instigated by DITS and where DITS own the contract and relationship and were responsible for the implementation of that service e.g Agilisys, Roc Technologies, Microsoft. And therefore have a more direct ability to manage the service. DITS is the strategic owner of such services.

 - 3.2. Those which were instigated by the business. Where the business owns the contract/relationship and where DITS had a lesser role in the implementation and to some degree, the ability to manage the service; by needing to contact the service providers’ Service Desk to raise incidents and requests. E.g the Building Management Systems services. The business is the strategic owner for such services.

 - 3.3. Those which were instigated by the business, but where the service was onboarded into mainstream BAU DITS support upon implementation and therefore incident/request tickets are raised with the DITS Service Desk. For

example, Niche? Civica Housing. The business is the strategic owner for these services.

- 3.4. NB: There are nuances within the above scenarios for different services. In all of the high-level scenarios above, DITS have a responsibility to ensure access to and availability of these services from our Corporate devices and networks. And of course, where these services are Critical, DITS (through Agilisys) would manage any major incident. However, this aims to describe some of the challenges of delivering technology services in a complex environment.

Recommendations

Members are asked to note this report.

The main report – Service Summary for August 2022:

4. Incident statistics for services under the direct management and control of DITs or DITs Service Management - August 2022

- 4.1. Services managed by DITS have been stable and reliable over the last 3 months.
- 4.2. P1 and P2 incidents in August included:
- 4.2.1. 1 incident affecting access to email in City of London Police for 44 minutes. The incident was resolved within the agreed resolution times.
- 4.3. Total outage time for services managed by DITS was 44 minutes.
- 4.4. Key service provider status:
- 4.5. DITS in-house services; These are typically application support related and the last remaining on-premise servers. These services remained stable and had no P1 or P2 incidents in August.
- 4.6. Agilisys continued to meet all 36 of its SLAs and with no service outages in August.
- 4.7. Roc had no P1/P2 incidents reported for City of London/City of London Police in August.
- 4.8. Konica achieved a First Time Fix rate of 100% against a target of 95% and had an Uptime of 99.86% against a target of 97%.

4.9. Daisy had no P1/P2 incidents reported for City of London in August. There was 1 P1 incident reported for City of London Police which affected outgoing and incoming calls via the Control Room. The Incident was resolved within SLA and the root cause is awaited. There were no P2 Incidents raised for COLP.

4.10. BT reported 0 Service Affecting Incidents in August for COL/COLP.

4.11. Microsoft continue to provide a stable service in relation to Storage, Computing and Tooling Services.

5. Incident statistics for services not under direct ownership / control of DITs or DITs Service Management – August 2022

5.1. Services managed outside of DITS have seen recurring incidents, notably for PNC and HR Origin which accounted for 8 out of 9 incidents in August. The services are used 24/7 by operational police officers for crime reporting and management and a failure of these services poses a significant risk to the Force and the public.

5.2. There were 4 P1 incidents and 4 P2 incidents with a total outage time of 51 hours and 11 minutes.

6. Service improvements and highlights

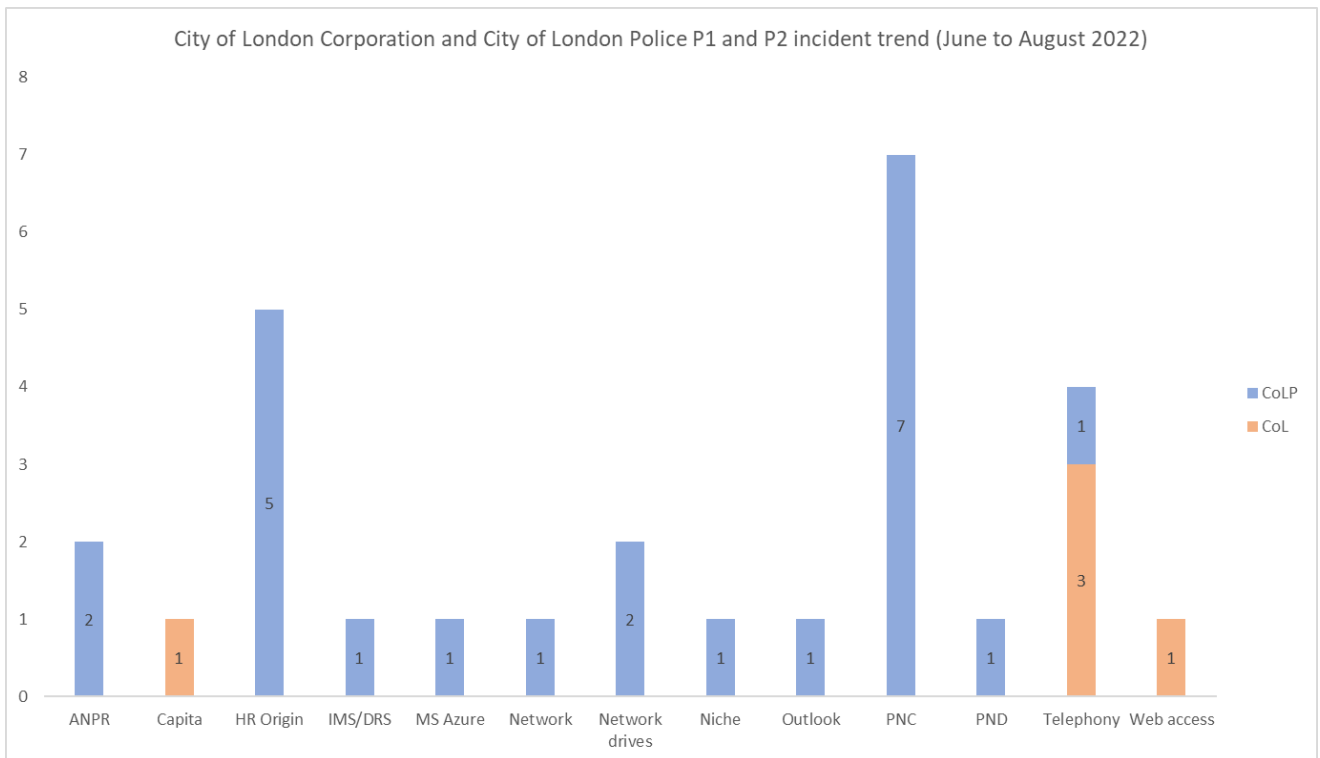
6.1. The annual COL Public Services Network (PSN) IT Health Check (ITHC) started the w/c 3rd Sept. The Penetration test is expected to take 2 weeks and will be followed by the usual Vulnerability report.

6.2. Agilisys continues to support City of London and City of London Police's future plans to deliver most services internally and has initiated a phased transition of Agilisys services which will start in September 2022.

6.3. Agilisys presented a view of its future Cloud service offering in September.

6.4. Agilisys provided 24 hours of Field Engineering support for City of London Corporation and Police events for operation London Bridge.

7. Trend reports and graphs



Matt Gosden
 Assistant Director, Delivery
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Committee(s)	Dated:
Digital Services Sub Committee – For Information	22nd September 2022
Subject: DITS Risk Update	Public
Report of: The Chief Operating Officer	For Information
Report author: Samantha Kay – DITS Business Manager	

Summary

All DITS Risks are now in the Risk Management System, with actions included, for the ongoing improvement and continuing assessment to the Management of Risk within DITS.

DITS currently holds 9 risks. There are no RED Risks. There are no extreme impact risks, 5 are currently scored at major impact and 4 at Serious.

DITS currently holds 2 risks on the Corporate Risk Register and 7 risks on the Departmental risk register

Summary of the Corporate Risks

CR 16 – Information Security

Event: The City Corporation does not adequately prepare, maintain robust (and where appropriate improve) effective IT security systems and procedures.

- The project to implement a raft of new security improvements is complete.
- Work on a simulated cyber attack is being planned with the IT Security Team.

We have heightened cyber threats with the war in Ukraine with attacks arising from malicious state actors or those sympathetic to those state actors and some near misses. To help further mitigation of this risk we are investigating the options and costs of 24x7 security monitoring with a specialist partner.

CR 29 – Information Management (IM)

Event: The City Corporation's IM Strategy (2018-2023) is not fully and effectively implemented

- W Drive closedown and move to SharePoint has completed (August 23). Migration of Departmental Drives has commenced.
- New role created to lead on IM in the Digital, Information and Technology Team
- Chief Officers have been provided with local SIRO training
- IM Activity under ongoing review with the Information Management Board, chaired by the Comptroller and City Solicitor

Recommendation(s)

Members are asked to:

- Note the report.

Main Report

Background

1. Risk remains a key focus for the Digital, Information and Technology Service (DITS), 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 service.

Departmental Risks

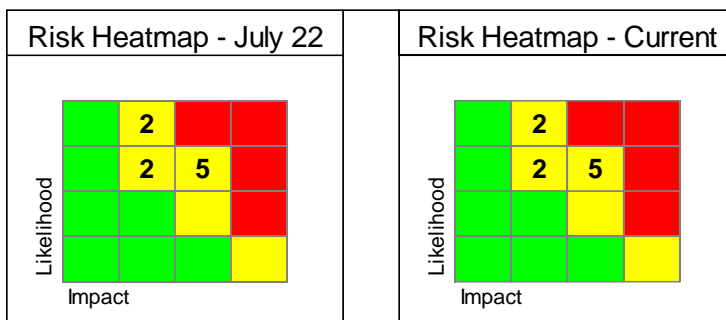
2. Following the implementation of the TOM, DITS have reviewed all its Departmental Risks to ensure the current risks are current and relevant to the current environment.
3. A number of additional risks were added to the Departmental Risk register post TOM implementation, the actions are currently being worked through. However, there has been no movement in the scores.

Note: details can be reviewed in the appendix.







Current status




4. Since the last report, the DITS Risk Register has been closely monitored and actions have been completed to continue the work to mitigate the risks.

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



7. Further breakdown of current Departmental risks:

Major Impact:			Trend
Risks with "likely" likelihood and "major" impact:	0	0	
Risks with "possible" likelihood and "major" impact:	4	4	
Risks with "Unlikely" likelihood and "major" impact:	0	0	
Serious Impact:			
Risks with "likely" likelihood and "serious" impact:	4	4	
Risks with "possible" likelihood and "serious" impact:	1	1	
Risks with "unlikely" likelihood and "serious" impact:	0	0	

 Increase in No.
 Decrease in No.
 Static No.

8. Next steps

- Ensuring that DITS proactively manage Risks.
- Ensuring all actions are up to date and allocated to the correct responsible owners.
- Ensuring all members of DITS, including suppliers, are aware of how Risk is managed within the Corporation and have a mechanism to highlight areas of concern across the estate.
- DITS management processes, including Change Management, Problem Management, Continuous Improvement and Incident Management will all now reference or identify risk to ensure that service risks are identified, updated and assessed on an ongoing basis.
- The work detailed above ensures that the Risk register remains a live system, rather than a periodically updated record.

Samantha Kay

DITS Business Manager

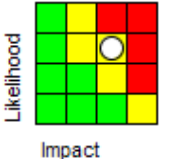


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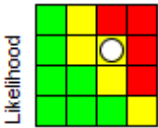
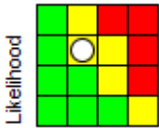

APPENDIX A - CHB IT All CORPORATE & DEPARTMENTAL risks

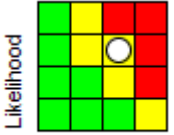
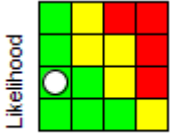



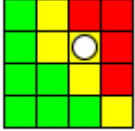
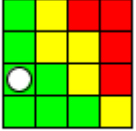

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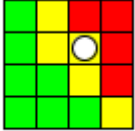
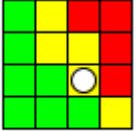

Risk no, title, creation date, owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score	Risk Update and date of update	Target Risk Rating & Score	Target Date/Risk Approach	Current Risk score change indicator
CR16 Information Security (formerly CHB IT 030)	<p>Cause: Breach of IT Systems resulting in unauthorised access to data by internal or external sources. Officer/ Member mishandling of information.</p> <p>Event: The City Corporation does not adequately prepare, maintain robust (and where appropriate improve) effective IT security systems and procedures.</p> <p>Effect: Failure of all or part of the IT Infrastructure, with associated business systems failures. Harm to individuals, a breach of legislation such as the Data Protection Act 2018. Incur a monetary penalty of up to €20M. Compliance enforcement action. Corruption of data. Reputational damage to Corporation as effective body.</p>		<p style="text-align: center;">12</p> <p>The project to implement a raft of new security improvements is complete.</p> <p>Work on a simulated cyber attack is being planned with the IT Security Team.</p> <p>We have heightened cyber threats with the war in Ukraine with attacks arising from malicious state actors or those sympathetic to those state actors and some near misses. To help further mitigation of this risk we are investigating the options and costs of 24x7 security monitoring with a specialist partner.</p>		<p style="text-align: center;">6</p> <p>31-Mar-2023</p>	

10-May-2019 Emma Moore				12 Sep 2022			Reduce	Constant
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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/Risk Approach	Current Risk score change indicator
CR29 Information Management Page 22 08-Apr-2019 John Barradell	Cause: Lack of officer commitment and investment of the right resources into organisational information management systems and culture. Event: The City Corporation's IM Strategy (2018-2023) is not fully and effectively implemented Effect: <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 	 Likelihood Impact	12 W Drive closedown and move to SharePoint has completed (August 23). Migration of Departmental Drives has commenced. New role created to lead on IM in the Digital, Information and Technology Team Chief Officers have been provided with local SIRO training IM Activity under ongoing review with the Information Management Board, chaired by the Comptroller and City Solicitor 12 Sep 2022	 Likelihood Impact	6 31-Dec-2022	

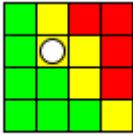
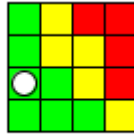

Risk no, title, creation date, owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score	Risk Update and date of update	Target Risk Rating & Score	Target Date/Risk Approach	Current Risk score change indicator
COO DITS 037 Service transition (time) COL & COLP 19-May-2022 Matt Gosden	<p>Cause: Information is not forthcoming, or decisions are not made in a timely fashion, at the appropriate level.</p> <p>Event: A consensus on the future critical service elements is not reached, or decisions on these are not made in time to ensure delivery by the end of the current contract.</p> <p>Effect: on the future critical service elements is not reached, or decisions on these are not made in time to ensure delivery by the end of the current contract.</p> <p>Further detail is documented in the CPO Risk Register for the programme.</p>	 <p>Likelihood</p> <p>Impact</p> <p>12</p>	<p>A RACI for the design, decision and approval process, alongside a key decision milestone plan should be produced to ensure the right approvals are obtained from the right people at the right time to ensure progress.</p> <p>07 Sep 2022</p>	 <p>Likelihood</p> <p>Impact</p> <p>2</p>	<p>31-Aug-2023</p>	<p></p> <p>Constant</p>

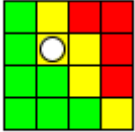
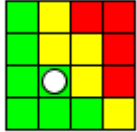

Risk no, title, creation date, owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date/Risk Approach	Current Risk score change indicator
COO DITS 039 Service transition (quality) COL & COLP 19-May-2022 Matt Gosden	<p>Cause: The new service design (Future Operating Model) is not based on the right information or does not allow for the advancements and investments in technology or processes made by the organisation.</p> <p>Event: The future technology service being designed and delivered by the programme does not evolve through the adaptation of the new technology and/or new processes we have, or will have available.</p> <p>Effect: The service continues to be sub-optimal during and beyond transition, or the Agilisys contract needs to be extended as-is, rather than driving modernisation and cost reduction.</p> <p>Further detail is documented in the CPO Risk Register.</p>	 <p>Likelihood</p> <p>Impact</p>	<p>12</p>	<p>The Transition Project Team have produced 3 Functional designs for the new service, which can be directed mapped back to costs and savings.</p> <p>07 Sep 2022</p>	 <p>Likelihood</p> <p>Impact</p>	<p>2</p>	<p>31-Aug-2023</p>	<p></p> <p>Constant</p>

Risk no, title, creation date, owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date/Risk Approach	Current Risk score change indicator
COO DITS 040 Resilience and complexity 19-May-2022 Matt Gosden	Cause: A lack of end-to-end resilience of critical services remain, or technology areas remain complex. Event: There is a major failure in critical parts of the IT infrastructure, which is difficult to avoid, remediate or recover from. Effect: Significant incident could lead to an impact to productivity of the business with loss of access to Critical systems. Could lead to financial and reputational impact	 Likelihood Impact	12	David Clelland (Architect) is producing a High-Level Design to remove/replace legacy technologies. Graham Venn is leading on the DR tests for the next 12 months. 07 Sep 2022	 Likelihood Impact	8	30-Jun-2023	 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/Risk Approach	Current Risk score change indicator
COO DITS 034 IT Capacity COL and COLP 19-May-2022 Sam Collins	<p>Cause: The DITS TOM has resulted in several critical vacancies. There has also been two leadership team resignations with the incumbents leaving CoL in June 22.</p> <p>Event: It is likely to take 3-6 months to fill vacancies which will need contractors to back-fill where this is authorised. Contractor costs will place additional pressures on the DITS budget</p> <p>Effect: Staff in post are more stretched. They experience stress and the DITS team fail to deliver against all their requires priorities and SLA's.</p>	<p>Likelihood</p> <p>Impact</p>	<p>8</p>	<p>The recruitment of vacancies is being progressed based on criticality of the roles, although further resignations and appointment of internal candidates has created additional vacancies. Recruitment activity remains ongoing, though the new DITS Director is due to start in October. Some roles are being held as vacant for budgetary reasons.</p> <p>07 Sep 2022</p>	<p>Likelihood</p> <p>Impact</p>	<p>3</p>	<p>31-Oct-2022</p>	<p></p> <p>Constant</p>

Risk no, title, creation date, owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date/Risk Approach	Current Risk score change indicator
COO DITS 031 IT Revenue Budget 10-May-2021 Sam Collins	<p>Cause: The DITS team has had a revenue budget cut of £2m for 22/23.</p> <p>Event: There is on-going pressures on the DITS budget from variable spend on licences, storage and unplanned maintenance. There is also DITS contracts that could be subject to in year inflationary pressure. There are unplanned recruitment costs for several vacancies that will need to be filled.</p> <p>Effect:. The DITS budget could be overspent in 2022/23 The services provided by IT to the organisation have already been descoped to achieve the revenue reductions required in this financial year.</p>	 <p>Likelihood</p> <p>Impact</p>	<p>6</p>	<p>The DITS budget is monitored monthly with Finance and the COO. DITS are holding some vacancies and will be implementing projects in 22/23 that should reduce revenue spend. The budget forecast is improving though is likely to remain overspent due to two key impacts.</p> <p>07 Sep 2022</p>	 <p>Likelihood</p> <p>Impact</p>	<p>4</p>	<p>31-Mar-2023</p>	<p></p> <p>Constant</p>

Risk no, title, creation date, owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date/Risk Approach	Current Risk score change indicator
COO DITS 035 Recruitment and retention 19-May-2022 Sam Collins	Cause: The recent Target Operating Model exercise and ongoing uncertainty within the Division has led to a number of vacant posts and key individuals leaving the organisation. Event: That the Division fails to successfully recruit to the vacant posts and departing staff result in a significant loss of corporate knowledge and expertise Effect: This results in a general loss of capacity, expertise and knowledge within the division, severely limiting the ability of the division to provide a stable and secure IT Service and Key Programmes of work are disrupted or put at risk.	 Likelihood Impact	6	DITS SLT are progressing with the recruitment of vacant roles but also ensuring that existing staff are retained through effective management and ongoing communication. 07 Sep 2022	 Likelihood Impact	2	30-Sep-2022	 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/Risk Approach	Current Risk score change indicator
COO DITS 044 Head of profession 20-May-2022 Sean Green	Cause: Failure to establish a Head of Profession role in Corporation due to the Director leaving Event: Disparate technology and standards applied across the Corporation Effect: Wasted investment, lack of economies of scales and increased cyber threats	 Likelihood Impact	6	The role needs to influence stakeholders with Digital and Technology responsibilities and apply consistent good practice and standards across the Corporation and Institutions 28 Jul 2022	 Likelihood Impact	4	31-Mar-2023	 Constant

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