



Digital Services Committee (Information Items)

Date: WEDNESDAY, 20 SEPTEMBER 2023
Time: 1.45 pm
Venue: COMMITTEE ROOMS – WEST WING, GUILDHALL

Part 1 - Public Agenda

5. **CHIEF OPERATING OFFICER'S DEPARTMENTAL BUSINESS PLAN - QUARTERLY UPDATE**

Report of the Chief Operating Officer.

For Information
(Pages 3 - 8)

6. **CO-DESIGN UPDATE**

Report of the Chief Operating Officer.

For Information
(Pages 9 - 14)

7. **DIGITAL INFORMATION TECHNOLOGY SERVICE - SERVICE DELIVERY SUMMARY**

Report of the Chief Operating Officer.

For Information
(Pages 15 - 22)

Part 2 - Non-Public Items

14. **TECHNOLOGY STACK ANALYSIS**

Report of Chief Operating Officer.

For Information
(Pages 23 - 28)

15. **DIGITAL INFORMATION TECHNOLOGY SERVICES - RISK UPDATE**

Report of the Chief Operating Officer.

For Information
(Pages 29 - 40)

16. **CYBER SECURITY**

Report of Chief Information Security Officer.

For Information
(Pages 41 - 88)

Committee(s): Digital Services Committee	Dated: 20 September 2023
Subject: Chief Operating Officer’s Departmental Business Plan – Quarterly Update	Public
Which outcomes in the City Corporation’s Corporate Plan does this proposal aim to impact directly?	8, 9, 10, 11
Does this proposal require extra revenue and/or capital spending?	No
If so, how much?	N/A
What is the source of Funding?	N/A
Has this Funding Source been agreed with the Chamberlain’s Department?	N/A
Report of: Emma Moore, Chief Operating Officer	For Information
Report author: Zakki Ghauri, Director of Digital & IT	

Summary

This report provides an update on progress against the 2023/24 Business Plan for the Digital & IT Service which falls within the remit of the Digital Services Committee.

The report covers Q1 and Q2 to date.

The intention is to provide the Committee with a clearer line of sight to our progress, and a report like this will be brought to this Committee quarterly going forwards.

Recommendation(s)

Members are asked to note this report and our progress towards implementing our 2023/24 Business Plans.

Main Report

Background

1. The Digital Services Committee approved the 2023/24 Business Plan for DITS, as well as the overarching Plan for the COO Department, at its meeting on 25 January 2023. As explained at that meeting, following the creation of the COO Department in 2021, the move from Chamberlains to the COO Department, and the completion of the Target Operating Model work, our plan represents the first year of the Department’s multi-year transformation work. Our own continual improvement is key to supporting the Corporation’s overall agility, effectiveness and impact, as the work DITS does reaches all parts of the organisation.
2. These Business Plans included our Key Workstreams for 2023/24 (**Appendix 1**). The Departmental KPIs will be circulated and discussed at the 20th September Digital Services Committee Meeting, and will form part of this update quarterly.

3. The key workstreams in our Plan are united by the four transformation objectives for the COO Department which provide the golden thread throughout the entire Department:
 - Transparency
 - Credibility
 - Partnership, and
 - Enablement.

The detail behind these four objectives is set out at **Appendix 2**.

4. The DITS Business Plan is available on the COO Department homepage on COLNET (the Corporation's intranet).

Current Position

5. Our Plan for 2023/24 was designed to be ambitious but achievable. This section covers some of the performance highlights to date against our Key Workstreams (**Appendix 1**).
6. We have insourced 9 of the 10 Agilisys Services we were aiming to by 31st August.
7. The remaining service is our Service Desk which has been identified as a key function for DITS, as it represents the gateway to the service, and has a significant impact upon staff's experience of the service.
8. The extension of the Service Desk contract will allow for a further redesign of user facing services, combining the Technology Support Team, Field Services Teams and the Service Desk to provide a more flexible, user centric support model.
9. Work has commenced to update our Digital & IT Strategy, and there is appetite to have a single strategy covering the Corporation including the institutions.
10. We have carried out a Data Maturity Assessment across the organisation which has been reported at Digital Services Committee. The next steps are for us to identify and agree a Lighthouse project which will demonstrate the value of Data to the organisation.
11. We have a signed OLA with the City of London Police, and will be updating this in the near future.
12. Work continues to rationalise down our application estate, and to maximise use of our M365 tools. We are engaging with departments to look at opportunities to automate existing processes.
13. A new resilient internet connection has been put in place, and work is continuing to optimise our current networking kit.
14. Options around a full network refresh are currently being investigated.

Corporate & Strategic Implications

15. Strategic implications – The cross-cutting nature of our Department’s work means that we provide leadership and support to a number of our Corporate Plan deliverables. Embedded into our DITS work is our support of the following Corporate Plan outcomes: safety (outcome 1) through our Cyber Security work; innovation in professional services (outcome 8); accessing skills and talent (outcome 9); digitally and physically well-connected (outcome 10), and to inspire excellence and collaboration (outcome 11).
16. Financial implications – None arising from this report.
17. Resource implications – None arising from this report.
18. Legal implications – None.
19. Risk implications – None arising from this update report. Our Departmental risks are captured and managed per the Corporation’s framework.
20. Equalities implications – None
21. Climate implications – None.
22. Security implications – None arising from this report, however it should be noted that we are continuing work to enhancing the security posture of the organisation.

Conclusion

23. To date, we have made good progress during Q1 and part of Q2, against the 2023/24 Business Plans for DITS, although the final transfer of the Service Desk has been delayed to allow sufficient time to optimise our service.
24. Further work is required around our new Digital and IT Strategy which will include an updated Data Strategy

Appendices

Appendix 1 – Key Workstreams from our 2023/24 Business Plans

Appendix 2 – COO Department Transformation Objectives

Zakki Ghauri

Director of Digital & IT

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Appendix 1 – Key Workstreams from the DITS 2023/24 Business Plan

Business Plan Major Workstreams:

- Priority 1 – Transparency, Credibility, Partnership:** IT Service Transition - transfer of services from our managed service provider back in house or to an alternative supplier by **August 2023**
- Priority 2 – Partnership:** Review and Update of Digital Services Strategy and Information Management Strategy by **September 2023**.
- Priority 3 – Partnership, Enablement:** Future Opportunity for review and expansion of Digital, Information and Technology Shared Service across COL and COLP. Agreed OLAs and KPIs with all service consumers. Potential to expand or build new capabilities to support service transformation and new ways of working.
- Priority 4 – Enablement:** Review of Network Strategy and refresh / update required. End of Q4 2023/24.

Appendix 2 – COO Department Transformation Objectives

Transparency

- Our clients (all users of our services and ultimately those of the Corporation) are clear on the core services we do and don't provide, with robust and visible operating level agreements and KPIs to show how we are delivering
- The process to access our services and contact points are easy to follow and user-friendly
- We provide clear and transparent templates and costings for non-core requests and project resource

Credibility

- Our clients understand our capabilities, where we can add value through strategic insight and market knowledge, and trust our expertise
- Our team are skilled, capable, and operate respected processes and procedures
- We work efficiently, are financially disciplined with forecast accuracy, strive for best value and are right-sized to match the needs of the organisation

Partnership

- It is our job to understand the complex and diverse priorities and objectives of our clients, working collaboratively and seamlessly with our partners, and using our expert knowledge to meet their needs and shape the future of the organisation
- We are proactive in supporting, advising and protecting the organisation, in offering our expertise to drive continual improvements, and have a defined process for issue resolution and responding to feedback
- We have a shared sense of purpose with our clients: their success is our success

Enablement

- We ensure that people across the organisation are empowered and trained to use the resources they need to do their jobs, so that they know when to use our services and expertise and when they can support themselves
- We use technology to automate processes where possible and are open to improving our ways of working, so we can truly add value over and above transactional support
- We empower colleagues to navigate corporate processes and governance to facilitate their work, applying flexibility or bespoke solutions where needed

OUTCOME: If we are successful in achieving our objectives, then we will see an improvement in productivity and effectiveness. In addition, our clients will feel supported and understood; will know the value of the services we provide and trust us to deliver them; and involve us early enough for our advice to make a difference. This will be reflected in positive feedback from our clients and other partners.

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Committee(s): Digital Services Committee	Dated: 20 September 2023
Subject: Co-Design Update	Public
Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?	8, 9, 10, 11
Does this proposal require extra revenue and/or capital spending?	No
If so, how much?	N/A
What is the source of Funding?	N/A
Has this Funding Source been agreed with the Chamberlain's Department?	N/A
Report of: Emma Moore, Chief Operating Officer	For Information
Report author: Zakki Ghauri, Director of Digital & IT	

Summary

Following on from several co-design sessions that took place with DITS over the past few months, feedback and thoughts from the team were reviewed, which resulted in changes being made to the DITS Senior Leadership Team. All the changes we made were done with HR support and guidance, with a consultation not being required. The Unions were kept informed and were supportive of the approach.

Recommendation(s)

Members are asked to note this report.

Main Report

Background

1. As DITS insourced services from Agilisys there was a need to structure the team differently to ensure that the services coming in-house were aligned to the correct areas.
2. Following on from the staff survey, there was also strong feedback around the team not being part of decisions around structures. A decision was made to include staff in the future design of the team.
3. Several sessions were held with members of DITS, including colleagues from COLP. We were supported by colleagues in HR and our Transformation team.

Current Position

4. Changes to the DITS senior leadership team have been made and have been in place since 1st August.
5. These changes build on the discussions at the co-design meetings and will support our priorities over the coming months.
6. The senior leadership now in place will support more focused and detailed discussions around our functions and teams.
7. The new SLT includes:
 - a. Head of Applications Management. □ This role reflects the importance of simplifying and rationalising our applications estate.
 - b. Assistant Director Cloud - Infrastructure, and Security. This role is currently being filled by a short-term interim leader to ensure that we have the capacity and expertise to support us as we continue to transition services from Agilisys, develop our cloud expertise, and introduce an innovative approach to security.
 - c. Assistant Director Digital and Data. This role reflects the importance of data in how we work and our ability to deliver better and more transformative solutions for our residents, businesses, and visitors; and for our colleagues across the City of London Corporation – including our institutions.
 - d. Assistant Director User Services. This is a new role, bringing new focus to our priority around providing the best support to our users and our ambition to deliver a new and more joined-up approach to the services that are provided to users. This role is being recruited to and will be key in transforming the approach we take to assisting our users through our Service Desk.
8. Budget management responsibility for all line managers is being phased in, which will include management of employee/staffing budgets and contract/supply and services budgets. This will be a managed and supported transition over the next few months with full budget responsibility from the start of the new budget year in April 2024.

Corporate & Strategic Implications

9. Strategic implications – The cross-cutting nature of our Department’s work means that we provide leadership and support to a number of our Corporate Plan deliverables. Embedded into our DITS work is our support of the following Corporate Plan outcomes: safety (outcome 1) through our Cyber Security work; innovation in professional services (outcome 8); accessing skills and talent (outcome 9); digitally and physically well-connected (outcome 10), and to inspire excellence and collaboration (outcome 11).
10. Financial implications – None arising from this report.
11. Resource implications – None arising from this report.
12. Legal implications – None.

13. Risk implications – None arising from this update report. Our Departmental risks are captured and managed per the Corporation's framework.

14. Equalities implications – None

15. Climate implications – None.

16. Security implications – None arising from this report, however it should be noted that we are continuing work to enhancing the security posture of the organisation.

Conclusion

17. The new SLT structure is now in place, and positive feedback has been received in regard to it.

18. SLT and managers will shortly be starting the next phase of our co-design and Digital Services Committee will be kept updated with any further changes.

Appendices

Appendix 1 – Pre-August DITS Senior Leadership Team Structure

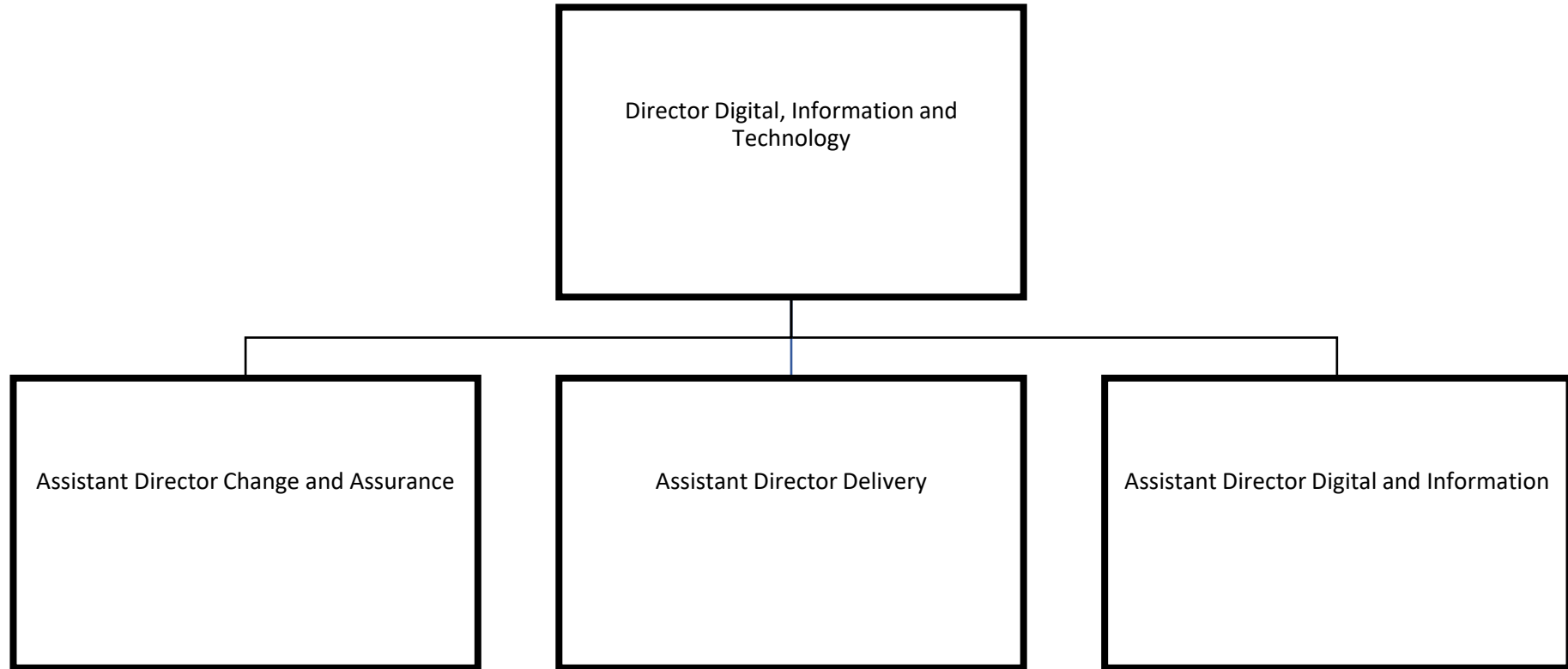
Appendix 2 – Updated DITS Senior Leadership Team Structure

Zakki Ghauri

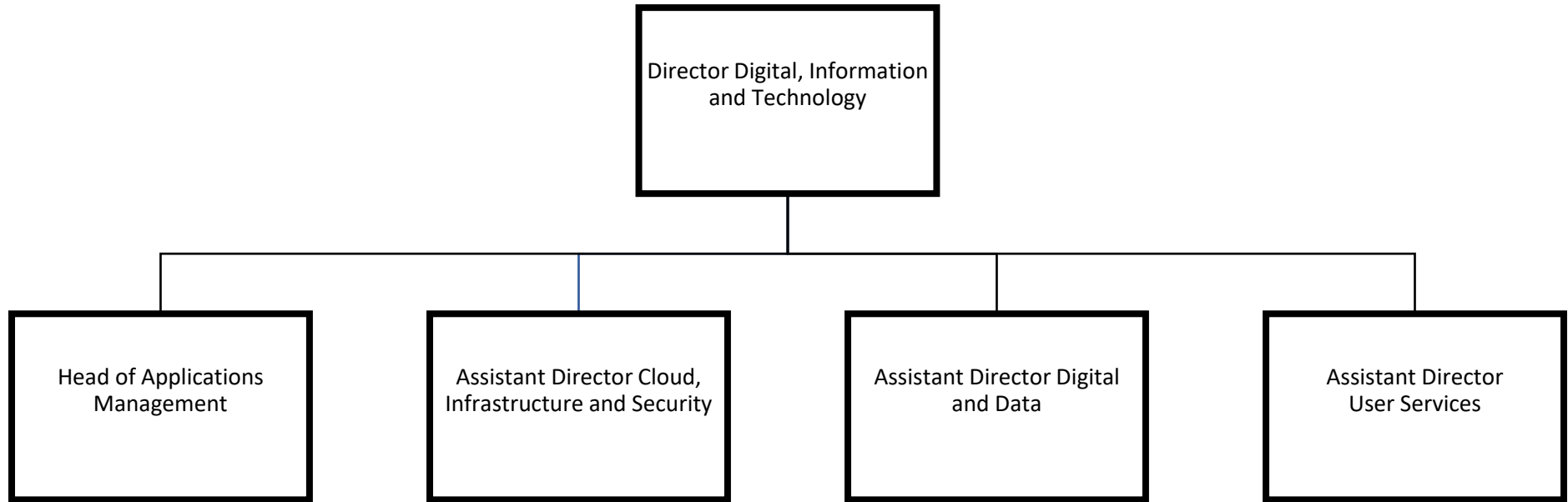
Director of Digital & IT

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Appendix 1 – Pre-August Senior Leadership Team Structure



Appendix 2 – New Senior Leadership Team Structure



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Agenda Item 7

Committee(s)	Dated:
Digital Services Committee – For Information	20th September 2023
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: Dawn Polain – Service Delivery Manager, CoL/CoLP	

Summary

The usual content of this paper have been expanded to include an overview of our new Service Metrics. Full details are provided within section 2.0.

Services managed by DITS have been largely stable and reliable over the reporting period.

As part of the transition of services into COL, we have introduced new Service Metrics which will be used to monitor, manage and improve our service.

Recommendation(s)

No recommendations to advise during this reporting period.

Main Report

Background

1. This is an overview of the current service provision as managed by DITS. Performance is measured monthly therefore for the purposes of this report, the most recent reporting month is July 2023.

Current Position

2. Incident statistics for services under the direct management and control of DITS or DITS Service Management – July 2023

- 2.1. The following list are P1 incidents that are under the responsibility of CoL/CoLP DITS or DITS 3rd parties in July 2023
- 2.2. One incident related to AoVPN, The Root Cause of this incident is under investigation within Problem Management.
- 2.3. One incident related to PNC Services which were unavailable.
During routine OS server patching and following a reboot, the database connection settings were missing from the PNC application configuration tool.
The incident was resolved when the investigating engineer restored the missing database entries using the PNC configuration tool and then restarted PNC services.
- 2.4. One incident related to PNC where users were unable to connect.
During routine OS server patching and following a reboot, the database connection settings went missing from the PNC application configuration tool.
The issue was resolved when the investigating engineer performed additional remediation steps following the previous day's issue.
- 2.5. One incident related to a network outage. The Root Cause is being investigated by the 3rd party Supplier, Vodaphone.
- 2.6. There were no CoL/CoLP P1 incidents for Agilisys in July 2023.

3. Key service provider status:

- 3.1. Agilisys achieved SLA targets this month
- 3.2. Roc had no P1 incidents reported for July.
- 3.3. BT had no P1 Incidents reported for July.

4. Service improvements and highlights

- 4.1. A planned release was implemented to the Digital Services Portal on 17th August. This included a minor change to the Incident Reporting form where a new Preferred Contact Number can be provided.
- 4.2. There are three remaining services which are due to transition back in house from Agilisys on 31st August 2023; Service Management, Service Desk and Security Management.
- 4.3. The transition team continue to move forward with preparations for the transition and no issues for foreseen.

5. Service Metrics

- 5.1. The Service Management team have created a suite of Service Metrics which are detailed in Appendix 1.

- 5.2. The previous Service Metrics were designed from a Supplier measurement perspective.
- 5.3. For the new metrics we wanted to be able to measure areas of the DITS service which are directly linked to the End User experience.
- 5.4. Hence, we have focussed on measurements which will provide analysis regarding the performance of our internal Resolver teams as well as being able to obtain information regarding levels of Customer Satisfaction within CoL and CoLP.
- 5.5. As the DITS teams are still moving through a period of transition, it has been agreed to trial the metrics for suitability over a period of 3 months. During this time the performance statistics will be analysed, and improvements implemented if required.
- 5.6. After the 3-month trial period, it is intended that the performance dashboard will be presented to Members via the Digital Services Committee and then future monthly performance statistics will then be included in this report.

Options

6. None to advise this reporting period.

Proposals

7. None to advise this reporting period.

Corporate and Strategic Implications

8. None to advise this reporting period.

Conclusion

9. Work continues to transition the remaining services from the Agilisys service provider to an in-house service provision.
10. New Service Metrics have been implemented to monitor the internal DITS Resolver team performance.
11. Service Improvements to the ITSM tool continue be reviewed and prioritised for development and implementation.

Appendices

Appendix 1 - Service Metrics
Appendix 2 – Trend Reports and Graphs

Dawn Polain
CoL/CoLP Service Delivery Manager
Digital Information and Technology (DITS)

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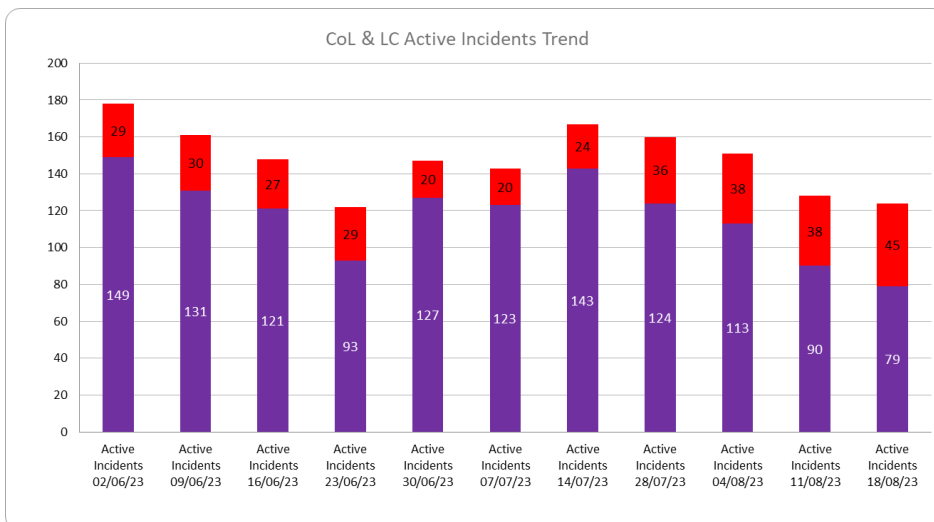
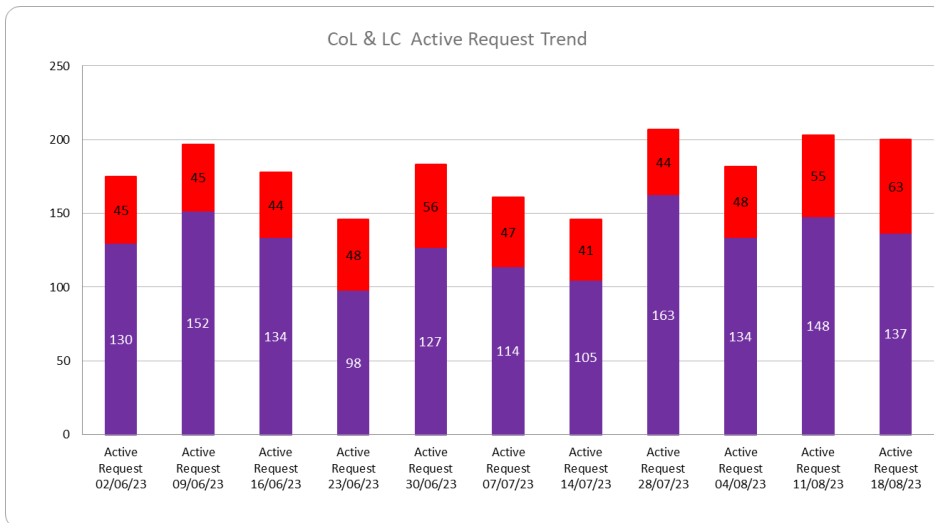
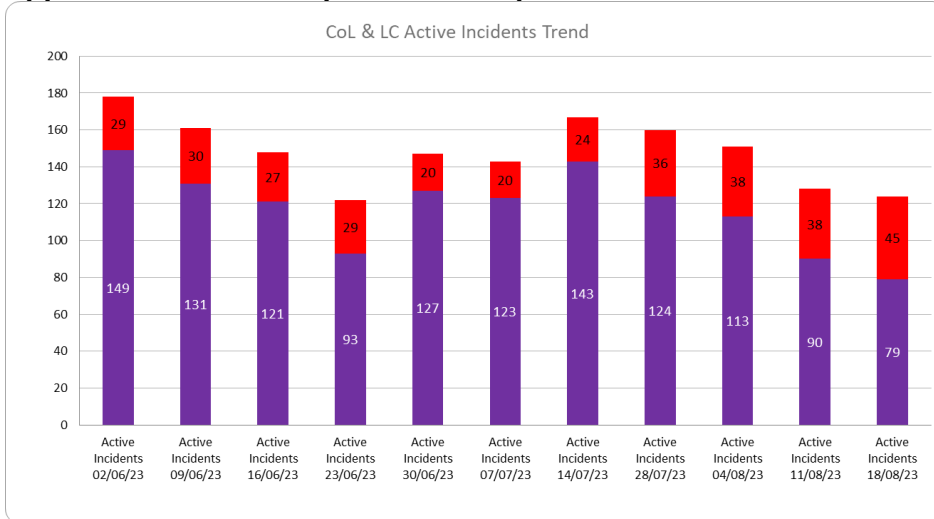
Appendix 1 – Service Metrics

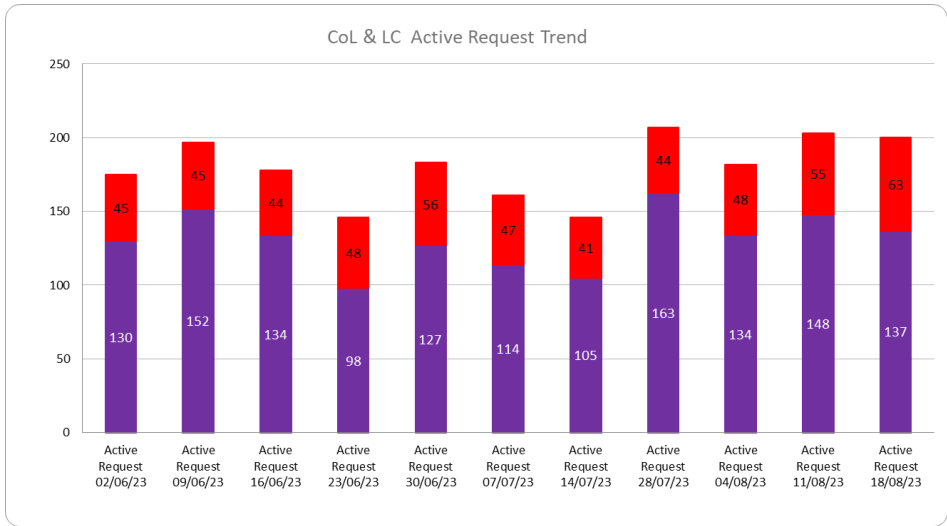
SLA Ref	Measure Description	Volume Metrics / KPI - Targets	Description
SD3	P1 Time to Respond	98% of all P1 Incidents responded < 15 minutes	Rapid response to major technology issues critically impacting the business. Initial Investigation and Prioritisation and assigned service KPI Target Response /Response Breach field on SLO Performance report can be used to get the %
SD4	P2 Time to Respond	98% of all P2 incidents responded to < 15 minutes	Rapid response to major technology issues severely impacting the business. Initial Investigation and Prioritisation and assigned service KPI Target Response /Response Breach field on SLO Performance report can be used to get the %
SD5	P3 Time to Respond	95% of all P3 incidents responded to < 2 hours	Consistent response to technology issues impacting users. Initial Investigation and Prioritisation and assigned service KPI Target Response /Response Breach field on SLO Performance report can be used to get the %
SD6	P4 Time to Respond	95% of all P4 incidents responded to <8 hours	Consistent response to technology issues or impacting users. Initial Investigation and Prioritisation and assigned service KPI Target Response /Response Breach field on SLO Performance report can be used to get the %
IM1	P1 Time to Resolve	98% of all Priority 1 Incidents resolved < 2 hours.	Time taken to restore service in event of a critical business impacting incident Resolution Breach field on SLO Performance report can be used to get the %.
IM2	P2 Time to Resolve	98% of all Priority 2 Incidents resolved <4 hours	Time taken to restore service in event of a severe business impacting incident Resolution Breach field on SLO Performance report can be used to get the %.
IM3	P3 Time to Resolve	90% of all Priority 3 incidents resolved < 8 hours	Time taken to restore service in event of a disruptive user impacting incident Resolution Breach field on SLO Performance report can be used to get the %.
IM4	P4 Time to Resolve	90% of all Priority 4 incidents resolved <5 business days	Time taken to restore service in event of an inconvenient user impacting incident Resolution Breach field on SLO Performance report can be used to get the %.
IM10	Aged tickets/ Backlog	Volume of incidents and requests open for over 30 days measured weekly.	Measures service ticket management hygiene and encourages all resolver groups to keep aged tickets low ensuring good/consistent communication with business users. Aged Tickets field on Tickets

			Overview report, criteria is All tickets that are still Active and have Breached the Target Resolution KPI.
SRM1	Acceptance and actioning Service Requests (Standard)	95% accepted and actioned within [5 Business Day]	Time taken to fulfil and close Standard Service Requests To be measured during business hours ensuring a consistent level of service to the business
SRM2	Acceptance and actioning Starter, Mover, Leaver Service Requests (SML)	98% accepted and actioned within [5 Business Days]	SML Requests to be fulfilled within five business days to ensure maximum value and a great joining experience for new users. Tasks of a SML Service Request fulfilled by the resolver teams during business Hours
SD2	Service Desk First Line Fix	>87.50% of all Incidents assigned and 'resolved' by Service Desk Service Requests 'Resolved' and 'Fulfilled' by Service Desk	Targets swift resolution for users to restore service and enable the business to continue operating as required as quickly as possible Pending Service Desk Transition
SD10	Tech Desk - first line fix All Tickets	Measures the % of incidents & request logged and resolved by the Tech Desk in the first interaction. Target < TBA	Measures the volume of walk-up contacts at the tech desk and the efficacy of the on-site support team to resolve issues at first contact Pending Service Desk Transition
SD7	User Satisfaction	Overall satisfaction %	Demonstrates user satisfaction of the service the service received from DITS and an opportunity to acknowledge/recognise an individual Solution: Customer Voice, Planned for Sprint 2
SD11	Complaint and escalation handling	Monthly volume of user escalations and complaints arising from incidents or requests raised via the formal escalation process	Provides service management with visibility of complaints with the service and allows for action to be taken to address root causes and implement CSI initiatives

Note: Reporting capabilities for Service Metrics SD2, SD10, SD7 are still under development with our ITSM Tool Supplier (Provance) and our internal development teams.

Appendix 2 – Trend Reports and Graphs





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