Digital Services Sub (Finance) Committee

Date:	**FRIDAY, 26 MARCH 2021**
Time:	11.00 am
Venue:	**VIRTUAL PUBLIC MEETING (ACCESSIBLE REMOTELY)**

Members:

Randall Anderson (Chairman)
Alderman Sir Peter Estlin (Deputy Chairman)
Rehana Ameer
Deputy Keith Bottomley
Deputy Roger Chadwick
John Chapman
Deputy Jamie Ingham Clark

Tim Levene
Jeremy Mayhew
Hugh Morris
Sylvia Moys
Benjamin Murphy
Deputy Barbara Newman
James Tumbridge
Dawn Wright

Enquiries: **Antoinette Duhaney**
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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/RIXW0JS9BqI

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

Public Items

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 16 November 2020.

   For Decision
   (Pages 1 - 8)

4. **OUTSTANDING ACTIONS**

   Joint report of the Town Clerk and the Chamberlain.

   For Information
   (Pages 9 - 10)

5. **FORWARD PLAN - MARCH 2021**

   Report of the Chamberlain.

   For Information
   (Pages 11 - 12)

6. **MODERN.GOV APP - DIGITAL ACCESS TO COMMITTEE DOCUMENTATION**

   Joint report of the Town Clerk and the Chamberlain.

   For Decision
   (Pages 13 - 18)

7. **DIGITAL SERVICES STRATEGY (REPORT TO FOLLOW)**

   Report of the Chamberlain.

   For Decision

8. **DIGITAL INCLUSION PROJECT - REFERENCE FROM COMMUNITY AND CHILDREN'S SERVICES COMMITTEE (5 MARCH 2021)**

   Report of the Town Clerk.

   For Information
   (Pages 19 - 30)

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

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

For Information

a)   **IT Division - IT Service Delivery Summary** (Pages 31 - 40)

Report of the Chamberlain.

b)   **IT Division Risk Update** (Pages 41 - 48)

Report of the Chamberlain.

c)   **An IT and Digital Roadmap for More Efficient Ways of Working** (Pages 49 - 56)

Report of the Chamberlain.

11. **EXCLUSION OF THE PUBLIC**

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

For Decision

Non-Public Items

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

To agree the non-public minutes of the meeting held on 16 November 2020.

For Decision
(Pages 57 - 62)

13. **NON-PUBLIC OUTSTANDING ACTIONS**

Joint report of the Town Clerk and the Chamberlain.

For Information
(Pages 63 - 64)

14. **IT SECURITY**

Report of the Chamberlain.

For Decision
(Pages 65 - 102)

15. **GATEWAY REPORTS**

For Decision

    a)   **New Financial System and Enterprise Resource Planning Project** (Pages 103 - 126)

          Report of the Chamberlain.

    b)   **Library Self Service Kiosks** (Pages 127 - 136)

          Report of the Director of Community and Children's Services.

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

17. **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

Monday, 16 November 2020

Minutes of the virtual meeting of the Digital Services Sub (Finance) Committee held on Monday, 16 November 2020 at 1.45 pm

Present

Members:
Randall Anderson (Chairman)
Alderman Sir Peter Estlin (Deputy Chairman)
Deputy Keith Bottomley
Deputy Roger Chadwick
John Chapman
Deputy Jamie Ingham Clark
Tim Levene
Jeremy Mayhew
Hugh Morris
Barbara Newman
James Tumbridge
Dawn Wright

Officers:
Rofikul Islam	-	Town Clerk
Gemma Stokley	-	Town Clerk
Joseph Anstee	-	Town Clerk
Melissa Richardson	-	Town Clerk
Ellen Wentworth	-	Chamberlain's Department
Sam Collins	-	Chamberlain's Department
Sean Green	-	Chamberlain's Department
Matt Gosden	-	Chamberlain's Department
Matt Mott	-	Chamberlain's Department
Graeme Quarrington-Page	-	Chamberlain's Department
Christopher Bell	-	Chamberlain's Department
Jonathan Chapman	-	Chamberlain's Department
Adam Fielder	-	Chamberlain's Department
James Gibson	-	Chamberlain's Department
Sean Green	-	Chamberlain's Department
Samantha Kay	-	Chamberlain's Department
Ross Oldfield	-	Chamberlain's Department
Alessia Ursini	-	Chamberlain's Department
William Roberts	-	Chamberlain's Department
Aqib Hussain	-	Chamberlain's Department
Tom Leathart	-	Chamberlain's Department
Ian Hughes	-	City Surveyor
Pete Digby	-	Department of Built Environment
Rachel Cartwright	-	Department of Built Environment

Amy Poole   -   Remembrancer
Rebecca Riggs   -   Remembrancer
Gary Brailsford-Hart   -   The City of London Police

In attendance:
Anthony Byrne (Agilisys)

1. **APOLOGIES**
    Apologies were received from Rehana Ameer.

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 11 September 2020 be approved as an accurate record.

4. **OUTSTANDING ACTIONS FROM PREVIOUS MEETINGS**
    The Sub-Committee considered a joint report of the Town Clerk and the Chamberlain, which provided updates of outstanding actions from previous meetings. The report also provided information on the Sub-Committee's proposed work plan for forthcoming meetings.

    RESOLVED – That the Sub-Committee noted the report.

5. **FORWARD PLAN**
    The Chairman noted that the ERP needs to be added to the forward plan for 2021.

    RESOLVED – That the Sub-Committee note the forward plan.

6. **USE OF IT AND DIGITAL BY THE REMEMBRANCER'S OFFICE: CHALLENGES AND OPPORTUNITIES**
    The Sub-Committee received a verbal update on the use of IT and Digital by the Remembrancer's Department and also challenges and opportunities for the Department.

    The Sub-Committee was informed that the Remembrancer's Office is utilizing its technology more now than ever before. Some of the benefits of digital working include the use of Microsoft Forms, a data capturing platform to register guest registration for the City's Events Team, as well as Microsoft Stream, which is a new platform being used to upload CoL Webinar content which has been useful during COVID-19.

With regards to other developments, Microsoft Dynamic 365, a centralized CRM software, is used by multiple departments across the Corporation, including the Mansion House and Innovation and Growth Department. Microsoft Dynamic 365 allows the software to be integrated with other tools, including the recently introduced MS Dynamic Power Apps, which in the future will enable a real-time check-in app.

The Sub-Committee was further informed that in May 2020, Zoom was another app that had been utilized. Ten licenses for two webinars were purchased by the Department and this has now increased to 13 licenses. Since May 2020, the Zoom account was used for 274 meetings, 2974 meeting participants, 96 webinars, and 2983 webinar views.

In terms of plans for the department, technology advancement includes a centralized system that will enable sophisticated communication tools, RSVPs automatically recorded and registered on dynamics, and live recording across the Corporation. The Sub-Committee was also informed that the Guildhall events website was being upgraded soon. Social media such as Instagram is increasingly becoming the shop window with the image led events industry.

More recently, the Department moved its booking system to Priava, which is a dynamic, user-friendly venue management system that allows the Department to capture and update event details in real-time and integrate with other tools, including the new website. Besides, the Remembrancer Department uses Priava to manage bookings for Committee Rooms and Members' bedrooms and links to digital signage at West Wing Reception.

There was a mention of the challenges in terms of the technologies and the need for sharing knowledge, working collaboratively, and ensuring the technological development of the Corporation.

A Member noted that the digital offering at the City of London has been really good this year but noted that Mailchimp a tool in the City is operating illegally now that the GDPR safe harbour had been held illegal by the ECJ. The Comptroller and City Solicitor were made aware of the fact Mailchimp was operating illegally. The Member asked if this can be checked and ensure that the City of London is no longer using Mailchimp.

Another Member asked where the support of Zoom came from, as there was voting on whether to use Zoom of Microsoft Teams for City of London's official business, and Members voted to go with Microsoft Teams. The Director of IT responded that using both Zoom and Microsoft Teams for Committee meetings were not viable due to resource constraints and the decision was made to use Microsoft Teams for Committee meetings as the preferred option. At the time the decision was taken, it was noted that other services could be used if they provided faunctionality that Teams did not support. The City does have a limited number of licenses for Zoom, which are used primarily for the webinar. Although there is no support from the IT team to run meeting/events on Zoom, in contrast, Microsoft Teams has an enhanced support package.

This was followed by another Member who commented that the decision to go with Microsoft Teams was on the grounds of costs and was surprised to see a Zoom presentation. The Chairman reassured the Sub-Committee that Microsoft Teams is the only supported option for Committee meetings. A Member commented that Zoom is being used for external events, which factors in the licenses' cost, and as such, the cost is covered by the hiring costs.

Another Member noted that there is a need to be flexible in terms of the platforms available across the board, and it will be helpful to know when Members can use other platforms.

In response to a question about having events on Zoom, the Chairman informed the Sub-Committee that if Members have a specific event which requires the use of Zoom, they can ask the IT team for the use of its licenses. However, Members should be mindful of the fact that there are only a limited number of Zoom licenses available.

The Deputy Chairman commented that there is a need to move towards a common Architecture whereby the available technology and applications can operate collaboratively.

RESOLVED – That the Sub-Committee note the verbal update.

7. **IT DIVISION - IT SERVICE DELIVERY SUMMARY**
The Sub-Committee received a report of the Chamberlain on the IT Division – IT Service Delivery Summary.

RESOLVED – That the Sub-Committee note the report.

8. **IT DIVISION RISK UPDATE**
The Sub-Committee received a report of the Chamberlain on IT Division Risk Update.

RESOLVED – That the Sub-Committee note the report.

9. **MEMBER'S IT PROVISION POLICY**
The Sub-Committee considered a report of the Chamberlain on the Member's IT Provision Policy.

The Sub-Committee was informed that the report proposes a new Policy for the provision of IT equipment to support the 125 elected Members of the City of London. The policy seeks to clarify some of the legacy support offered to Members, such as the use of printers and broadband.

The Sub-Committee was further advised that this policy and report was written before the security updates, and as such, Members should make a note of this. This was followed by another member who asked if the provision around the use of printers and the rules which govern the matter can be relaxed so that Members who do not live within the Square Mile can benefit from this given that in COVID-19, they are not allowed to come into the Guildhall in order to print any

documents. The Chairman responded that the City of London is working to make better use of electronic papers, rather than printing large volumes of papers. This was followed by another Member who echoed the same message as the Chairman.

Another member commented that in light of the virtual meeting, he has resorted to using multiple screens, and as such, he is not using any printed agenda packs; however, he raised concerns that once the meetings are in person again, the use of multiple screens may not be possible.

The Deputy Chairman commented that there are multiple tools available in terms of working from a portal but there is a need to look at the costs and security aspect of such tools. This will allow Members to access papers both from their devices as well as the City of London devices. This has been replicated by other local authorities.

The Chairman noted that there is a need to improve the Member's experience around the digital journey.

The Chairman agreed that the report can be approved subject to looking at the period of renewal on the devices.

RESOLVED – That the Sub-Committee approved the Member's IT Provision Policy, as laid out in Appendix, and approved the actions in 1.4 to deliver the £40K per annum savings on Member's IT services.

10. **SCOPE OF THE DIGITAL SERVICES MEMBERS WORKSHOP**
The Sub-Committee received a report of the Chamberlain on the Scope of the Digital Services Members Workshop. The Director of IT in the City of London commented that the paper summarises the scope of the Members Digital Services Workshop, which is planned for 25 November 2020 at 4-5.30pm. The workshop aims to look at the priorities of the City of London's IT services and the costs aligned to the services.

The proposed agenda was provided to the Sub-Committee, and the Director of IT sought further guidance from the Sub-Committee. The Chairman welcomed any further ideas and asked that the invite to the workshop be sent to this Sub-Committee.

RESOLVED – That the Sub-Committee note the report.

11. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE SUB COMMITTEE**
A Member noted that the use of or protective marking is no longer being cited on the papers. The Director of IT in the City of London commented that this has now been rolled out to several services, but there have been some challenges from the Comptroller and City Solicitor, which need to be addressed. He assured the Sub-Committee that the future committee's papers would have a protective marking.

12. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT**
There were no items of urgent business.

13. **DESIGN, BUILD, SUPPORT AND HOSTING FOR NEW WEBSITE**
The Sub-Committee received a report of the Town Clerk on the Design, Build, Support and Hosting for New Website.

There was a discussion around the new web site and a Member raised a comment that the Member Register of Interest information section of the website is rather difficult to locate and use. Officers agreed to look further into this and come back to the Sub-Committee, after the meeting.

RESOLVED – That the Sub-Committee note the report.

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

15. **NON-PUBLIC MINUTES OF THE PREVIOUS MEETING**
RESOLVED - That the non-public minutes and non-public summary of the meeting held on 11 September 2020 as an accurate record.

16. **OUTSTANDING ACTIONS**
The Sub-Committee considered a joint report of the Town Clerk and the Chamberlain which provided updates of outstanding actions from previous meetings.

RESOLVED – That the Sub-Committee noted the report.

17. **CYBER SECURITY**
The Sub-Committee received the report of the Chamberlain on Cyber Security.

17.1 **Members IT Security Changes**
The Sub-Committee received the verbal update of the Chamberlain on Members IT Security Changes.

18. **PENSION ADMINISTRATION SYSTEM PROCUREMENT**
The Sub-Committee considered a report of Chamberlain on Pension Administration System Procurement.

19. **REPORT OF ACTION TAKEN BETWEEN MEETINGS**
The Sub-Committee received a report of the Town Clerk on the report of action taken between meetings.

20. **GUILDHALL EVENT SPACES AV REPLACEMENT / UPGRADE**
The Sub-Committee considered a report of the Remembrancer on the Guildhall event spaces AV replacement/upgrade.

21. **PERSONAL DEVICE REPLACEMENT (LAPTOPS, DESKTOPS AND TABLET/MOBILE DEVICE)**
The Sub-Committee considered a report of the Chamberlain on the Personal device replacement (Laptops, Desktops and tablet/mobile device.

22. **COMPUTER EQUIPMENT ROOMS (CER) UNINTERRUPTED POWER SUPPLIES (UPS) UPGRADES.**
The Sub-Committee considered a report of the Chamberlain on the Computer Equipment Rooms (CER) Uninterrupted Power supplies (UPS) upgrades.

23. **NEXT GENERATION SERVICE - NATIONAL FRAUD AND CYBER CRIME REPORTING AND ANALYSIS**
The Sub-Committee received a joint report of the Chamberlain and the Commissioner of the City of London Police on the Fraud and Cyber Crime Reporting and Analysis Service – Stage 1 Procurement Strategy Report.

24. **ORACLE PROPERTY MANAGER (OPN) REPLACEMENT**
The Sub-Committee considered a report of the City Surveyor on the Oracle Property Manager (OPN) Replacement.

25. **SECURE CITY PROGRAMME (SCP) – CCTV & TELECOMMUNICATIONS WORKSTREAM**
The Sub-Committee received a joint report of the Director of the Built Environment and the Commissioner of the City of London Police on the Secure City Programme (SCP) – CCTV & Telecommunications Workstream.

26. **IT SERVICES 2020 PROGRAMME UPDATE**
The Sub-Committee received a report of the Chamberlain on the IT Services 2020 programme update.

27. **NON-PUBLIC QUESTIONS ON MATTERS RELATING TO THE WORK OF THE SUB COMMITTEE**
There were no non-public questions.

28. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT AND WHICH THE SUB COMMITTEE AGREE SHOULD BE CONSIDERED WHILST THE PUBLIC ARE EXCLUDED**
There was no other non-public business.

The meeting ended at 4.04 pm

Chairman

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Item	Meeting Date	Action and target for completion	Officer responsible	To be completed/ Next stage	Progress update
8	11/09/2020	The Sub-Committee was informed that the current Housing Management System is provided by Orchard but at present there is a current inflight project to transition to Civica's CX. The original proposal to go live date was October 2020 but due to COVID -19 this has now been moved to February 2021. The Chair asked to be kept up to date on progress. The Deputy Director of IT (Delivery) agreed to provide future updates outside of the meeting	Matt Gosden	16/10/2020	Update sent to the Chair and Deputy Chair after the meeting. In summary, the system configuration and timelines were affected by COVID and the changes to ways of working. The team involved in the system project were called away to support existing business systems and ensuring business continuity. This has meant that the delivery of the system has been delayed by an additional two months. The launch of the new systems now looks like a late-May 2021
10	11/09/2020	The Deputy Chairman request a separate session to assist the IT Division for Members to support the IT Director with a review of the new Digital Services Strategy.	Sean Green	16/10/2020	On the agenda and planned for 25th November 2020. Completed

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Forward Plan – March 2021

Report Title	Report Month	Category
CoLP Digital Services Strategy	May 2021	Strategic
CoLP IT Shared Services Review	May 2021	
IT Capital Programmes Update 21/22	May 2021	Strategic
IT Priorities Plan 21/22	May 2021	Strategic
IT Risks Deep Dive	May 2021	Strategic
IT Security Deep Dive	May 2021	Strategic
WAN and LAN Strategy	May 2021	Strategic
IT Workplace Strategy	May 2021	Strategic
Information Management and Data Analytics Deep Dive Workshop	July 2021	Strategic
IT Savings Plan and Impacts Update	September 2021	Strategic
2021 IT Roadmap Review and Capital Bids	September 2021	Strategic
Data Protection and FOI Review and Lessons	September 2021	Operational
Service Management Automation and Roadmap	September 2021	Strategic
IT Target Operating Model Review	September 2021	Strategic
Police Accommodation Technology Review	November 2021	Strategic
IT Capital Programmes 22/23	November 2021	Strategic
IT Digital Service Strategy Deep Dive	January 2022	Strategic

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Committee:	Date:
Digital Services Sub-Committee	26 March 2021
Subject: Modern.gov app – Digital Access to Committee Documentation	**Public**
Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?	5, 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: The Town Clerk and The Chamberlain	**For Decision**
Report author: Lorraine Brook, Principal Committee and Member Services Manager	

SUMMARY

The Committee and Member Services Team, in collaboration with the IT-Technology Support Team, is looking at ways to enhance user participation at committee meetings and support paper-free ways of working by assessing existing products on the market which will allow Members and officers to access committee papers electronically.

Whilst longer term options around broader functionality (such as e-voting) continue to be explored, access to and use of electronic committee papers before/during meetings can be progressed on the basis that an existing solution is available, this can be rolled out to Members at no additional cost and should be of immediate benefit to many Members.

The City Corporation has used Modern.gov as its committee management software since 2013; one of over 300 clients in a wide range of sectors using the system. This software allows the Committee and Member Services Team to manage a wide range of data associated with Members, Co-opted Members, Committees and outside body appointments. Modern.gov provides a complete governance and meeting solution which supports paperless working through an application that is available for Apple, Android or Windows and can be installed on any City Corporation or personal device. The app allows users to securely view and annotate the latest documents associated with a committee meeting once they are published, including all non-public papers and supplementary packs (late reports). Whilst this app has been available for some years, in 2020 the app was refreshed to provide enhanced functionality and a better user experience.

The past year has been a catalyst for those within the City Corporation (Members and officers) to work in different ways and move to an almost paper-free committee

management operation. It is now an appropriate time to further bed-in these new ways of working by encouraging Members to utilise the Modern.gov app to review and manage their committee documentation.

Recommendation: It is recommended that: -

(i) all current members of the Digital Services Sub-Committee participate in a pilot between March and end of June 2021 and use the Modern.gov app to view/manage all committee-related documentation;

(ii) Members provide feedback to the Committee and Member Services and IT-Technology Support Teams about their user experience by the end of June 2021;

(iii) Members attend training, where necessary, to support use of the Modern.gov app;

(iv) a report, setting out feedback from the pilot and an assessment of its future use from both a user and digital solution perspective, be submitted to the Digital Services Sub-Committee on 23 July 2021; and

(v) subject to the outcomes of the pilot, the Sub-Committee make recommendation to the Finance Committee and the Court of Common Council that a paper-free approach (unless by exception) by all Members and officers, in respect of access to committee papers, be adopted by March 2022.

Background

1. The City Corporation has used Modern.gov as its committee management software since 2013; one of over 300 clients on a wide range of sectors using the system including local authorities, housing associations, fire authorities, health and higher education. This system allows the Committee and Member Services Team to manage a wide range of data associated with Members, Co-opted Members, Committees and outside body appointments.

2. This system enables the team to (i) create agendas and minutes of all City of London Corporation meetings that are managed through the Town Clerk's department and publish this information to the City Corporation webpages in accordance with the Local Government Act; to manage and publish the Members' Registers of Interest; manage the Members' webpages i.e. add a biography and a photograph; and ensure that transparent and efficient governance practices are in operation across a very complex committee structure.

3. Modern.gov provides a complete governance and meeting solution which supports paperless working through an application that is available for Apple, Android or Windows devices. The app allows users to securely view and annotate the latest documents associated with a meeting once any papers are published, including all non-public papers and supplementary packs (late reports).

4. Whilst this app has been available for some years and some Members of the Court have utilised the app, a full-Court roll out was previously unsuccessful

and some Members found that the app had limitations in terms of operating paper-free.

Current Position

5. In early 2020 the Modern.gov app was refreshed to provide enhanced functionality and a better user experience when accessing and reviewing committee documentation. The Covid-19 pandemic prevented the roll-out of the app to Members due to other priorities affecting both the Committee and Member Services Team and the IT-Technology Support team, principally implementation and management, at pace, of virtual meeting arrangements and access to on-line meetings by Members.

6. The past year has encouraged those within the City Corporation (Members and officers) to work in very different ways and move to an almost paper-free committee management operation. It makes sense to take build on the momentum and enhance newer ways of working with the roll-out of a refreshed application which should provide most Members with a seamless approach to managing their committee papers in a secure manner, across a range of devices.

7. There there are some clear benefits for an individual who utilises the app including: not having to carry large agenda packs, less/nil risk of losing agenda packs whilst commuting, all papers are easily accessible in one device rather than in multiple hard-copy packs or contained as PDFs in multiple emails that are sent to Members; ability to retain documents for up to five years in the app, ability to annotate, comment and bookmark specific text/areas within a document. Further to this, there are also broader considerations within the corporate context including: enhanced and more effective use by Members of the technology that is provided to them in their role as Common Councillors and Aldermen; there are no additional cost implications by adopting a paper-free approach; a roll-out of digital solutions to support the decision-making process and those operating within it supports a number of corporate and strategic implications (paragraph 13).

8. Whilst a move towards a wholly paper-free approach to the circulation and management of committee documentation would be ideal, it is important to recognise that different users may have different accessibility requirements and, in some instances, the app will not be appropriate for an individual. Therefore, taking into account the City Corporation's Public Sector Equality Duty, whilst an all-Member roll-out of the app is proposed longer term, and subject to feedback from this proposed trial, alternative options in respect of access to committee documentation, would need to be available.

Proposal

9. Given the rapid move to different ways of working over the past 12 months whereby everyone is, by and large, working on-line more than ever before, we are keen to roll the Modern.gov app out to all Members and further champion

the solutions that are available to help both officers and Members participate in the committee process as fully, and as easily, as possible. Alongside this intention, it is hoped that there will be a longer-term commitment to paper-free ways of working by everyone in the organisation, including elected and Co-opted Members.

10. Having consulted the Chairman and Deputy Chairman of the Digital Services Sub-Committee about the current position and how a wider roll-out of the new app may be beneficial to Members, it is proposed that a pilot take place involving all members of the Sub-Committee so officers can assess a number of issues ahead of a wider roll out to all members of the Court of Common Council. This will include:
   • User issues (Members/Co-opted Members/Officers) and how best to assist Members with navigation and use of the app
   • Device considerations and possible limitations (iPad, Laptop, corporate and personal devices)
   • Set-up issues
   • Security issues
   • Interoperability

11. All members of the Digital Services Sub-Committee were contacted about the pilot on 4th March 2021 and invited to select a date/time at which a short installation process could be completed ahead of this meeting. Some existing app users (from across the Court) have also been contacted and the new app has been installed on their devices to allow restricted access. The Committee Team is also using the app and all officers in that and the IT Technology Support Team are fully trained so they can support a wider roll-out and future use of the app.

12. It is hoped that, subject to feedback from Members involved in the pilot, the Digital Services Sub-Committee will champion a wider roll-out of the app to all Members of the Court within a specified timescale, possibly on a mandatory basis (notwithstanding the caveat expressed at paragraphs 8 and 15). It is proposed that the pilot conclude in late June 2021 so feedback arising from the pilot can be reported back to the Sub-Committee at its meeting on 23 July 2021.

Corporate, Strategic and Equalities Implications

13. This pilot aligns with the City Corporation's Responsible Business Strategy (2018-2023) which will support the achievement of the three aims and twelve outcomes in the Corporate Plan and is one of the main mechanisms for delivering Outcome 5 'Businesses are trusted and socially and environmentally responsible.'

14. This proposal aligns with and will support delivery of the Corporate Plan in respect of ensuring that: -
   • we are digitally and physically well-connected and responsive;
   • we inspire enterprise, excellence, creativity and collaboration; and

- we have clean air, land and water and a thriving and sustainable natural environment.

15. This proposal is also consistent with the City Corporation's Information Strategy 2018-2023 and Information Management Policy 2021.

16. As referenced in paragraph 8, taking into account the City Corporation's Public Sector Equality Duty, whilst an all-Member roll-out of the app is proposed longer term, alternative options in respect of access to committee documentation would need to be available.

Conclusion

17. The Committee and Member Services Team, in collaboration with the IT-Technology Support Team, is looking at ways to enhance user participation at committee meetings by assessing existing products on the market which will allow Members and officers to access, with ease, committee documentation electronically. The City Corporation has used Modern.gov as its committee management software since 2013 and as part of its digital offer, a complete governance and meeting solution which supports paperless working through an application is available for Apple, Android or Windows devices. The app allows users to securely view and annotate the latest documents associated with a meeting once any papers are published, including all non-public papers and supplementary packs (late reports).

18. For the reasons set out in the report, it is proposed that the Moder.gov app be rolled out to all Members of the Court of Common Council, subject to feedback from members of the Digital Services Sub-Committee who are invited to participate in a pilot between now and the end of June 2021. Feedback from that pilot and an assessment of the app will thereafter be submitted to the Sub-Committee for consideration on 23 July 2021.

Background Papers

- https://www.civica.com/en-gb/product-pages/moderngov/
- Responsible Business Strategy 2018-2023 (City of London Corporation)
- Digital Sustainability Strategy (City of London Corporation)
- Information Management Strategy 2018-2023 (City of London Corporation)
- Information Management Policy 2021 (City of London Corporation)

Lorraine Brook
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FROM: **COMMUNITY AND CHILDREN'S SERVICES COMMITTEE**
            5TH MARCH 2021

TO: **DIGITAL SERVICES SUB COMMITTEE**
            26TH MARCH 2021

DIGITAL INCLUSION PROJECT
The Committee considered a report of the Director of Community and Children's Services in respect of the City Corporation's project to strengthen digital literacy and close the digital divide among its residents as we recover from the COVID 19 pandemic.

The Committee noted that the report responded to some of the recommendations from the Committee's Covid Working Party. The Chairman referred to the City's redundant laptops and suggested a resolution to the Digital Services Sub Committee, requesting that they be donated to the community service sites.   Members were very supportive of this suggestion, which would also boost the high take up of adult education courses.   There was a further suggestion in that some of the laptops could be set up in the community centres, once they re-open, with training provided.   Members commended Appendix 1; i.e. - '*How to access our current offer*' and asked for it to be communicated widely. In response to a question, it was noted that the Golden Lane paper-based IT survey had received a 75% response rate.

RESOLVED, That:

1. The current activity in place to support digital inclusion for City residents and the approach set out to develop and deliver a programme of support be noted.

2. The Digital Services Sub Committee be asked to give consideration to donating redundant City of London Corporation laptops to community services sites, a suggested above and as part of the digital inclusion project.

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Committee(s): Community and Children's Services – For information	Dated: 05/03/2021
Subject: Digital Inclusion Project	**Public**
Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?	3, 4, 8, 9
Does this proposal require extra revenue and/or capital spending?	**N**
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**
Report of: Andrew Carter, Director of Community and Children's Services	**For Information**
Report author: Scott Myers, Strategy Officer, Department of Community and Children's Services	

Summary

The City Corporation has an ambition to strengthen digital literacy and close the digital divide among its residents as we recover from the COVID 19 pandemic. To address this, the City Corporation has instigated several initiatives and proposals to improve residents' confidence and knowledge in accessing digital services, as well as helping to alleviate social isolation.

This report sets out the actions of the City Corporation so far, initiatives planned once national restrictions allow and our long-term ambitions for the project. Details on how to access our current offer are set out in Appendix 1.

Recommendation

Members are asked to:

- note the current activity in place to support digital inclusion for City residents and the approach set out to develop and deliver a programme of support.

Main Report

Background

1. Despite the small population compared to other London local authorities, the City of London has pockets of deprivation and disadvantage, and issues such as digital exclusion from services and social isolation cut across all income groups.

2. Many of these issues have been amplified by the COVID 19 pandemic, and people are at risk of further disadvantage as actions are put in place to support people to recover from the lasting impacts (economic and social) and adapt to

new models of service delivery. We are also aware that some residents have poor digital skills and suffer from data and digital equipment poverty.

3. The below details the actions of the City Corporation to date, what we could do once restrictions are lifted, and longer-term ambitions for the project.

Current Position and Actions

Adult Skills and Education Service

4. The City of London's Adult Skills Service (ASES) are currently delivering a range of Digital Skills/IT courses through the Community based Skills and Learning Programme. The details of these courses and how they are accessed are set out in Appendix 1.

5. Since the end of March 2020, the service has delivered 95% of all Adult Learning courses online. To support this transition for learners and tutors, the service implemented the following:

- Rapidly commissioned virtual learning software packages to enable online lectures, classes, and work and feedback exchanges
- Assessed every course for its suitability for virtual teaching and learning, making alterations to course content where needed
- Assessed every learner's access to technology and digital skills levels to access online content
- Provided one-to-one support to learners to access digital content and participate fully in virtual learning
- Sent hardcopy resources and gestures of goodwill to learners who would struggle to continue their learning online
- Trained tutors in using virtual learning software and adapting their teaching to the virtual environment

Mer-IT

6. Mer-IT have recently received a £10,000 Community Grant from the City Corporation to tackle digital inclusion within the City. With this grant, they are distributing refurbished laptops and computers to those who do not currently have access to a device.

7. City Corporation Children's and Adult's Social Care services can refer their clients to Mer-IT if they need a device.

Internet Access Project

8. The City Corporation are providing low-income residents who receive Council Tax reduction with a one off pre-loaded data allowance via a portable device, that will allow residents to connect to the internet if they have their own device. The City Corporation is currently providing 15GB of 4G data which will allow residents who are home schooling greater access to online learning. The Corporation is

also using this opportunity to determine low-income residents who do not have access to a device for potential referral.

9. As of 11 February 2021, there have been 21 applications which have been supported through this project.

Library IT Training

10. The City Corporation's library service has been advertising and delivering remote IT training since the first lockdown. It covers everything from Microsoft products, to how to use Zoom and assisting with mobile phones.

11. Referral instructions to this service are listed in Appendix 1

AbilityNet

12. The City Corporation City Bridge Trust has funded a project by AbilityNet that mobilises and manages volunteers to help elderly residents with free support on how to use their new or existing digital devices during the COVID 19 pandemic.

13. The details for accessing this service are listed in Appendix 1.

Potential Next Steps

14. The text below notes what the City Corporation is planning and could implement once national restrictions allow them to be carried out safely.

Adult Skills and Education Service

15. ASES are preparing for a phased return to hybrid and face-to-face teaching over the 2020/21 Academic Year which will be in line with the opening of the main learning centres: Guildhall, Golden Lane, Avondale, Portsoken and the Aldgate School. ASES will prioritise face-to-face learning for those learners who are digitally excluded.

16. To retain some of the benefits of online learning, ASES is reviewing the curriculum to understand which courses may continue to be delivered online long-term and where flipped models of learning would be beneficial.

17. ASES has an ambition to address issues raised by learners who are unable to participate in online learning if they do not have access to devices or the internet. They are attempting to do this by:

- refurbishing several laptops currently used to deliver courses on the Portsoken Estate
- investigating the possibility of purchasing a small batch of new laptops for community use
- providing a range of First Step computer training options for beginners
- providing additional tutor support to learners who may have difficulties joining online course

- discussing with community members the types of course/learning that they would benefit from
- working with our community-based learning ambassador on our housing estates to support learning
- providing ESOL support classes
- designing and circulating questionnaires to residents living on different City Corporation social housing estates, requesting information about their ability to connect online and the barriers they face.

Age UK

18. The City Corporation's Corporate Strategy team has commissioned Age UK to provide face to face digital skills classes beginning in May/June 2021 if restrictions allow. Funding has been previously agreed and is primarily taking place on the Barbican Estate. Classes will take place for at least two months, and any further commission is dependent on funding.

Device Loan Scheme

19. The City Corporation are currently in conversation with Leeds City Council Library Service and Greenwich Libraries to learn about their device loan scheme, where residents who identify as being digitally excluded can borrow a tablet device (iPad) just as they would a book from their local library free of charge. The City Corporation Library Service could implement something similar for residents to access, and we are currently assessing how this could work for us.

Tech Take Back Event

20. A date for this event is pending the decision of local and/or national restrictions where businesses can, in line with General Data Protection Regulation (GDPR), professionally refurbish old devices and give them to charities to provide devices to those in need.

Community Fibre & Hyperoptic

21. The City Corporation is exploring how we might make available discounted broadband access through Community Fibre & Hyperoptic – the providers delivering network to the City's social housing estates and the Mansell Street Estate.

Future Ambitions

22. The paragraphs below are proposals that the City Corporation could explore and implement in the long term to alleviate digital and financial exclusion, promote greater access to services and reduce social isolation as we recover from the pandemic.

Ensuring a joined-up approach

23. The City Corporation could develop a webpage or leaflet detailing our complete digital skills, device and data access schemes so residents and Members can easily discover our offer in one place, and find out how to access these schemes.

24. By ensuring that our offer is fully advertised and understood, residents can be referred to the most appropriate scheme to meet their needs and ensure that the work of different services and departments does not replicate current schemes.

Mer-IT

25. Mer-IT has already started distributing laptops to those in need within the City and to the City family of schools. The City corporation could also work with them in the following ways if Members agree:

26. Mer-IT have already started distributing laptops to those in need within the City and to the City family of schools. The City corporation could also work with Mer-IT in the following ways if Members agree:

- The City Corporation can donate spare devices to Mer-IT for recycling and distribution to those in need
- As well as offering a place where residents can bring devices for repair, Mer-IT could provide digital skills community workshops for residents, covering topics such as internet security, basic digital skills and how to fix devices.

Corporate Social Responsibilities (CSR)

27. The City Corporation has several contracts with a CSR element built in that could be explored and identified.

28. One such example is with Civica, the Corporation's new Housing Management System. Under the terms of the contract, Civica are able to provide digital skills workshops on our social housing estates to improve digital literacy.

City Corporation IT Team

29. The City Corporation IT Team are about to undertake a programme of refreshing staff laptops within three to six months. Should Members wish to explore the possibility, there is also potential for excess Corporation laptops to be repurposed for organisations that distribute devices to those in need.

Eligibility

30. It is likely that affordability is the primary barrier to digital access - whether to meet the cost of a digital device or the cost of internet access. Therefore, support with accessing a digital device or internet access could be based on an indicator of low income that meets the threshold for benefit payments.

Proposals

31. The Department wishes to promote and support digital inclusion across its communities. To do so requires a programme of work to tackle the features of exclusion: skills, device and data access, motivation and confidence.

32. The Department will further digital inclusion by building upon the interventions initiated during the COVID 19 pandemic, tailored to meet the needs of different groups and target those most impacted by digital exclusion. These proposals align to our wider work to mitigate the lasting economic and social impacts of COVID 19.

33. To achieve this, we propose to utilise and build on our existing assets and work with community organisations, including partners that have received a Stronger Communities Grant to tackle digital exclusion. Any bid for further grant funding would be subject to assessment by the Central Grants Unit, and approval in line with current procedures.

Key Data

34. ASES have undertaken a learner's survey which was distributed via the City Corporation's @Home newsletter, housing events newsletter and social media. The survey asked some of the following questions:

    - Do you have access to a computer?
    - Do you have access to the internet?
    - Do you require further digital training?

35. The survey ended in January 2021 and received 0 responses.

36. The City Corporation first initiated its Internet Access Project in May and June 2020 to provide a one-off allowance of 4G data to residents who received Council Tax Reduction and were told to shield due to a pre-existing medical condition. With this programme, the City Corporation distributed 23 devices to residents in need.

37. In July, August and September 2020, the City Corporation Library Service provided 29 sessions of digital support to City residents, with some residents accessing the service more than once.

38. The Department for Education (DfE) has provided the City Corporation with 30 laptops distributed to disadvantaged families, children and young people who do not currently have access to them through another source, such as their school.

39. Mer-IT recently allocated 30 devices to City of London Academies Trust schools, with plans to allocate 30 more for the City's benefit in the coming weeks.

40. Data was not available for how many City residents have been supported by Age UK or supported with digital learning by ASES.

Corporate & Strategic Implications

41. This approach is well aligned to the Corporation's Digital Skills Strategy and Social Mobility Strategy and supports our broader Corporate Plan objectives:

- We are digitally and physically well-connected and responsive (9).
- We have access to the skills and talent we need (8).
- People have equal opportunities to enrich their lives and reach their full potential (3).

42. The approach will also help respond to financial and social inclusion objectives and assist with resilience and recovery from the COVID 19 pandemic.

Equalities implications

43. Digital exclusion disproportionately impacts some target equality groups, including those in the Black, Asian and Minority Ethnic community, and those with disabilities. Objectives that tackle such inclusion will have a positive impact on these groups.

Conclusion

44. Supporting digital inclusion provides an opportunity to improve the lives of many in our community, and to deliver the Department's and Corporation's strategic objectives.

Appendices

- Appendix 1 – How to access our current offer

Scott Myers
Strategy Officer, Department of Community and Children's Services
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Adult Skills & Education Service – free online digital skills courses

1. The Adult Skills & Education Service is offering residents free online digital skills courses and ESOL classes during 2021. Courses can be booked by emailing **adultlearning@cityoflondon.gov.uk** or calling **07702 821 650** or **07864 965 540**. A list of courses and their dates are listed below

   - **First steps into computing** – 13:30-15:30 – every Tuesday between 05/01/2021 – 30/03/2021
   - **Information Technology: Word and Excel** – 10:00-12:00 – every Monday between 04/01/2021 – 29/03/2021
   - **ESOL Pre-Entry** – 10:00-12:00 – every Tuesday between 03/11/2020 – 06/07/2021
   - **ESOL Entry 1 and 2** – 17:00-19:00 – every Tuesday between 14/01/2020 – 06/07/2021

Library IT Training

2. To book an appointment or to refer a resident for help in accessing Microsoft products, how to use Zoom and assistance with mobile phones and more, contact BarbicanLib@Cityoflondon.gov.uk to set up an appointment or telephone 020 7638 0569.

AbilityNet

3. AbilityNet's free support can assist residents with new and existing devices. This includes laptops, tablets, smartphones and desktop computers of all types.

4. As well as tech advice, AbilityNet's volunteers also provide specialist advice for those living with vision, hearing, cognitive or motor impairments

5. Support is available online or by phone

6. Freephone 0800 048 7642 or email enquiries@abilitynet.org.uk. Further free resources are available at https://abilitynet.org.uk

Mer-IT

7. Mer-IT is looking to locate low income and vulnerable City residents who do not currently have access to a computer or laptop but would benefit from one.

8. If you believe that a resident could benefit being referred to this service then please contact Scott.Myers@cityoflondon.gov.uk who can share the referral process.

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Committee(s)	Dated:
Digital Services Sub-Committee – For Information	**26th March 2021**
Subject: IT Division – IT Service Delivery Summary	**Public**
Report of: The Chamberlain	**For Information**
Report author: Eugene O'Driscoll, Client Director Matt Gosden, Deputy IT Director	

Summary

There was a total of 2 P1 and 3 P2 incidents for the City of London Corporation and City of London Police in January. 5 of the incidents were caused by external factors such as supplier works outside of the direct control of Agilisys.

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

- There were 0 x P1 incident for City of London Corporation and 2 for City of London Police.

- There were 0 x P2 incidents for the City of London Corporation and 3 for City of London Police.

- **91%** of users reported a good or very good experience of the City of London Service Desk and **92%** 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 2 P1 incidents

Affected Service	Duration	Reason	Resolution	Problem Management plan
PNC	7:00	An erroneous Suspension Date entry in the PNC database	The suspension date in the database table that was stopping users accessing the SRG was amended.	Supplier management
Email	5:42	Fibre break in BT primary circuit. Additionally, a lack of redundancy on the Pre-Fix list on the Bishopsgate routers which prevent the required routes being advertised, so the service did not failover.	BT Openreach engineer re-spliced the fibre cable.	Supplier management

2. **City of London Police P2 Incidents**

   There were 3 P2 incidents

Affected Service	Duration	Reason	Resolution	Problem Management plan
Network performance	27:20	Under problem management investigation	This was resolved by Roc by restarting the SonicWall firewalls	Problem record
Network access control (Clearpass)	03:07	Clearpass dropped off the domain	Domain admin rights were restored and Clearpass was re-joined to the domain	Problem record
Network performance	23:51	Under problem management investigation	This was resolved by Roc by restarting the SonicWall firewalls	Problem record

3. **City of London (CoL) P1 incidents**

   There were no P1 incidents

4. **City of London P2 Incidents**

   There were no P2 incidents

Service performance summary is detailed in the dashboard below:

Gauges to monitor performance – January 2021

CoL

91.5%	100%	100%	100%	100%
	Target 99.9%	Target 98%	Target 98%	Target 99%
Customer Satisfaction	Server Availability	P1 Incident (CoL)	P1 Incident (Agilisys)	Critical applications (Agilisys)
(Green)	(Green)	(Green)	(Green)	(Green)

CoLP

92%	99.99%	0%	100%	100%
	Target 99.9%	Target 98%	Target 98%	Target 99%
Customer Satisfaction	Server Availability	P1 Incident (CoLP)	P1 Incident (Agilisys)	Critical applications (Agilisys)
(Green)	(Green)	(Red)	(Green)	(Green)

Service improvements and highlights

- The contract between the Corporation and Agilisys went live on the 1st January. This is a new 3-year agreement to deliver services to the Corporation, London Councils and City of London Police.

- Services began operation from 1st January with a seamless transition including the new SLA's and KPI's. Various Governance Boards E.g. Service, Cloud, Commercial have been held with CoL/CoLP IT.

- The new IT Service Management Tool, ServiceNow, began operation on 1st March as a soft launch to allow the team to resolve any issues within the first 1-2 weeks. Use of the self-service tool has been higher than in the previous Support works tool. The aim will be to get to 90% self-service.

- Additional functionalities and capabilities to the ServiceNow tool are planned to provide incremental improvements over the next 3-9 months, including improved self service and automation.

- The City of London Police Modernisation Programme is nearing completion. There have been challenges resulting in high call levels to the Service Desk and additional agents have been brought in during this critical period.

- A new escalation process for City of London Police users was implemented in February.

Authors

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Appendices – Appendix 1 Trend Graphs

Appendix 1 – Trend Graphs

CoL Net Promoter Score
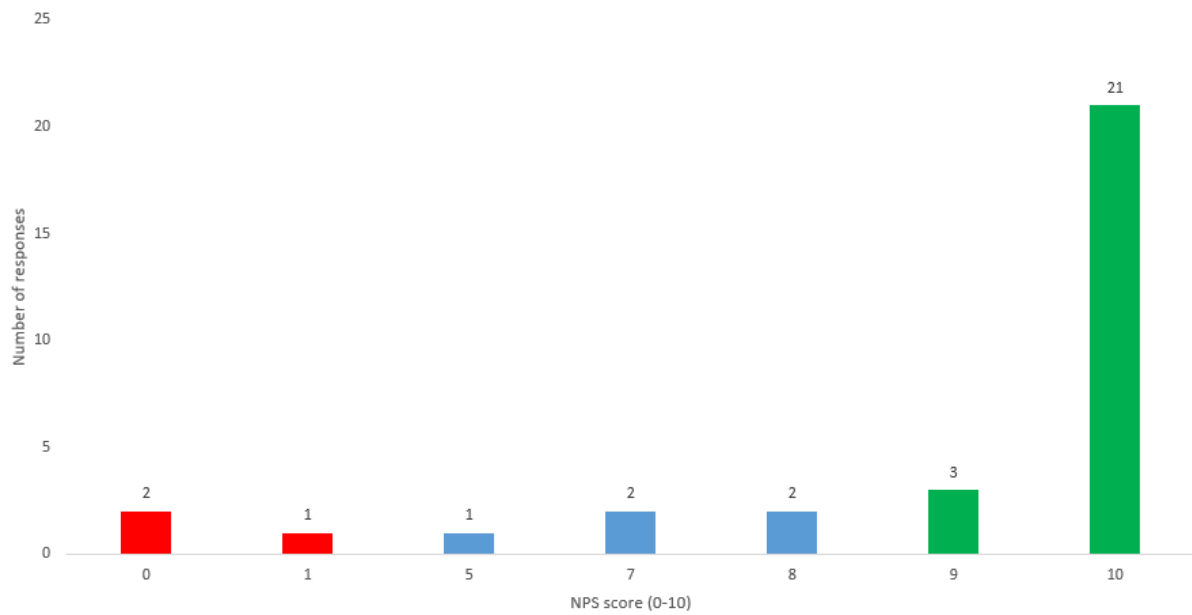
CoLP Net Promoter Score
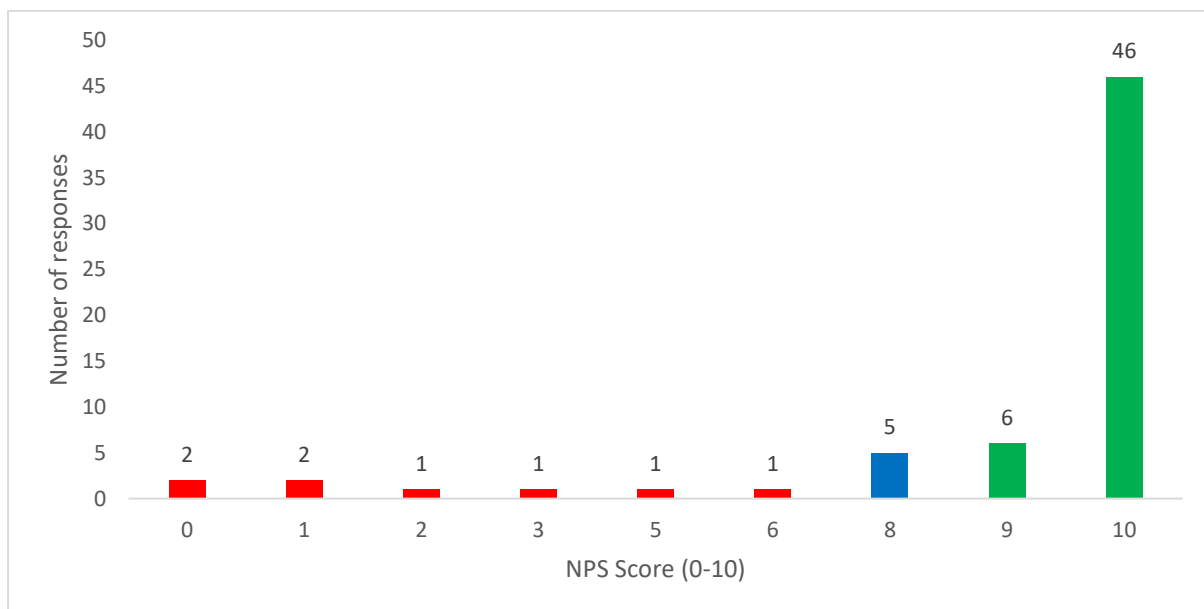
CoL Priority Incident trending – 6-month view
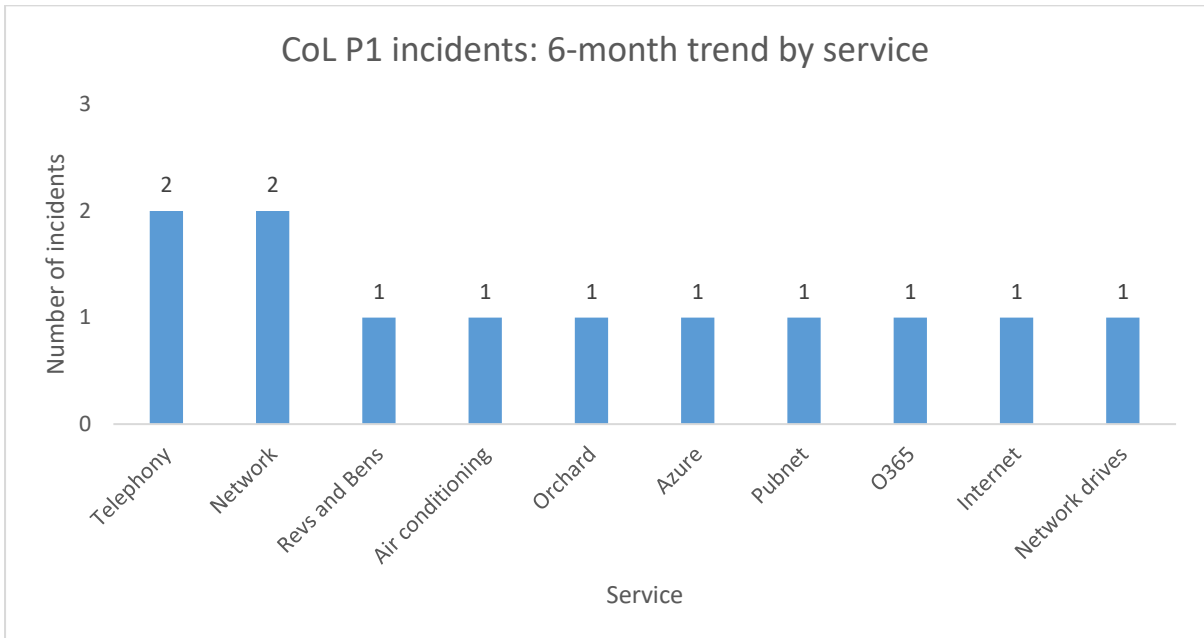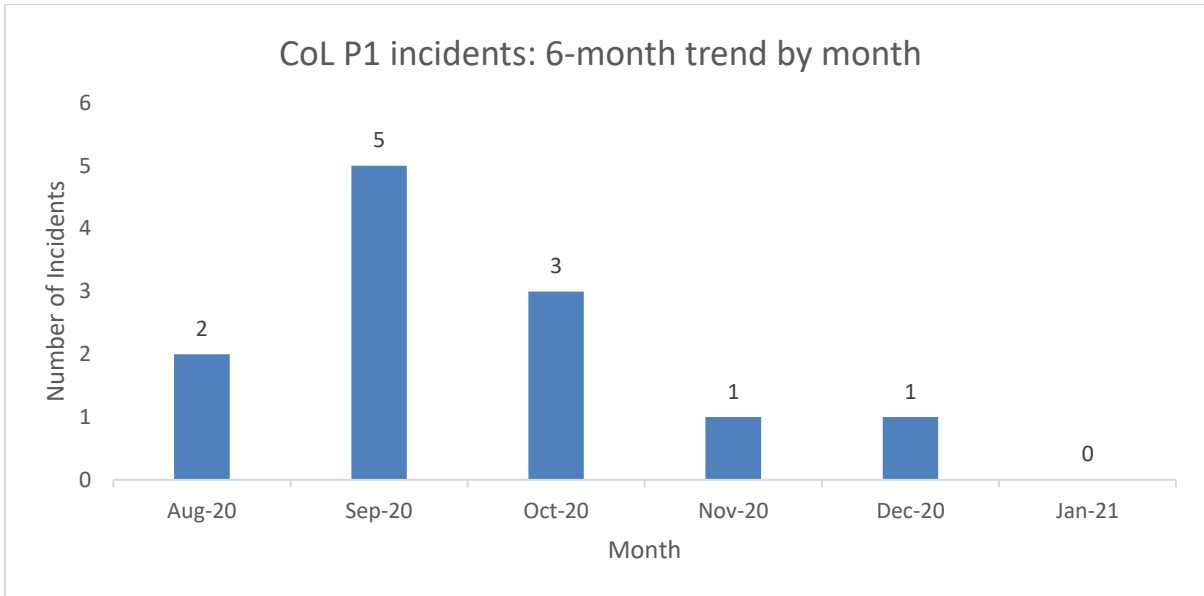
CoL P1 incidents: 6-month trend by month

Number of Incidents

Month	Aug-20	Sep-20	Oct-20	Nov-20	Dec-20	Jan-21
Number of Incidents	2	5	3	1	1	0

CoL P1 incidents: 6-month trend by service

Number of incidents

Service	Telephony	Network	Revs and Bens	Air conditioning	Orchard	Azure	Pubnet	O365	Internet	Network drives
Number of incidents	2	2	1	1	1	1	1	1	1	1

1 P1 incident for Agilisys in the last 6 months.

CoL P2 incidents: 6-month trend by month

CoL P2 incidents: 6-month trend by service
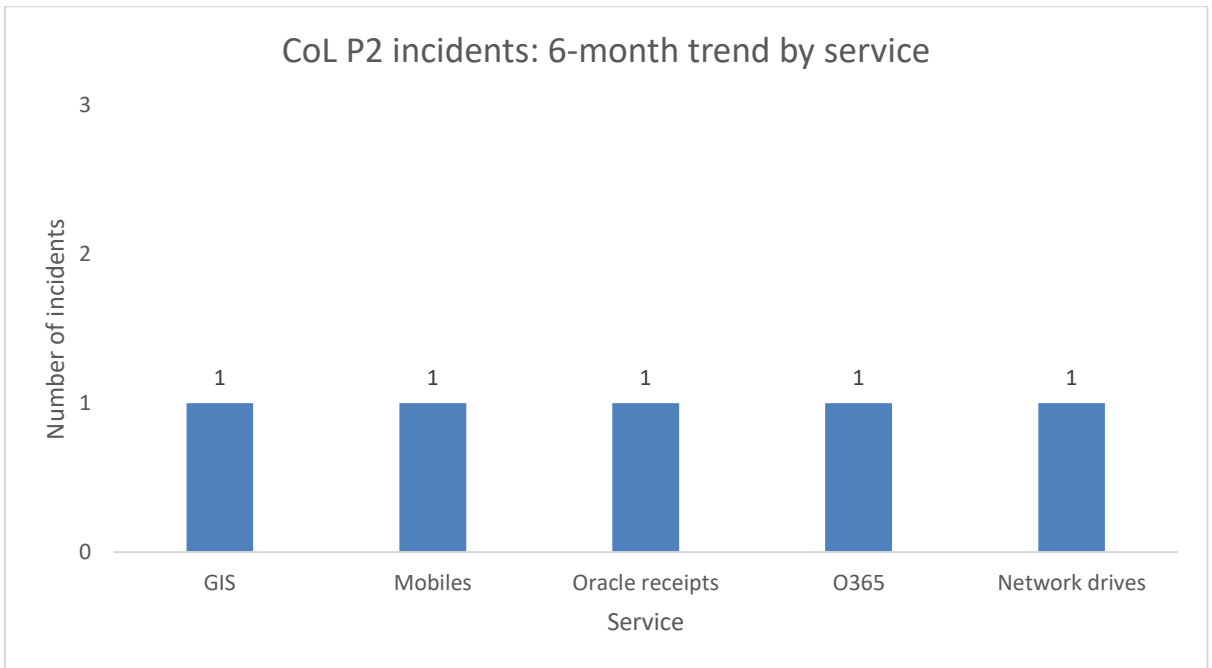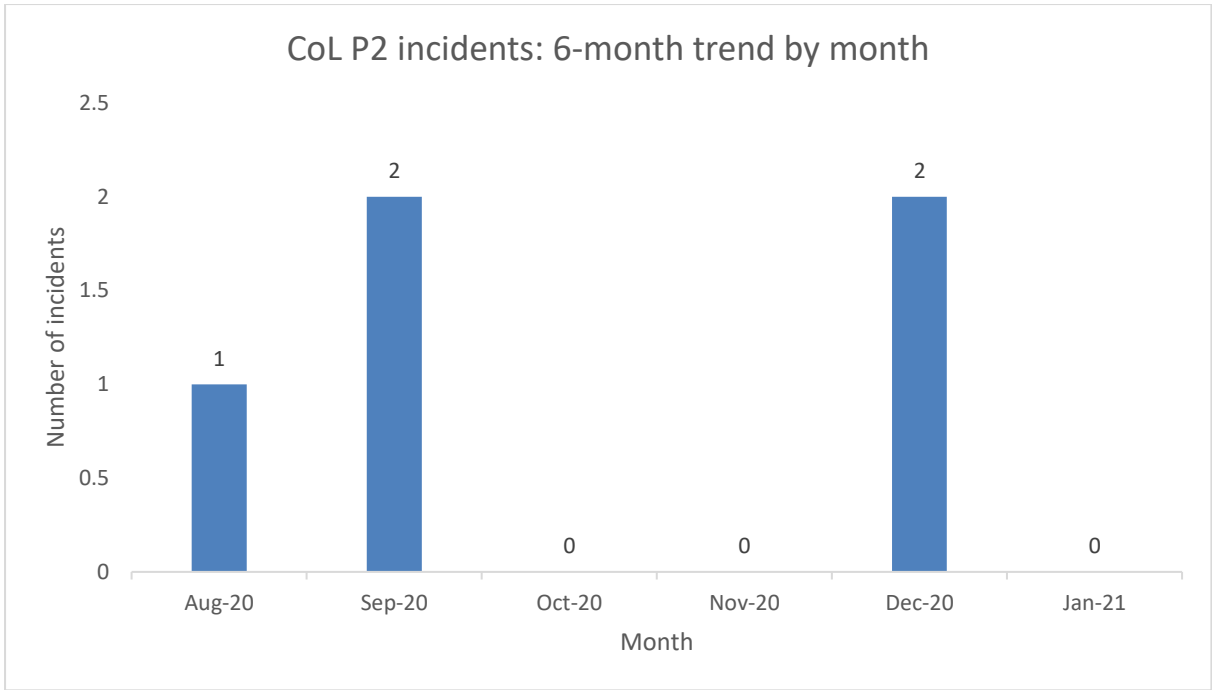
No P2 incidents for Agilisys in the last 6 months.

CoLP Priority Incident trending – 6-month view
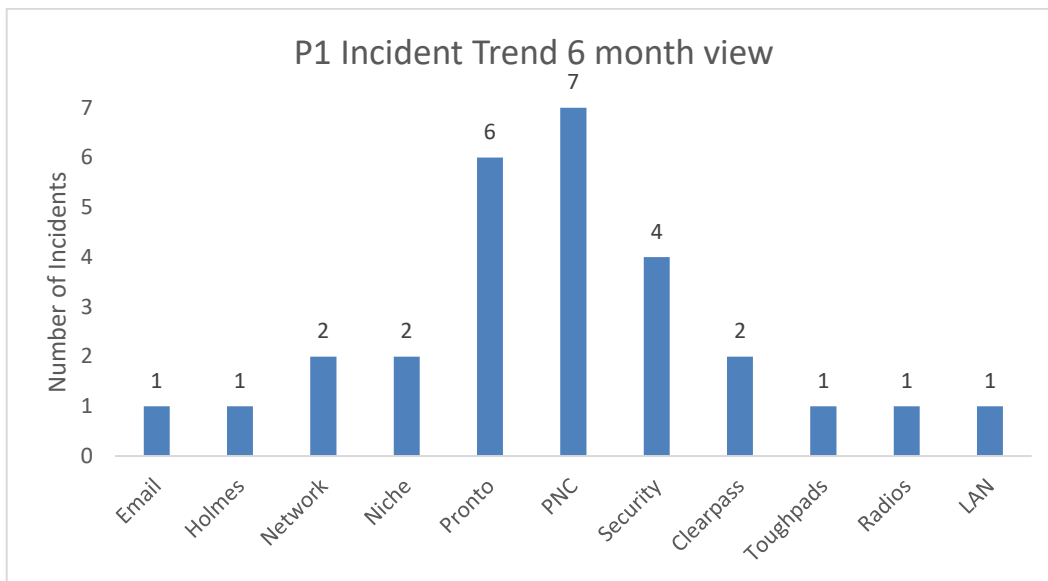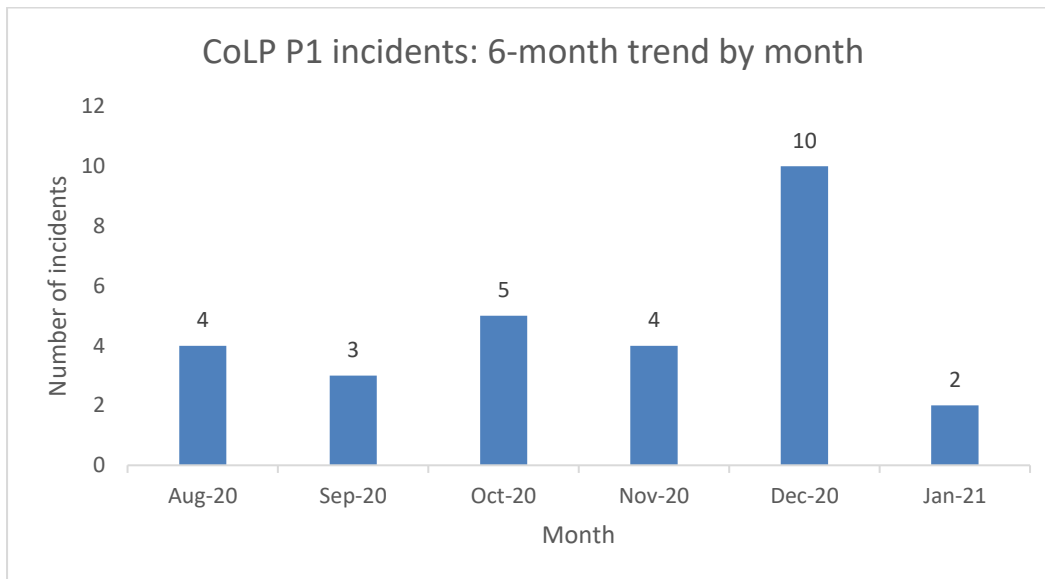
CoLP P1 incidents: 6-month trend by month

Number of incidents

Aug-20	4
Sep-20	3
Oct-20	5
Nov-20	4
Dec-20	10
Jan-21	2

Month

P1 Incident Trend 6 month view

Number of Incidents

Email	1
Holmes	1
Network	2
Niche	2
Pronto	6
PNC	7
Security	4
Clearpass	2
Toughpads	1
Radios	1
LAN	1

1 P1 incident for Agilisys in the last 6 months.

CoLP P2 incidents: 6-month trend by month

P2 Incident Trend 6 month view
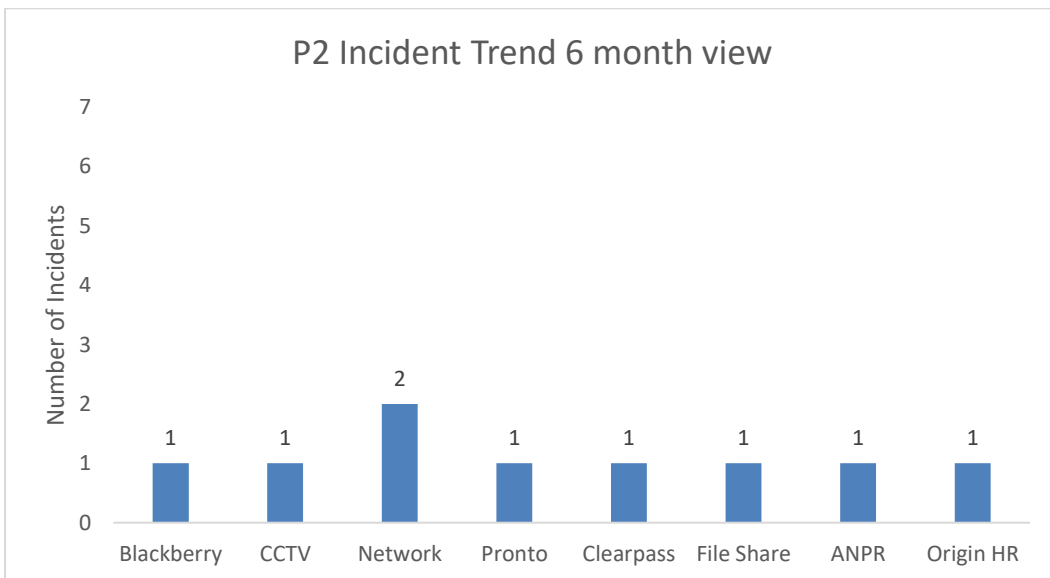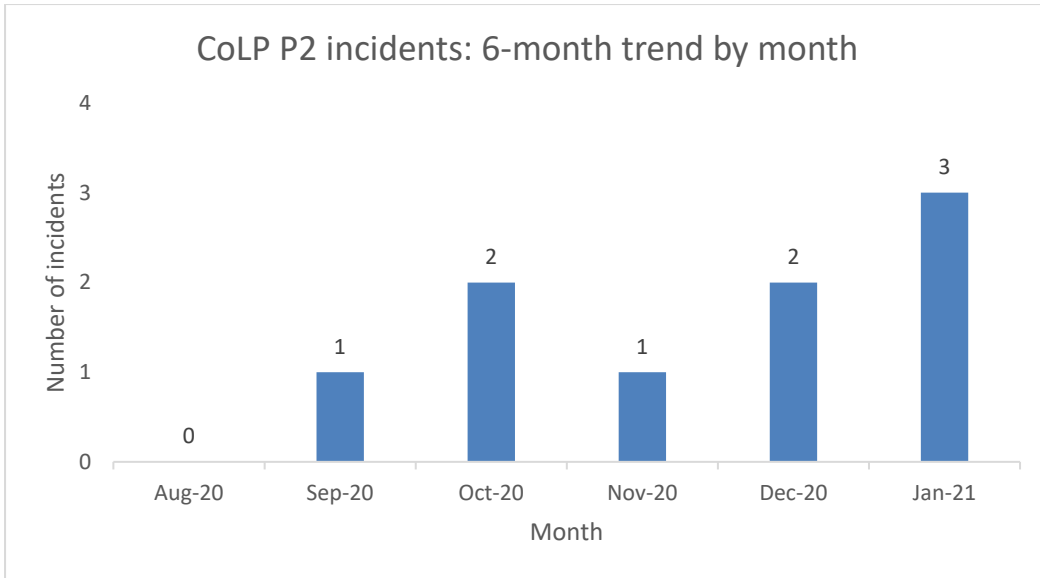
No P2 incidents for Agilisys in the last 6 months.

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Committee(s)	Dated:
Digital Services Sub Committee – For Information	26th March 2021
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 3 risks. There are currently no RED risks. There are no extreme impact risks, there are 3 major impact, and no Serious or Minor impact risks.

IT currently holds 2 risks on the Corporate Risk Register.

Summary of the Corporate Risks

CR 16 – Information Security -

- Regular security updates have been provided to relevant stakeholders throughout COVID.

- A Gateway paper is currently being drafted for further IT Security Investment.

- All Staff Mandatory Security training is being held in April 21.

- An IT health check has been carried out for the City of London Police with remediations being completed.

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

- Information Management Asset register is being populated for the organisation.

- Plan being developed for moving unstructured data from Shared Drives to SharePoint

Recommendation(s)

Members are asked to:
- Note the 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 1 risk, which is not 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:
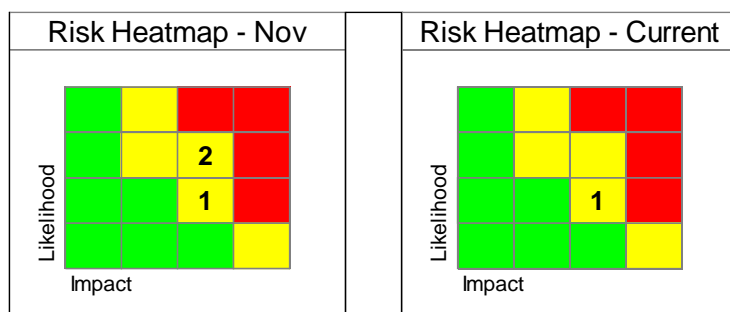
Movement of Risks

4. Since the last report two risks have been mitigated from the IT Department risk register details of these are as follows**:**

CHB IT 030 2020 - Managed Service Contract – the new 2020 Managed Service Contract with Agilisys went live on 1st January 2020, reducing the risk from Departments to Service Level, the delivery of this contract will be monitored as a Service Level Risk for the foreseeable future.

CHB IT 001 Resilience - Power and infrastructure. – following the migration of services to the Azure Platform, including CBIS and Spatial Applications these has enabled the risk to be reduced from Departmental to Service level, this will now be monitored as such for the foreseeable future.

5. Further breakdown of current Division risks:

Major Impact: **Trend**

Risks with "likely" likelihood and "major" impact:	0	0	⟷
Risks with "possible" likelihood and "major" impact:	2	0	⬇
Risks with "Unlikely" likelihood and "major" impact:	0	0	⟷

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	⟷

⬆	Increase in No.
⬇	Decrease in No.
⟷	Static No.

6. 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.

- The work detailed above ensures that the Risk register remains a live system, rather than a periodically updated record.
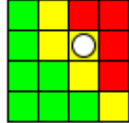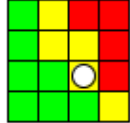
Samantha Kay
IT Business Manager
E: samantha.kay@cityoflondon.gov.uk
T: 07817 411176
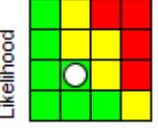
Risk no, title, creation date, owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date/Risk Approach	Current Risk score change indicator
CR16 Information Security (formerly CHB IT 030) 10-May-2019 Peter Kane	**Cause**: 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.		12	Regular security updates have been provided to relevant people throughout COVID. All Staff Mandatory Security training to be held in March. Submitted to the Cabinet Office. **07 Mar 2021**		8	30-Jun-2021 Reduce	 Constant

4

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 45 18-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:** • 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		12	New business intelligence dashboards continue to be developed for improved decision making by the Corporate Strategy and Performance team • An updated Information Management Asset register is being populated for the organisation. Plan being developed for moving unstructured data from Shared Drives to SharePoint **12 Mar 2021**		6	30-Jun-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/Risk Approach	Current Risk score change indicator
CHB IT 004 Business Continuity 30-Mar-2017 Sean Green	**Cause:** A lack of robust infrastructure and restore procedures are not in place on aging infrastructure. Secondly, 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:** The IT Division cannot provide assurance of availability or timely restoration of core business services in the event of a DR incident or system failure. There will be intermittent power outages of varying durations affecting these areas/buildings. **Effect:** The disaster recovery response of the IT Division is unlikely to meet the needs of COL leading to significant business interruption and serious operational difficulties. • 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		8	All but one critical service has not been migrated to Microsoft Azure, providing greater resilience therefore Business Continuity and recovery from a DR event. Part of the Agilisys Contract requires Agilisys to provide a BC/DR plan by the end of March, which will form the basis of the wider IT BCDR Plan and should provide clarity of the procedures for COL and COLP's critical services. **12 Mar 2021**		4	30-Jun-2021 Constant	

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Committee	Dated:
Efficiency and Performance Sub Committee Digital Services Sub-Committee	26 February 2021 26 March 2021
Subject: An IT and Digital Roadmap for more Efficient Ways of Working	**Public**
Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?	**2,9 and 10**
Does this proposal require extra revenue and/or capital spending?	**Y**
If so, how much?	**Estimated £4m**
What is the source of Funding?	**Capital Bid**
Has this Funding Source been agreed with the Chamberlain's Department?	**Y (Partially 21-22)**
Report of: Chamberlain	**For Information**
Report author: Sean Green	

Summary

Following on from the September 2020 report of City Surveyor, Chamberlain (IT), and Town Clerk (HR); 'Guildhall Complex – Road Map for Return to the Office report', the purpose of this report is provide a deep dive on the opportunities that the new IT and Digital roadmap provides to organisation for more efficient ways of working in the near future.

To further support the delivery of all workstreams, the City Surveyor has established and is leading a new Workplace Steering Group formed of City Surveyor, HR, IT, Corporate Strategy & Performance and Finance officers.

Members will receive updates on the IT and Digital Programme of work at the Digital Services Sub-Committee.

Recommendations

Members are asked to note:

- the proposal to roll out new digital and technology solutions to support the Digital Services Strategy to deliver an organisation that is efficient, agile and better joined up;
- further reports will be provided as proposals are developed by the IT Division and the new Workplace Steering Group;
- that moving to digital organisational and delivery models potentially offers significant scope to drive out efficiency savings and increased value for money. One example is that of remote working which has accelerated the thinking and options now available for how we use our offices.

Main Report

Background

1. The year 2020, more than ever before, has elevated the importance of providing resilient services and working practices delivered through digital means, rather than paper based or location dependant processes. The organisation's investment in IT infrastructure and cloud-based services has paid dividends during the last 12 months.

2. This paper details the digitally enabled roadmap to enable further efficiencies in CoL.

Current Position

3. The Corporation now has a unique opportunity to consider how the next normal can continue to support the post pandemic new ways of working.

4. The COVID-19 Crisis has shone a spotlight on the **Digital and IT capabilities** for organisations across the board – international information and consulting group Gartner, inc, found that:

   - Those that had **invested** and executed their digital strategies wisely have **fared better**;
   - It brought to light **significant 'cracks'** in operating models from weak investment, legacy technology, technical debt, poorly executed digital strategy, weak management buy-in and cultural barriers.

Digital Roadmap and Opportunities

5. Going forward IT will:

   - Improve the IT Resilience of the organisation to allow us to work differently and enhance the stability and business continuity capabilities;
   - Provide office automation that provides efficiency savings and enables continued remote working;
   - Enable customers to access more of our services digitally 24x7.

6. There are many technologies that CoL are already investing in and that are on the Digital Services Strategic roadmap for the next 3 years that will enable smarter ways of working and providing our services. These are now summarised.

7. **Office Automation and Virtual Assistants** – Process automation will remove the need for a significant number of repetitive and administrative tasks and back office staff with other areas of the operation such as reception desks security personnel, contact centres and personal assistants all being replaced by integrated systems and virtual assistants (sometimes called chatbots).

8. **Sensors** – Sensors will be deployed around our office to manage intelligent building management systems, determining spaces available in a building, checking staff and visitors in and out of the office, helping us with preventative maintenance. There are many and varied applications. They are already being used in the City with an application linked to disabled parking bays.

9. **Artificial Intelligence (AI) and Machine Learning** – These are tools that will learn how to carry out roles that may today be carried out by professionals such as accountants, lawyers, IT experts. The software is built on rules and can learn roles through scenarios and experience.

10. **Data Analytics** - The combination of sensors and data are improving decision making in areas such as traffic management, tracking air pollution and making more efficient use of infrastructure such as streetlights, alerts on bridges and insights into road and pavement changes.

Wider Financial Benefits of the Digital Roadmap

11. The technologies described above will be critical to enabling the organisation to continue to provide a great service to our customers as we streamline our staffing model. Financial benefits will be enabled through the following.

- Reducing Operational Costs - Automation software is a better and more intelligent approach to cost containment and reduction. The greatest opportunity is to increase service to the customer while systematically reducing costs. With our staff costs being the most significant the reduction in staff over time with automation of tasks ensures we reduce costs without the reduction in services;

- Reduction in Running costs – The use of digital solutions and digital infrastructure provides the organisation with more flexible options for office configuration and reducing our physical footprint with less office space being required for the organisation;

- Increasing Productivity - Office automation enables work to be completed at unsocial hours and 24x7. Automating mundane tasks such as post management ensures more accuracy and staff savings. These savings can be reflected in staff providing more meaningful and added value work or in reducing staff numbers without consequential impacts on service;

- Optimizing Performance - Every organisation would like to have their enterprise perform to its optimum maturity reducing wastage, duplication and multiple handing of customer information. Automation brings a level of efficiency and effectiveness that improves service and saves money for example the recommended project on integrated self-service forms which leads to more process automation internally and externally.

  With the estimated capital spend, it is important to ensure there is a clear focus on benefits realisation to drive out the potential efficiencies. Just as

important is staff training and development to deliver changes to ways of working.

The Digital Personas in Appendix 2 illustrates how the digital roadmap will impact a range of stakeholders who interact with CoL.

Corporate & Strategic Implications

12. Strategic implications – the following Corporate outcomes
    a. Outcome 2 – sensors deployed around the city will provide insight on air quality and traffic in city. Sensors in homes will allow preventative maintenance on social housing and help frail adults to stay in their homes for longer with support from social services.
    b. Outcome 9 – The new digital infrastructure, insight and solutions will enable the delivery of a digitally well-connected city.
    c. Outcome 10 – Enabling new ways of working and different office layouts will inspire enterprise excellence, creativity and collaboration.

13. Resource implications – HR consider it is too early to formalise any future working patterns while the workplace landscape remains unclear due to the ongoing Covid-19 pandemic. In the meantime, HR colleagues are developing and supporting our capacity to work virtually and anticipate that future working patterns will, where possible, include more virtual working and training.

14. Financial implications - The capital programme (subject to project governance) will fund investments, supported by invest to save business cases that enable revenue savings. As an example, according to Gartner, Inc, Finance departments can save their teams up to 25,000 hours of avoidable rework caused by human errors by deploying robotic process automation (RPA) in their financial reporting processes (Note: the benefits for CoL finance would need further work based on the size of the team and volume of transactions). Some examples that illustrate potential financial savings can be found here:
    https://transformationnetwork.co.uk/wp-content/uploads/2019/02/Top-10-Robotics-Use-Cases-for-Local-Gov_UIPath-V5.pdf

15. Equalities implications – Giving employees more flexibility in choosing when and where they work can increase gender equality, via two pathways. First, research has long established that remote work can help parents better balance their work and family responsibilities, which makes them less likely to sacrifice one for the other. Second, data collected during the pandemic suggests that working from home may also make both parents more involved.

16. Climate Implications – The use of sensors across the City will help monitor and improve the carbon footprint from vehicle traffic. The use of sensors in our buildings will help us implement intelligent business management systems to control lighting, heat, air conditioning and preventative maintenance.

17. Security Implications – The use of Artificial Intelligence and Machine Learning will automate the altering of security attacks or suspicious activity attacking our IT security defences implementing preventative counter measures 24x7.

18. Risk – Business cases for the investment in the digital solutions provided may not provide the return and benefits expected if ways of working do not change and the resulting efficiencies are not realised.

Conclusion

19. There are significant financial and cultural challenges facing CoL in the next few years resulting from the TOM and the broader landscape of the City as detailed in the report produced last year 'London Recharged: Our Vision for London in 2025'. https://www.cityoflondon.gov.uk/supporting-businesses/economic-research/research-publications/london-recharged

20. There is a compelling set of digital technologies and tools that will enable and support CoL to meet these challenges and new ones unknown.

Appendix 1 – Digital Services Roadmap
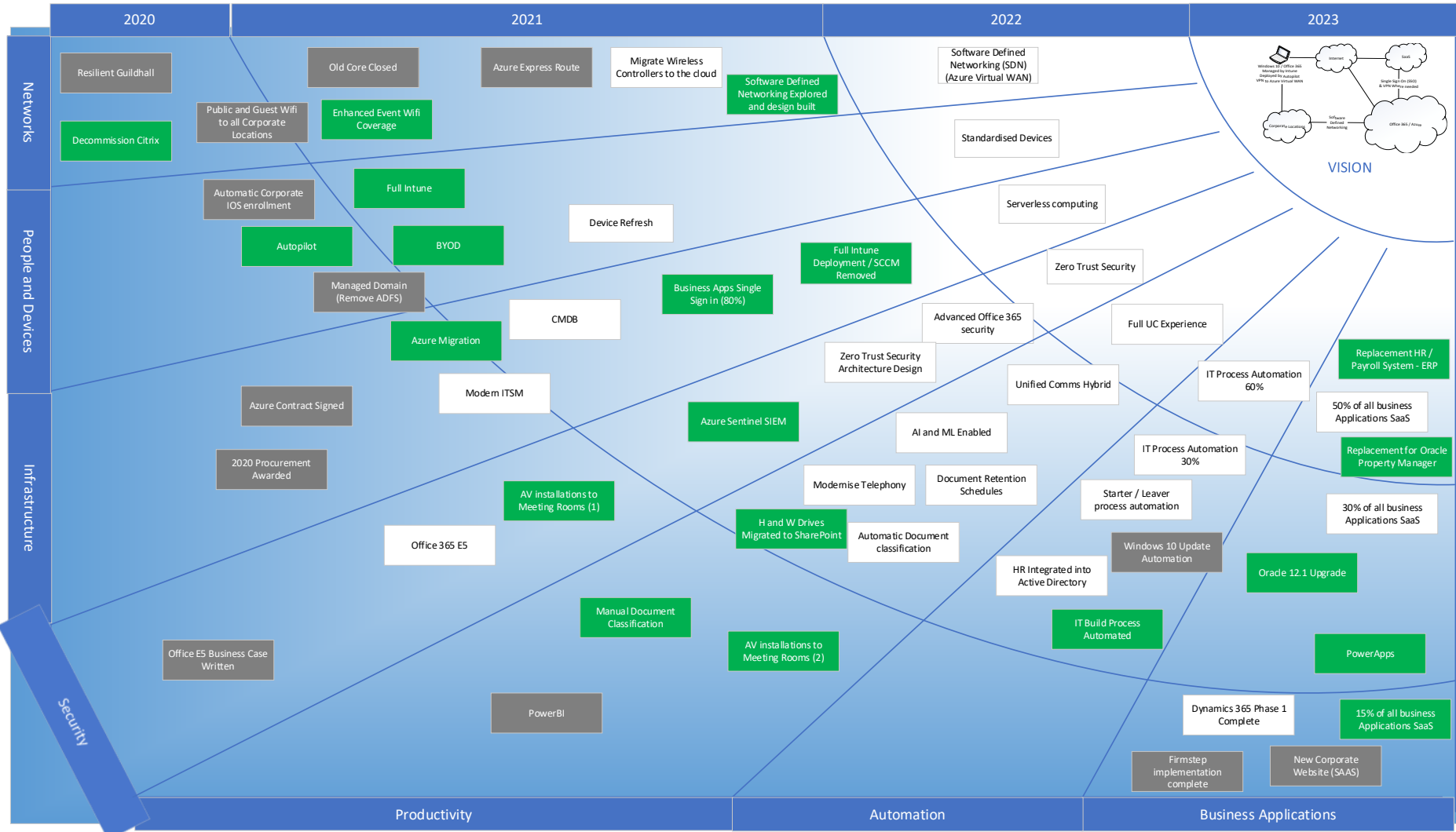**Appendix 2 – Digital Personas**
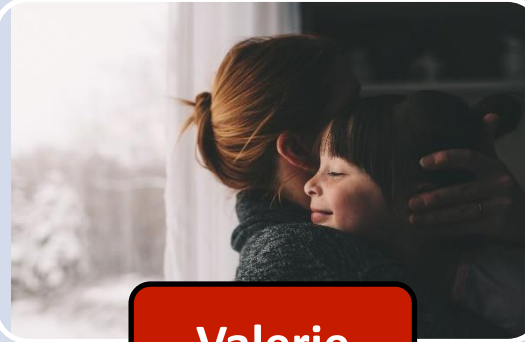
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IT Director
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Appendix 1 – Digital Services Roadmap

Appendix 2 – Digital Personas

Valerie

Estate Resident - making the most of living in Golden Lane

- CoL's *Enagagement* with my community as a group and as individuals has helped us understand, shape and take part in much-needed local change
- As a foster mum, I try to make a positive change in the lives of the children in my care, helped by CoL's *Co-ordination* of the support I need from various parties
- CoL's **Reach** means I get timely contact, on-screen and in-person, with people who care and are equipped to help both practically and emotionally

Joseph

Delicatessen Owner - building a business in Eastcheap

- CoL's *Co-ordination* of information, inputs and approvals lets me self-serve for most of my CoL needs, while their **Reach** lets me do that when it suits me
- While I compete with other businesses in my area, CoL has made collective *Engagement* easier for us so that we can deal with common issues together
- CoL helps me develop my business by sharing easily-digestible *Insight* into the local impact of demographics, economy, technology, etc.

Maarten

Global Law Firm Partner - might keep major office in Broadgate

- Proactive *Engagement* by CoL is persuading my firm to retain a major presence in the City to serve EU clients despite Brexit
- We are impressed by CoL's world-class business services and regulation, which show levels of *Co-ordination* and *Insight* that bode well for the future
- While deciding whether to keep the City as a key office location, we have been able to access CoL experts and decision-makers as needed thanks to their **Reach**

Abdul

**Corporation Frontline Officer** - finding a good work-life balance

- The *Reach* of easy video calling and text chat keeps me feeling close to my team when we are working physically apart
- *Automation* frees me from routine tasks that used to take up so much of my time while using so few of my skills
- I make the most of visits to customers by using *Co-ordination* tools to be an ambassador and instigator for all the services relevant to them
- *Insight* and *Engagement* let me identify ways to improve services and myself and track progress in both

Cathy

Corporation Manager - getting the right results from everyone

- Our mutual *Reach* means that I can get my staff out of the office more to be productive in the field or at home
- The performance *Insight* I get from business intelligence dashboards allows me to focus my improvement efforts where they are most needed
- *Co-ordination* tools allow me to get more value for money from disparate service providers working together, e.g. staff, partners, commercial suppliers
- As a leader, *Engagement* tools help me listen to, inspire and support people
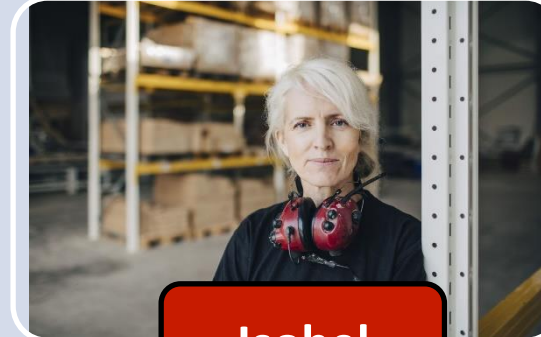
Isobel

Corporation Member - shaping and sharing the big picture

- *Engagement* tools help me to grasp my constituents' concerns better and to let them know what I am doing for them
- The *Insight* I get on CoL spending, progress and value for money helps me challenge and support intitiatives better
- My *Reach* via videoconferencing and documents shared online allows me to participate effectively in committee meetings from wherever I am
- *Co-ordination* with others on reports, cases, etc. before and after meetings makes the most of my time in meetings

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