Public Document Pack

Digital Services Sub (Finance) Committee Informal Meeting

Date: **FRIDAY, 28 MAY 2021**

Time: 1.45 pm

Venue: **VIRTUAL PUBLIC MEETING (ACCESSIBLE REMOTELY)**

Members:

Randall Anderson (Chairman)
Alderman Sir Peter Estlin (Deputy Chairman)
Rehana Ameer
Deputy Roger Chadwick
Alderman Prem Goyal
Deputy Jamie Ingham Clark
Jeremy Mayhew
Dawn Wright

Enquiries: **Antoinette Duhaney**
antoinette.duhaney@cityoflondon.gov.uk

Accessing the virtual public meeting
Members of the public can observe this virtual public meeting at the below link:
https://youtu.be/-eqskypaIsw

This meeting will be a virtual meeting and therefore will not take place in a physical location. Any views reached by the Committee today will have to be considered by the Chamberlain after the meeting in accordance with the Court of Common Council's Covid Approval Procedure who will make a formal decision having considered all relevant matters. This process reflects the current position in respect of the holding of formal Local Authority meetings and the Court of Common Council's decision of 15th April 2021 to continue with virtual meetings and take formal decisions through a delegation to the Town Clerk and other officers nominated by him after the informal meeting has taken place and the will of the Committee is known in open session. Details of all decisions taken under the Covid Approval Procedure will be available online via the City Corporation's webpages.

A recording of the public meeting will be available via the above link following the end of the public meeting for up to one municipal year. Please note: Online meeting recordings do not constitute the formal minutes of the meeting; minutes are written and are available on the City of London Corporation's website. Recordings may be edited, at the discretion of the proper officer, to remove any inappropriate material.

John Barradell
Town Clerk and Chief Executive

AGENDA

Part 1 - Public Agenda

1. **APOLOGIES**

2. **MEMBERS' DECLARATIONS UNDER THE CODE OF CONDUCT IN RESPECT OF ITEMS ON THE AGENDA**

3. **MINUTES OF THE PREVIOUS MEETING**

   To agree the public minutes and non-public summary of the meeting held on 26th March 2021.

   For Decision
   (Pages 5 - 10)

4. **OUTSTANDING ACTIONS FROM PREVIOUS MEETINGS**

   Joint report of the Town Clerk and the Chamberlain.

   For Information
   (Pages 11 - 12)

5. **WORK PROGRAMME FOR FUTURE MEETINGS (MAY 2021)**

   Report of the Chamberlain.

   For Information
   (Pages 13 - 14)

6. **DIGITAL ADOPTION DASHBOARD FOR THE CITY OF LONDON CORPORATION**

   Presentation by the Chamberlain.

   For Information
   (Pages 15 - 28)

7. **NEW TELEPHONY SOLUTION (TO FOLLOW)**

   Report of the Chamberlain

   For Decision

8. **GATEWAY REPORTS**

8a Audio Visual Refresh for City of London Police

Report of the Chamberlain.

For Information
(Pages 29 - 46)

9. **IT DIVISION - IT SERVICE DELIVERY SUMMARY**

Report of the Chamberlain

For Information
(Pages 47 - 56)

10. **IT DIVISION RISK UPDATE**

Report of the Chamberlain.

For Information
(Pages 57 - 64)

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

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

13. **EXCLUSION OF THE PUBLIC**

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

For Decision

Part 2 - Non-Public Agenda

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

To agree the non-public minutes of the meeting held on 26th March 2021.

For Decision
(Pages 65 - 68)

15. **CORPORATE WAN CONTRACT EXTENSION**

Report of the Chamberlain.

For Decision

(Pages 69 - 76)

16. **CR 16 INFORMATION SECURITY RISK - DEEP DIVE**

Report of the Chamberlain.

For Information
(Pages 77 - 110)

17. **GATEWAY REPORTS**

17a OPN Replacement - Request for Delegated Authority

Report of the City Surveyor.

For Decision
(Pages 111 - 112)

17b Law Enforcement Community Network (LECN) (Pages 113 - 130)

Report of the Chamberlain.

For Information
(Pages 113 - 130)

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

19. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT AND WHICH THE SUB COMMITTEE AGREE SHOULD BE CONSIDERED WHILST THE PUBLIC ARE EXCLUDED**

DIGITAL SERVICES SUB (FINANCE) COMMITTEE

Friday, 26 March 2021

Minutes of the meeting of the Virtual Digital Services Sub (Finance) Committee held

on Friday, 26 March 2021 at 11.00 am

Present

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

Officers:

Sean Green	-	Chamberlain's Department
Carol Boswarthack	-	Community & Children's Services Department
Gary Brailsford-Hart	-	City of London Police
Lorraine Brook	-	Town Clerk's Department
Jonathan Chapman	-	Chamberlain's Department
Lorenzo Conigliaro	-	City of London Police
Sarah Greenwood	-	Community & Children's Services Department
Sonia Virdee	-	Chamberlain's Department
Antoinette Duhaney	-	Town Clerk's Department

1. **APOLOGIES**
   Apologies were received from Rehana Ameer and Sylvia Moys.

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 and non-public summary of the meeting held on 16 November 2020 be approved as an accurate record.

Matters arising

In response to GDPR concerns raised by Members, Officers reported that Mailchimp and Survey Monkey was used by a small number of staff and Officers undertook to circulate the legal opinion on this matter to Members.

RESOLVED – That Officers circulate the legal opinion in respect of GDPR concerns on this matter to Members.

4. **OUTSTANDING ACTIONS**

The Sub Committee considered a joint report of the Town Clerk and the Chamberlain outlining outstanding actions and targets for completion.

RESOLVED – That the Sub Committee notes the report.

5. **FORWARD PLAN - MARCH 2021**

RESOLVED – That the Sub-Committee notes the report.

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

The Sub Committee considered a report of the Town Clerk looking at ways to enhance user participation at committee meetings and support paper-free ways of working for Members and Officers.

During the course of debate, the following observations were made by Members:

- The user access/interface from non-CoL devices was unpredictable;
- On some occasions, hard copies of agenda packs were required;
- It was a challenge to keep track of papers when follow up supplements were circulated in separate emails;
- Page numbering of agenda packs when viewed via the Mod.gov App were different from numbering when viewed as a pdf email for example;
- Non-public reports were not always visible.

In response to comments and questions from Members, Officers stated that once physical/hybrid meetings resumed, it would be possible to gauge the level of need for paper agenda packs. Non-public papers could be viewed via the Mod.gov app and assistance was available for any Members who were not able to view Non-public documents. At present, confidential papers were not uploaded to Mod.gov and going forward, Members would have to decide whether to upload confidential papers which could then be accessed by all Members. Settings could be adjusted easily to ensure consistency in page numbering across all platforms when viewing papers.

Although Members were encouraged by progress thus far, it was felt that:

a) the pilot should be extended to all members including co-optees;

b) a status update should be provided to the next meeting:

c) the pilot should be extended beyond June 2021, if felt necessary.

RESOLVED –

1. That all current members of the Court of Common Council and Co-opted Members participate in a pilot from March to the end of June 2021 and use the Modern.gov app to view/manage all committee-related documentation.

2. That Members provide feedback to the Committee and Member Services and IT-Technology Support Teams about their user experience by the end of June 2021.

3. That Members attend training, where necessary, to support use of the Modern.gov app.

4. That a status update be presented to the next Digital Services Sub Committee on 28 May 2021.

5. That the pilot should be extended beyond June 2021, if felt necessary.

6. That 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.

7. That subject to the outcomes of the pilot, the Sub Committee makes recommendations 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.

7. **DIGITAL SERVICES STRATEGIC ROADMAP FOR THE CITY OF LONDON CORPORATION**

The Sub Committee considered a report of the Chamberlain outlining a proposed Digital Services Strategic Roadmap, developed as a coherent guide to the full digital transformation of public-facing and back office internal services.

In presenting the report, Officers advised that having reflected on the achievements of the previous strategy and building on lessons learned from the previous strategy, a new Digital Services Strategic Roadmap, informed by workshops had been developed. Officers also highlighted that Item 10C of the agenda for this meeting was presented to the Efficiency & Performance Sub Committee on 26 February 2021 and going forward, benefits accrued from the

new Digital Services Strategic Roadmap would be considered by the Efficiency & Performance Sub Committee.

Members stressed the need for feedback mechanisms to take forward the digital agenda and shape the future direction of travel.

RESOLVED – That Members

1. Approve the City of London Corporation's Digital Services Strategic Roadmap accompanying this report as the basis in principle for the digital transformation of the CoLC's services.

2. Support the IT Director in setting the expectation amongst CoLC Officers and Members that this roadmap shall be used as a guide for any local digital transformation initiatives within their own services.

3. Support the IT Director in setting the expectation amongst CoLC Officers and Members that the CoLC's IT Director shall be notified of any such local digital initiatives, with a collaborative approach being taken to enable the widest benefits.

4. Note that a separate but related report will be presented on the CoLP Digital Services Strategic Roadmap which currently awaits agreement from the CoLP Senior Management Board.

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

The Sub Committee considered a report from the Community & Children's Services Committee regarding proposals to increase digital literacy.

Officers reported that a working group was exploring a number of measures to increase digital access for pupils including the possibility of repurposing unused CoL devices.

RESOLVED –

1. That 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. That consideration be given to donating redundant City of London Corporation laptops to Community Services sites as part of the digital inclusion project.

9.1 **IT Division - IT Service Delivery Summary**

The Sub Committee considered a report from the Chamberlain outlining service incidents for CoL and CoLP.

RESOLVED – That the Sub Committee notes the report.

9.2 **IT Division Risk Update**

The Sub Committee considered a report from the Chamberlain detailing risks and mitigation measures for the IT Division.

RESOLVED – That the Sub Committee notes the report.

9.3 **An IT and Digital Roadmap for More Efficient Ways of Working**

The Sub Committee considered a report from the Chamberlain outlining potential opportunities for more efficient ways of working.

RESOLVED – That the Sub Committee notes the report.

10. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE SUB COMMITTEE**
There were no questions.

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

12. **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.

Item No(s)	Paragraph(s) in Schedule 12A
12 – 20	3

The meeting ended at 12.21 pm

Chairman

Contact Officer: Antoinette Duhaney
antoinette.duhaney@**cityoflondon.gov.uk**

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

Item	Meeting Date	Action and target for completion	Officer responsible	To be completed/ Next stage	Progress update
3	26 March 2021	That Officers circulate the legal opinion in respect of GDPR concerns in respect of the use of Mailchimp and Survey Monkey to Members.	Sam Collins	28 May 2021	Document to be circulated before 28 of May 2021.
6	26 March 2021	That a status update on the Mod.gov App pilot be presented to the next Digital Services Sub Committee on 28 May 2021	Lorraine Brook	28 May 2021	Verbal update to be provided at the Sub Committee's meeting on 28 of May 2021.

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Work Programme for Future Meetings (May 2021)

Report Title	Report Month	Category
Information Management and Data Analytics Deep Dive Workshop	July 2021	Strategic
IT Savings Plan and Impacts Update	September 2021	Strategic
Digital and Technology implications of the new TOM – Automation, Efficiencies, and Process redesign	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 and Review	January 2022	Strategic
IT Security Deep Dive and Roadmap Review	March 2022	Strategic

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Digital Adoption Dashboard for the City of London Corporation

View in Power BI

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Agenda

- Digital Adoption Measures Internally
- Digital Adoption Measures Externally
- Future Digital Metrics for the Corporation

Executive Summary

- With COVID digital ways of working has seen significant growth but not consistently across all departments – we need to consider what more we can do to support and encourage the departments where Teams messaging and use of Sharepoint is lower
- There is a proposal to move staff from use of shared drives to Sharepoint as we move to the new structures with the new TOM
- Online transactions increasing in importance from a low base as historically not seen as priority for the Corporation
- With the launch of the new Digital Services Strategic roadmap we will be creating metrics (see slide 13) that we will can benchmark with other London Councils for that side of our business and wider if we look at culture and tourism in the future

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Digital Adoption Dashboard City of London Corporation Internal

View in Power BI

Last data refresh:
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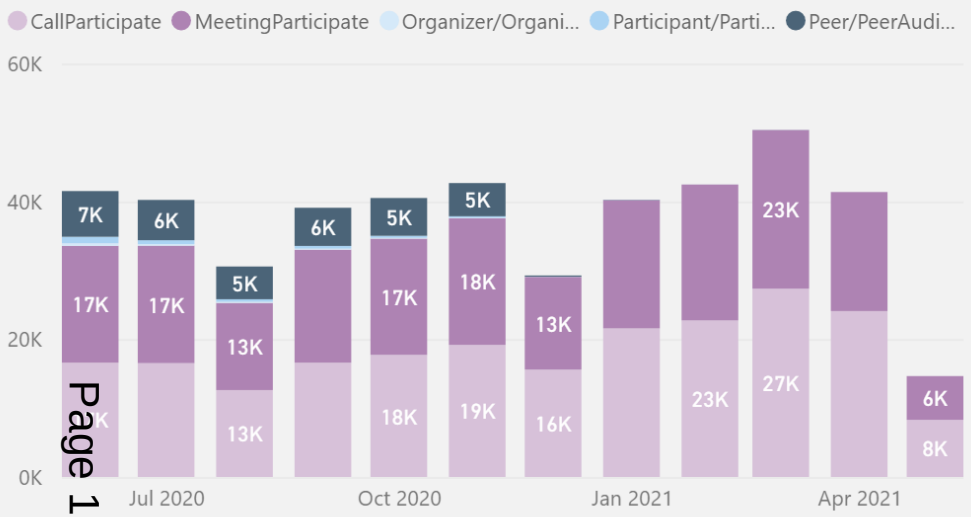
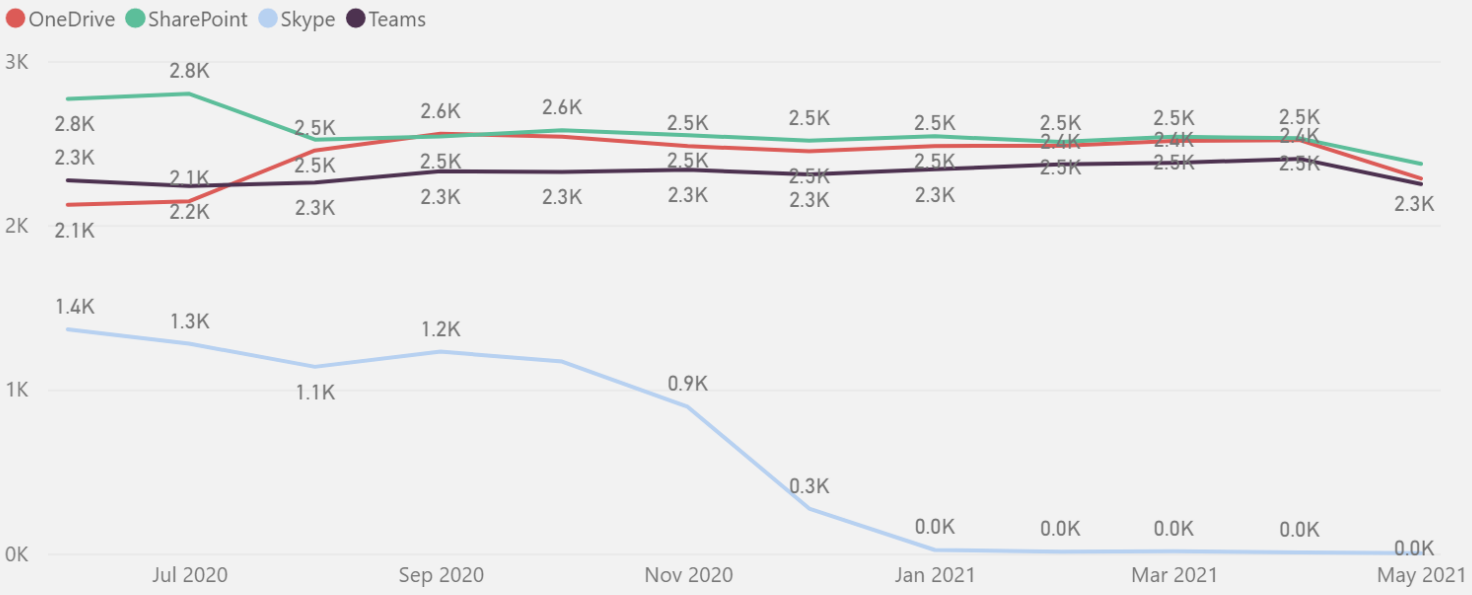
Digital Adoption Dashboard

May 2021

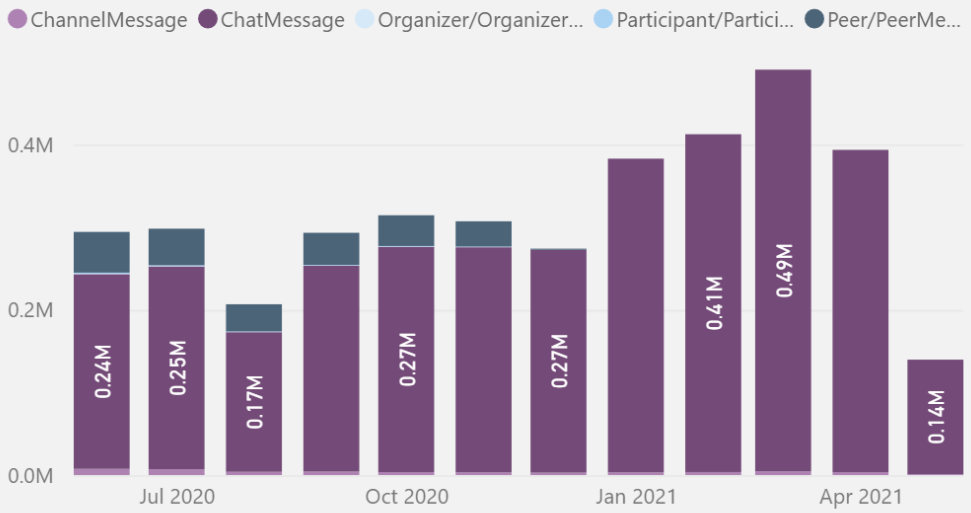
Skype and Teams Meetings in last 12 months



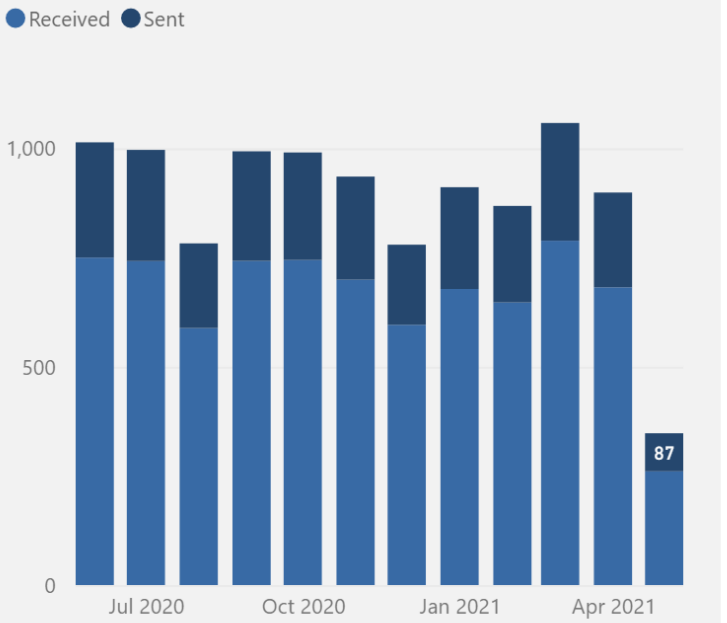
Active Users by Product (in last 12 months)



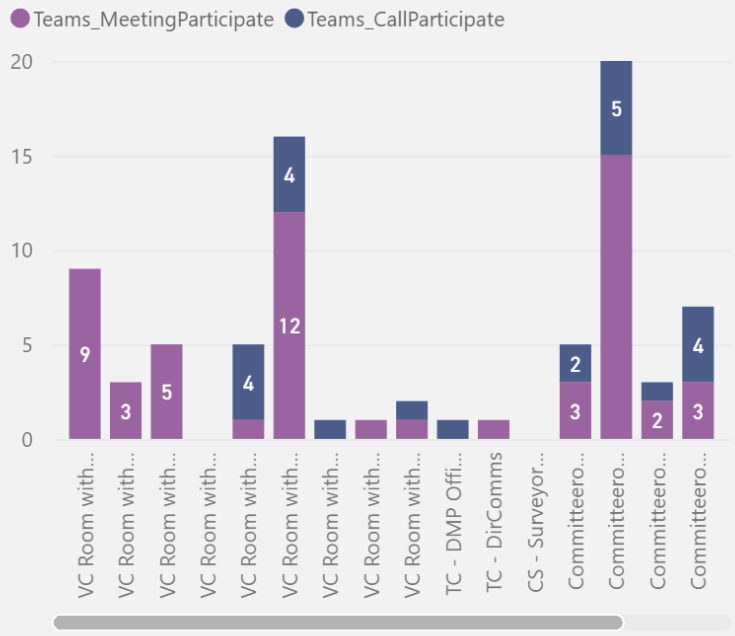
Skype and Teams Messages in last 12 months



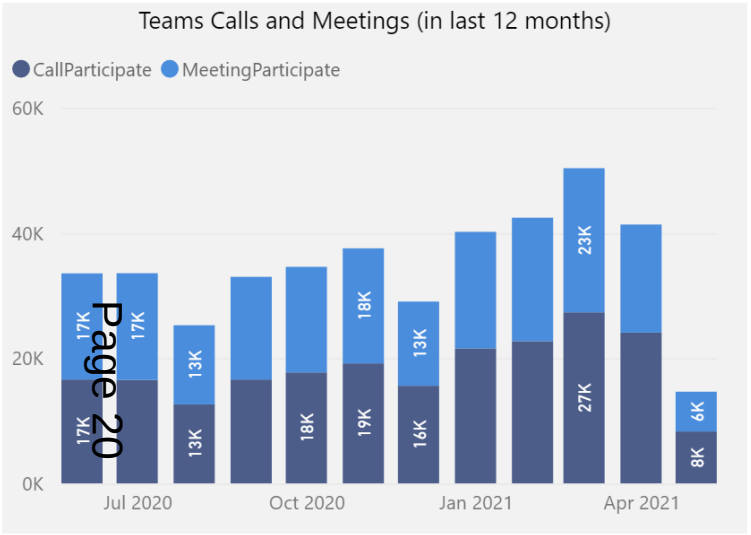
Ave. E-mails Sent and Received in last 12 months

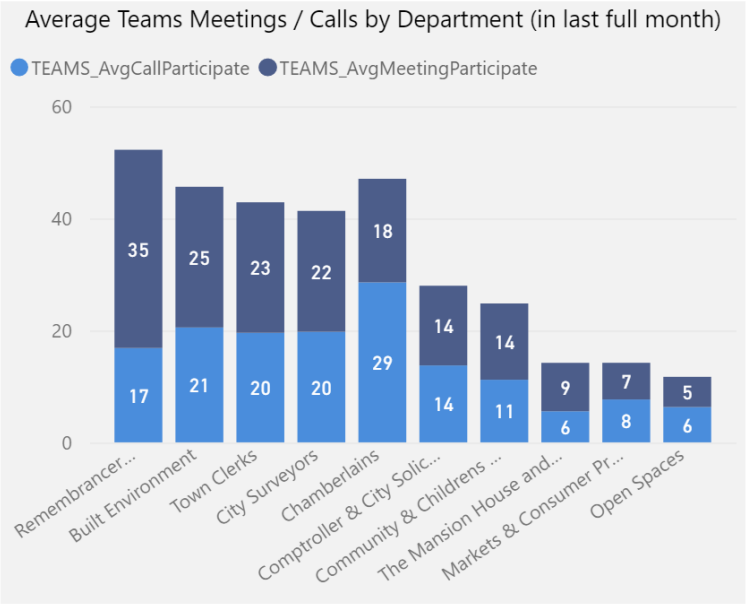


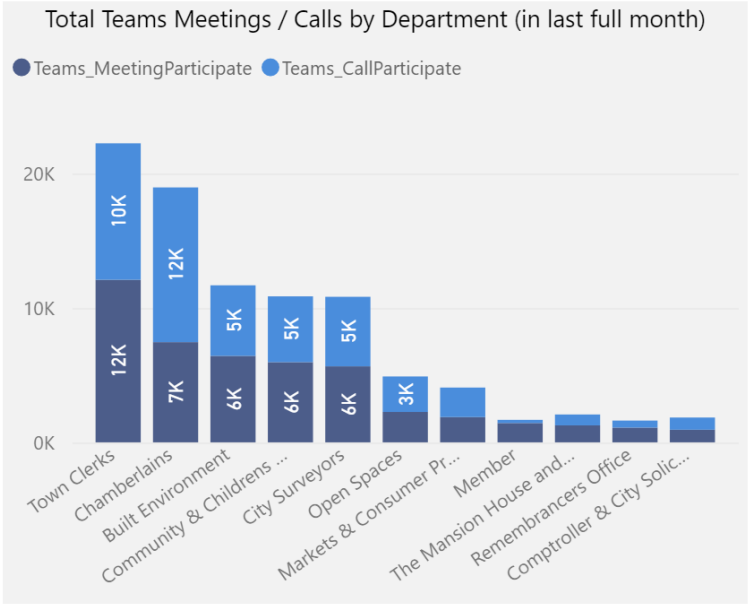
Teams Meeting Rooms

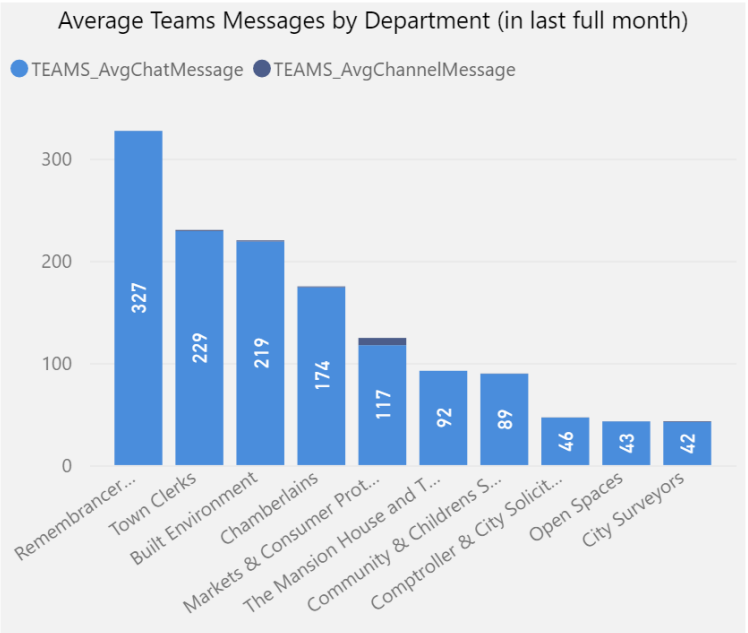


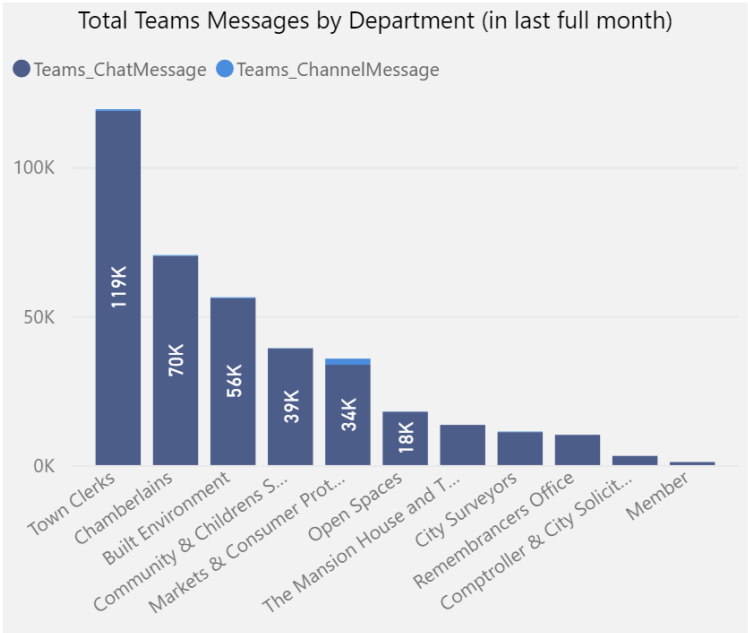
Digital Adoption of Teams







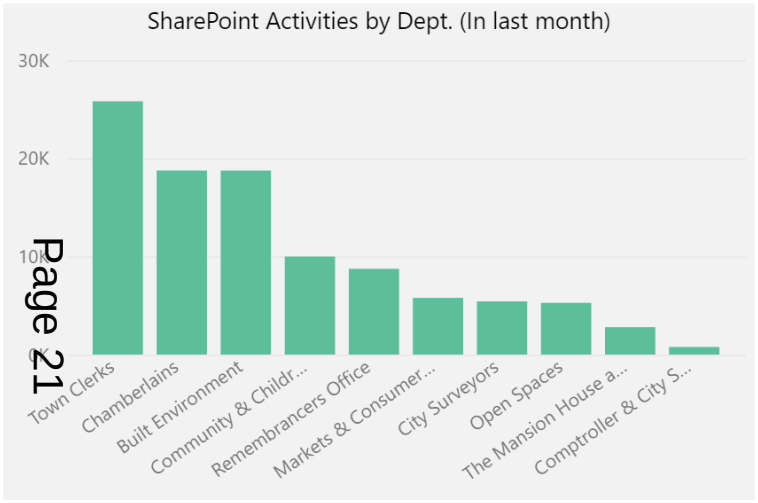


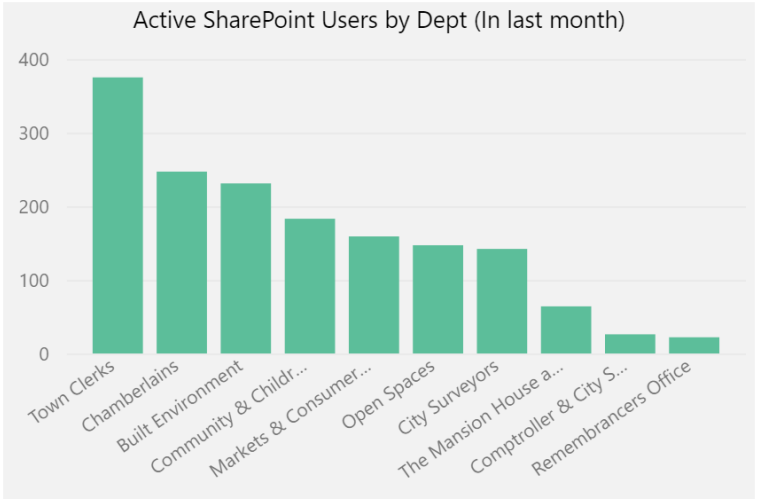


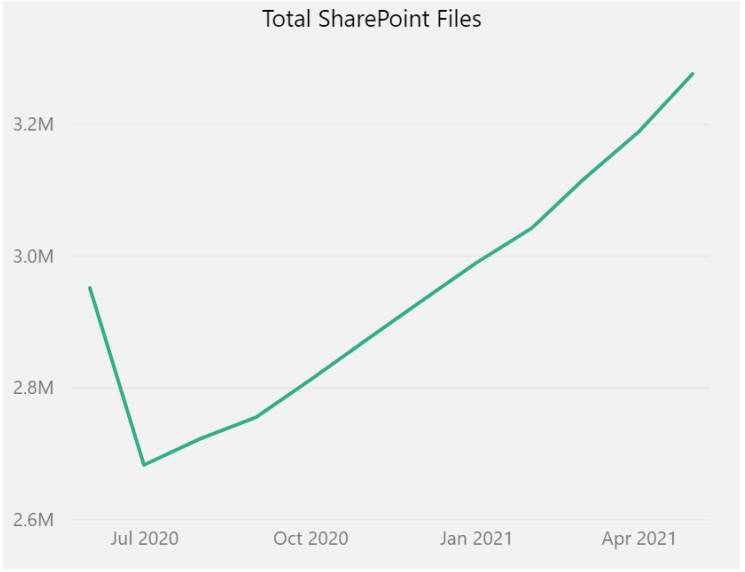
Digital Adoption of Sharepoint

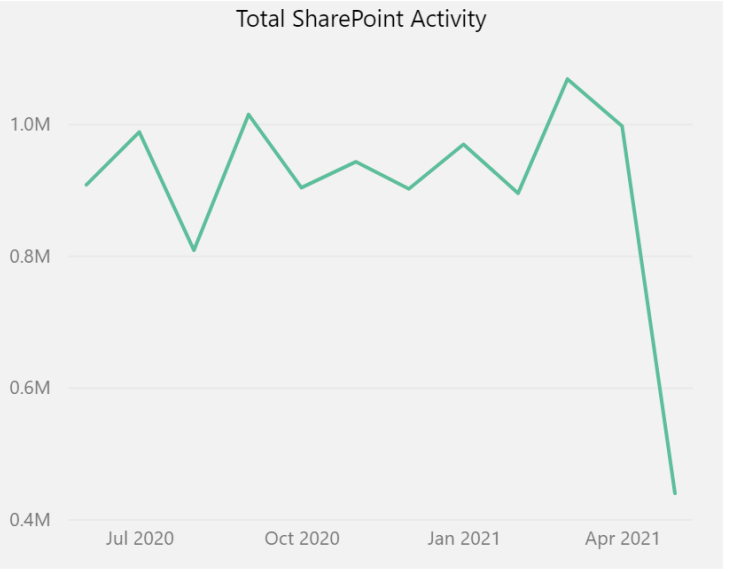
Total SharePoint Files

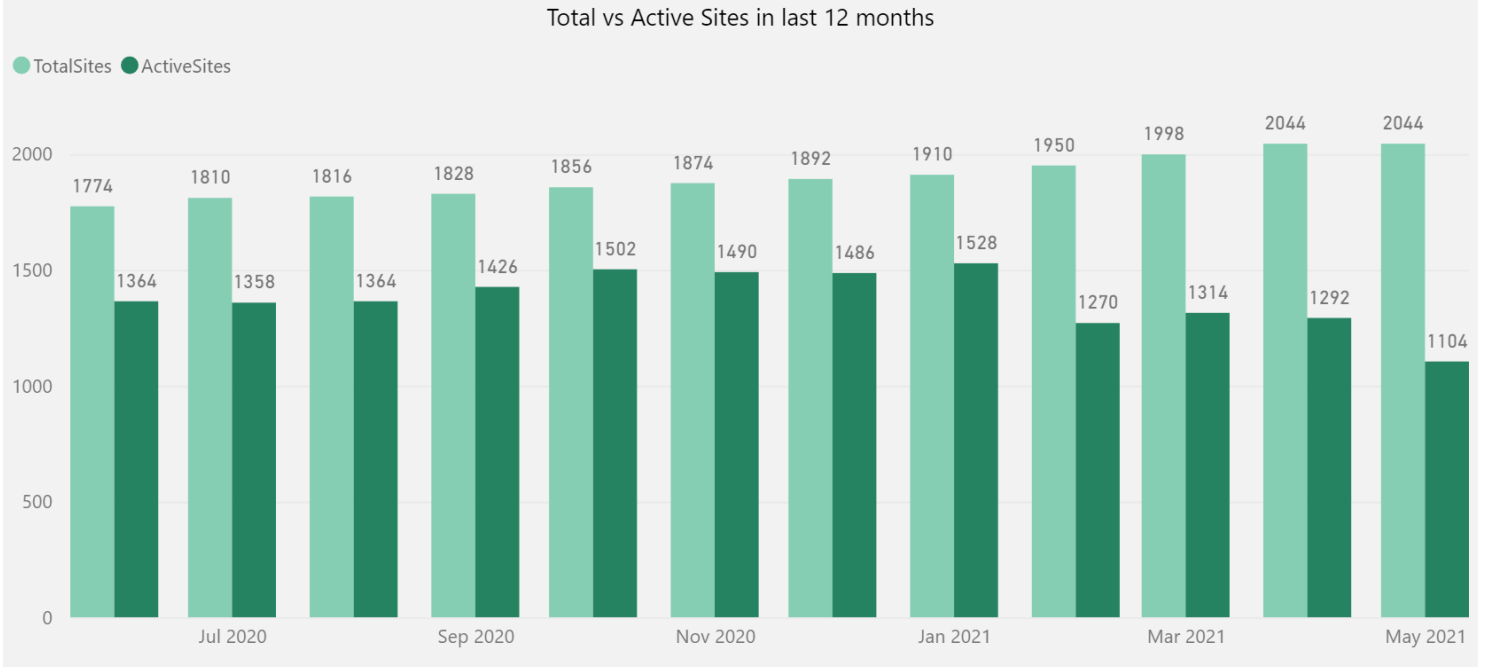
35M











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Digital Adoption Dashboard City of London Corporation External

View in Power BI

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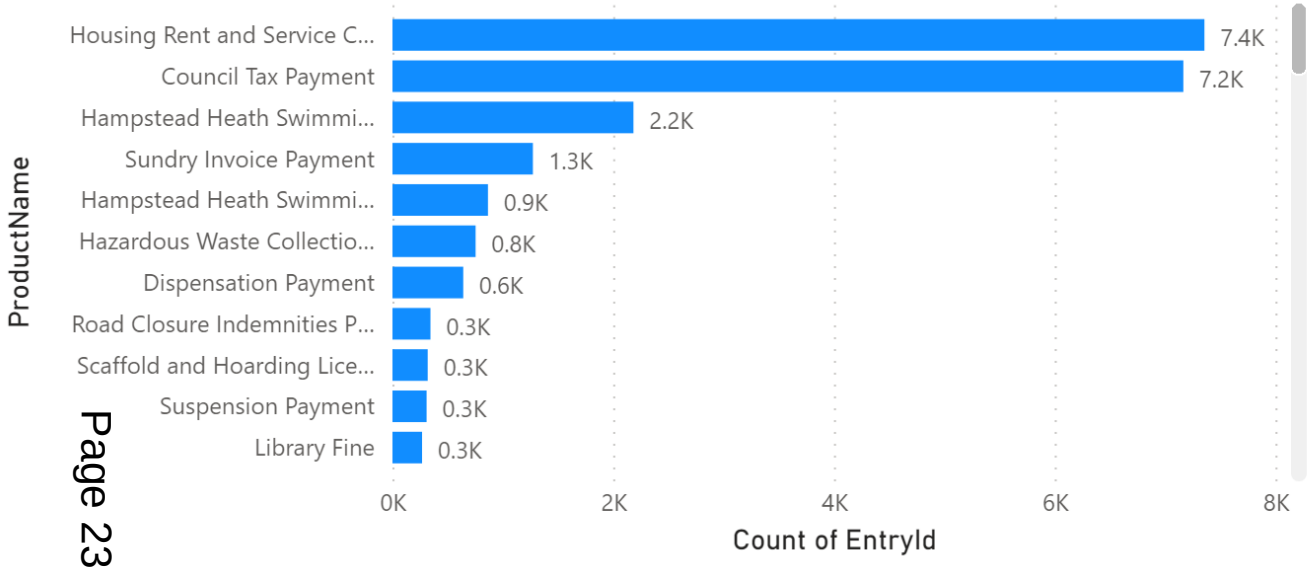
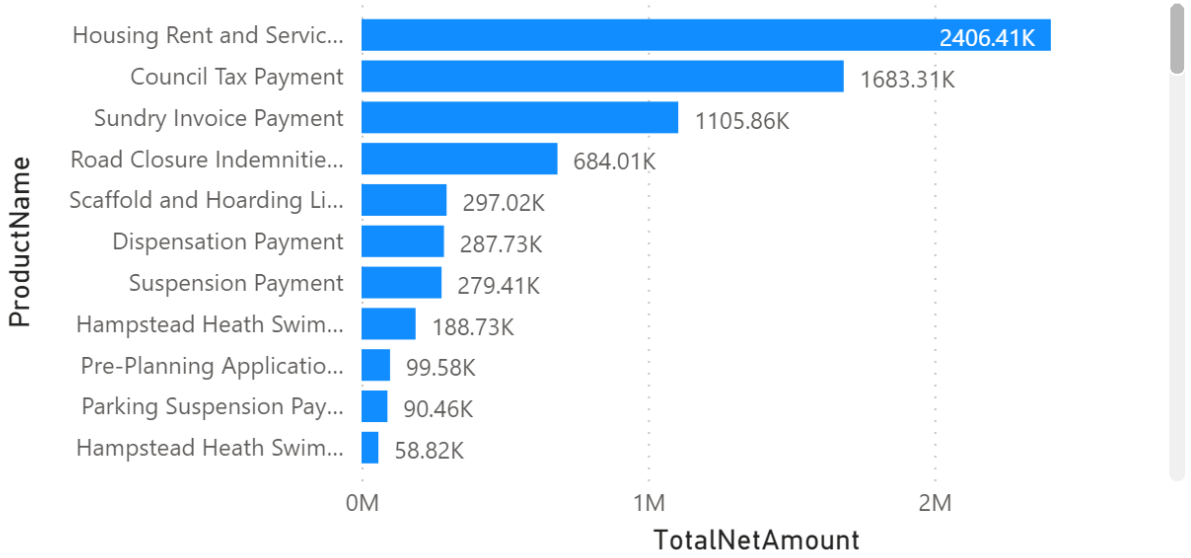
Use of Online Forms and Revenue Collected

Number of Submissions	Total Net Amount
22.52K	7.51M

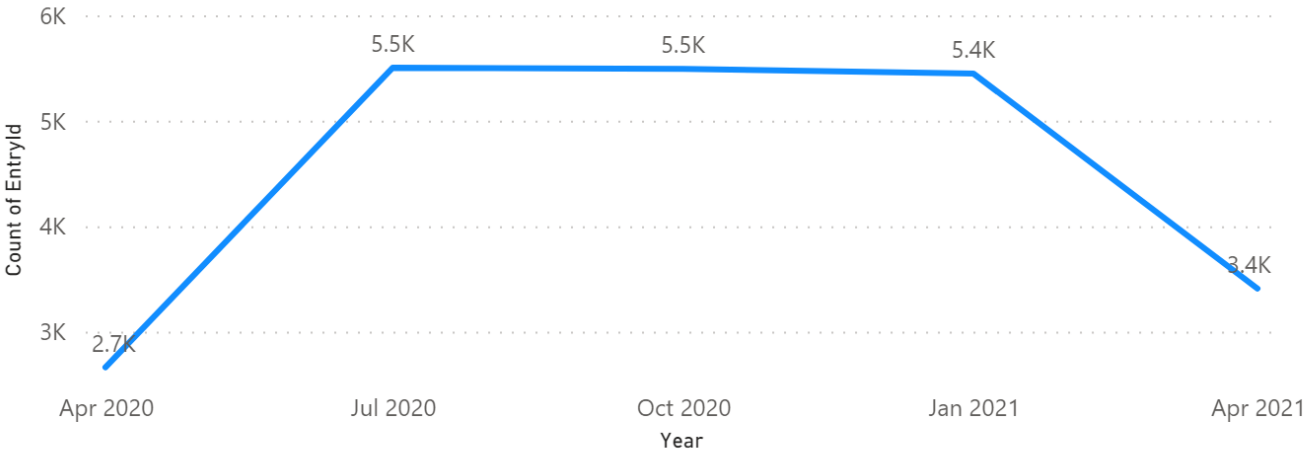
Number of Submissions by Form (Product Name)



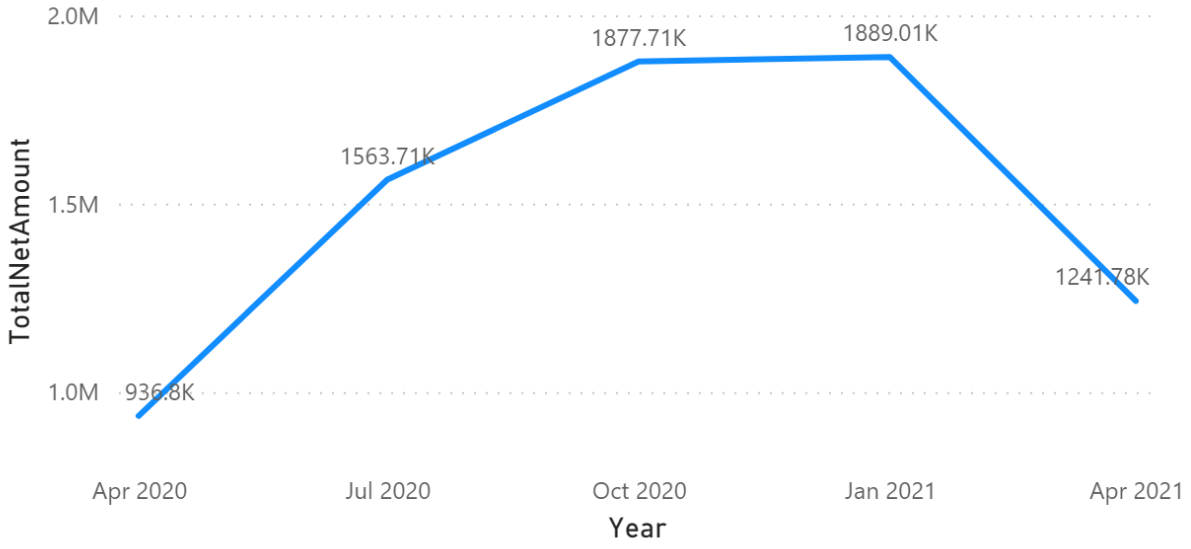
Total Net Amount by Form (Product Name)



Number of Submissions



Total Net Amount



Use of Online Forms and Revenue Collected – Most used

SubmissionDate

5/1/2020 5/17/2021

ProductName

All

IsMOTO

All

Highlighted highest areas of payments collected online

Number of Submissions and Total Net Amount by Form (Product Name)

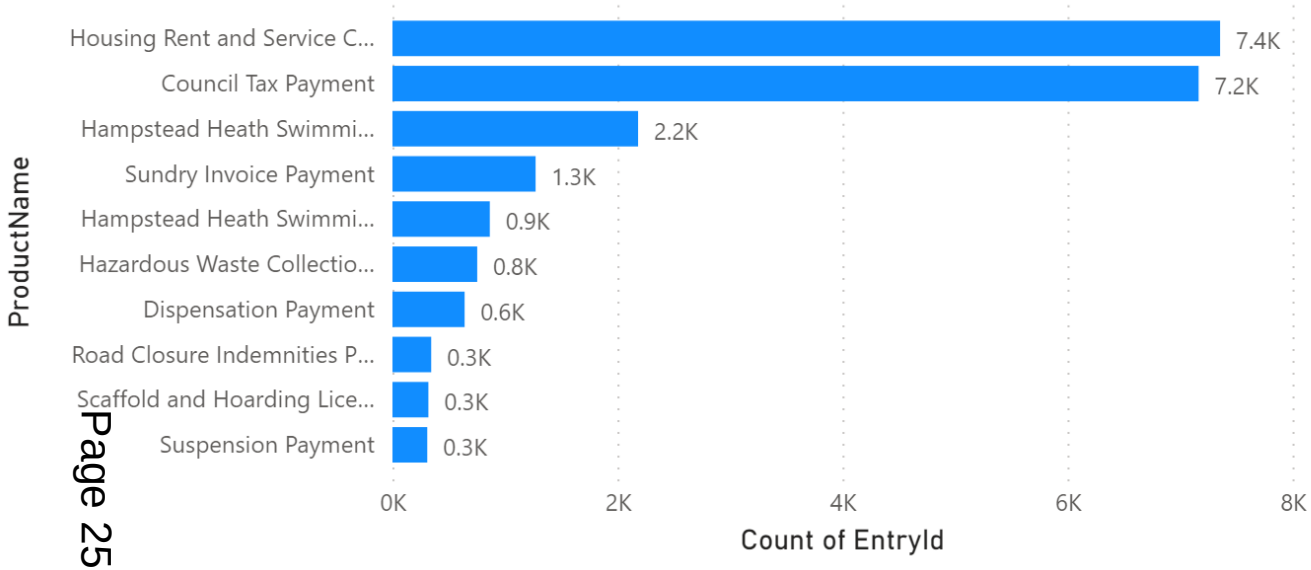
ProductName	Number of Submissions	Total Net Amount
1-3 Scaffold Lantern Admin Charge	5	2,742.50
1-3 Scaffold Lanterns	5	2,742.50
3-6 Scaffold Lantern Admin Charge	2	1,614.60
3-6 Scaffold Lanterns	2	1,614.60
Athletic Track Season Ticket	76	3,684.06
Baynard House Car Park Season Ticket	12	7,579.58
Building Control Approval in Principle Payment	7	28,000.00
Building Control Building Notice	1	0.00
Building Control Building Notice Payment	31	14,225.00
Building Control Copies Payment	6	773.92
Building Control Full Plans	11	8,288.00
Building Control Full Plans Payment	19	15,307.10
Building Control Regularisation Certficate Payment	11	6,117.60
Building Control Section 80 Payment	3	1,350.00
Building Control Temporary Structure Section 30 Payment	2	910.00
Bulky Waste Collection	192	7,216.00
Burnham Beeches Ancient Trees	9	328.00
Burnham Beeches Donations - Gold	3	400.00
Burnham Beeches Donations - Green	6	140.00
Car Pound Payments	5	6,605.00
CCAS Payment	10	4,000.00
Council Tax Payment	7165	1,683,313.81
Dispensation Payment	641	287,726.50
Doctors Bay	1	360.00
Epping Forest Common Toad Conservation Project	3	85.00

Use of Online Forms and Revenue Collected – Most used

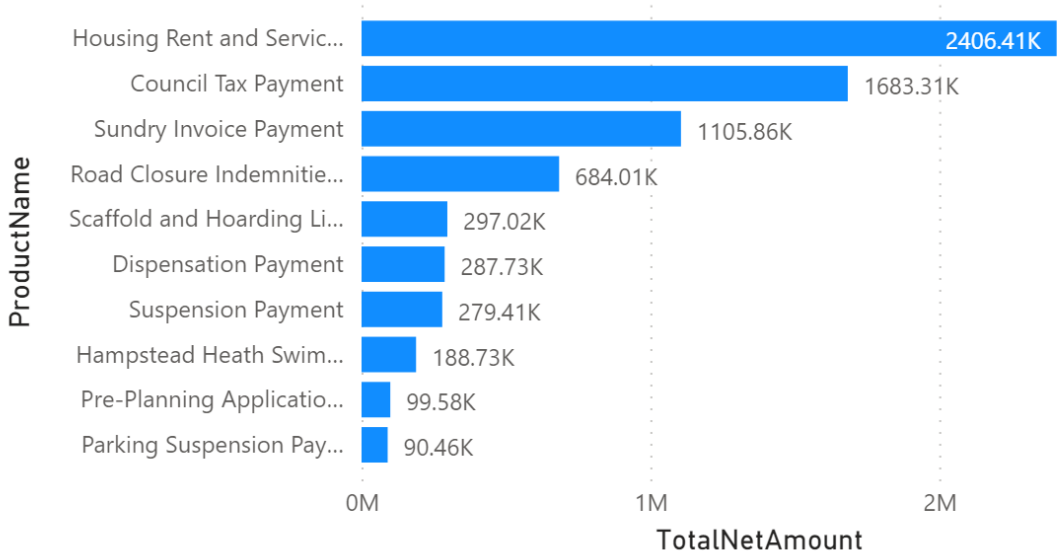
Number of Submissions
21.21K

Total Net Amount
7.12M

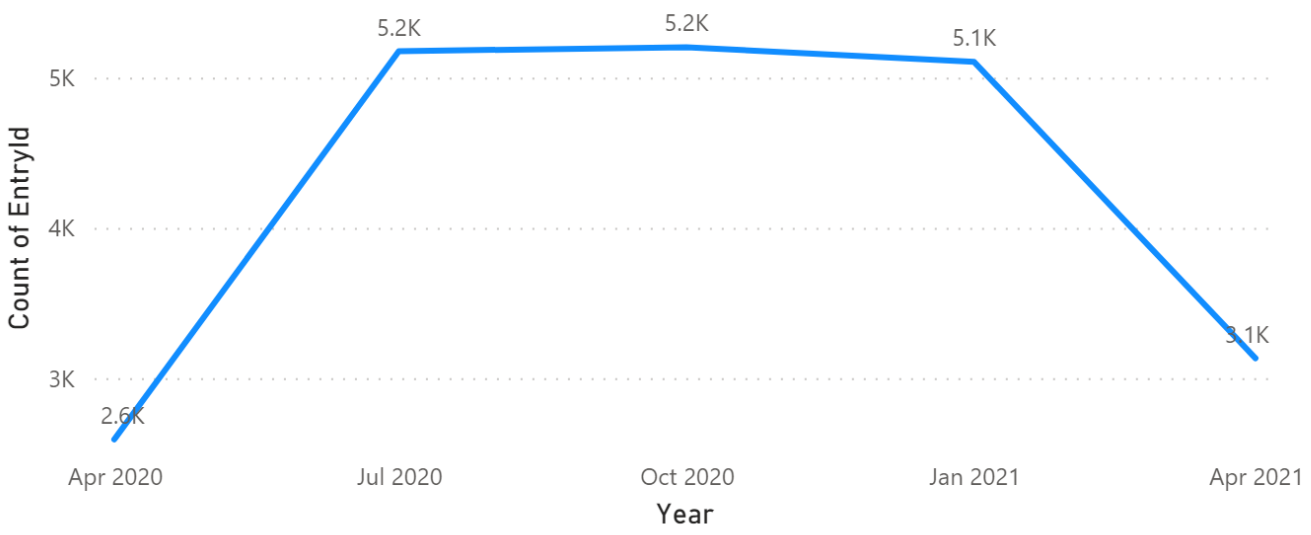
Top 10 Submissions by Form (Product Name)



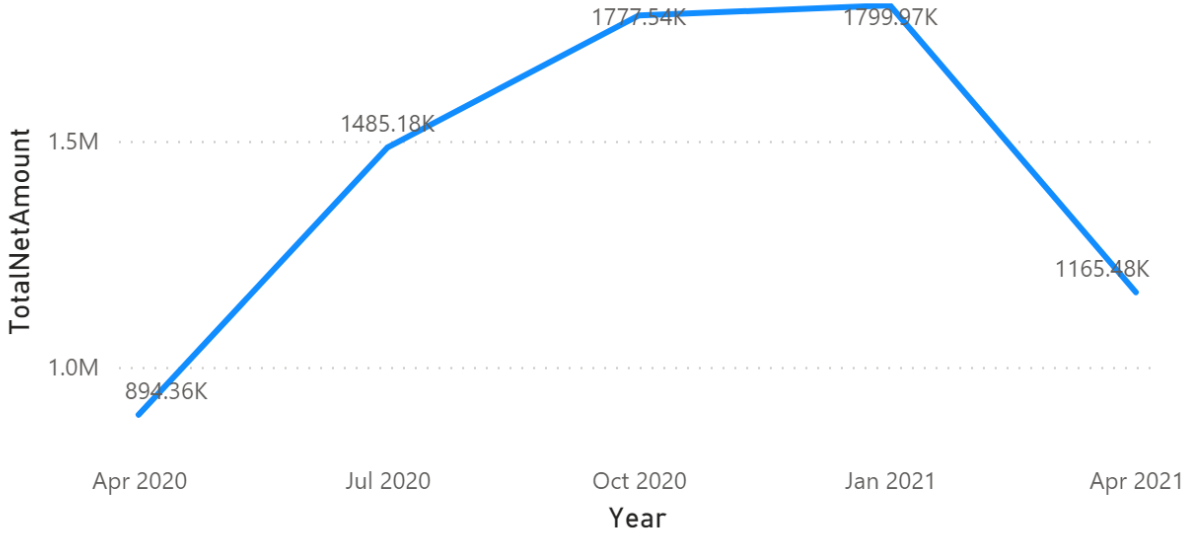
Top 10 Total Net Amount by Form (Product Name)



Number of Submissions



Total Net Amount



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Digital Adoption Dashboard City of London Corporation Future Metrics

View in Power BI

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Future Digital Maturity Measures (Both internal & external services)

	E-Government Percentage of Services Online	Open Number of Open Datasets	Data-Centric %age Improvement in Outcomes, KPIs	Fully Digital %age New & Retired Services	Smart Number of New Service Models
Engagement	Degree of channel shift; use of online feedback form	Publish aggregate feedback scores by service & ward	Customer accounts; personalised & localised comms	More use of new comms channels; less use of old ones	Use of nudge to change perceptions & behaviours
Reach	Anywhere, anytime (staff: field & home; customer: mobile)	Publish data on service use by place & time	Data used to deploy staff to right place at right time	More staff in the field; more use of IoT	Peer support using distributed tools & info
Insight	Use of performance data to identify service weaknesses	Track how open data sets are being used	Dashboards in common use for decision-making	Fewer info queries; more info self-service	Customers have real-time info on impact of actions
Co-ordination	Service forms online; self-service where appropriate	Publish demand & performance data	Data being shared with partners for better performance	Fewer manual services collating & reporting info	Service provision offloaded to partners
Automation	Use of back-office APIs where available	Number of datasets published automatically	Processing throughput up; error rates down	New AI services	Automated decision-making by open algorithms

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Committees:	**Dates:**
Corporate Projects Board – for decision Projects Sub-Committee *for decision* Police Authority Board - for decision Digital Services Sub-Committee for information	10 March 2021 17 May 2021 18 May 2021 28 May 2021
Subject: Audio Visual Refresh for City of London Police **Unique Project Identifier:** ***PV ID 12264***	**Gateway 1-5 Authority to Start Work** Regular
Report of: Chamberlain **Report Author:** Phil Pettit	**For Decision**

Recommendations

1. Approval track, next steps and requested decisions	**Project Description:** The design and installation of a high-quality Audio-Visual solution for Meeting Rooms across the City Of London Police estate, allowing the effective use of Microsoft Teams, including audio and video meetings as well as the ability to live stream and record meetings. **Funding Source:** This project is funded via the 2020/21 Loan facility provided by City Fund for Police and approved by Resource Allocation Sub-Committee on the 9th July 2020. It was previously approved as part of a portfolio of capital investment by the Police Authority Board on 22 January 2020. Approval to carry forward the loan funding into 2021/22 was agreed by Resource Allocation Sub Committee on 2nd March 2021 and approval to its release has been delegated to the Chamberlain and CoLP Chief Operating Officer following agreement of this gateway report. **Next Gateway:** Gateway 6 1. Approve a project budget of £123.2k (excluding risk) 2. Approve a costed risk provision of £12.3k with draw down to be delegated to CoLP Chief Operating Officer**.** 3. That Option 1 for the installation of audio-visual equipment to the City of London Police estate is approved

2. Budget	<table><tr><th>PROJECT</th><th>Category</th><th>TOTAL</th></tr><tr><td></td><td>Equipment</td><td>£77,000</td></tr><tr><td></td><td>Cabling and installation</td><td>£46,200</td></tr><tr><td></td><td>Risk</td><td>£12,300</td></tr><tr><td></td><td></td><td>£135,500</td></tr></table>
3. Governance arrangements	Senior Responsible Officer : Jonathan Chapman, Interim Head of Police IT Project Manager : Delivery of the project will be managed by RedSixty, with oversight by the Head of Police IT (interim) Service Committee : Police Authority Board
4. Progress reporting	Monthly updates to be provided via Project Vision and any project changes will be sought by exception via Issue Report to Spending and Projects Sub Committees

Project Summary

5. Context	1. Microsoft Teams functionality is currently being introduced to the City of London Police under the IT Modernisation Programme providing a range of collaboration functions, including audio and video conferencing capabilities 2. The force currently have very limited and outdated collaboration tools within only a few of their meeting rooms making group collaboration both internally and externally virtually impossible affecting both operational capability and reputation. 3. The Capital bid for funding to deliver improved Audio-Visual capability was made prior to the COVID-19 outbreak. Since the outbreak and the extended necessity for non-uniformed staff to work remotely, the demand of audio-visual capability such as Microsoft Teams meetings has increased dramatically. 4. With non-uniformed staff continuing to work from home wherever possible, equipping the meeting rooms will improve the capability of officers on-site and remote to collaborate. 5. The solution will also enable briefings to be conducted with uniformed officers simultaneously across multiple locations enabling social distancing. 6. This project follows on from similar work across the Guildhall. The project has been timed to follow on from

	the IT Modernisation programme now in the last stages of delivery for the Police.
6. Brief description of project	• The project includes the design and implementation of an audio and video conferencing solution to key meeting rooms across the City of London Police estate including New Street, Bishopsgate and GYE. • The solution will require an element of cabling, which will utilise the existing data ports where possible • The solution would utilise the existing functionality of Microsoft Teams to record meetings, provide transcriptions and live stream meetings if required. • The solution will allow the decommission and removal of an existing ageing solution enabling Audio-Visual capability between COLP offices only
7. Consequences if project not approved	If the project was not approved, the force would not benefit from the advanced collaboration opportunities provided by the Teams functionality, and limit capability to work more closely and effectively with the City Corporation, other forces, government departments and other national and local agencies. The force would also not benefit from the ability to give Audio-Visual briefings across the estate.
8. SMART project objectives	• To provide the functionality to establish and join meetings through Microsoft Teams, if required. • To significantly reduce the need for physical officer attendance at meetings, allowing Officers to remotely join the Teams meeting for the relevant items only. • The impact of Coronavirus has led to a redetermining of the rooms to be addressed, with several additional rooms being identified. Meeting rooms across the estate have now been surveyed and a delivery cost per room determined. Information from the survey, including suitability, cost and business benefit have been considered and the proposal offers the best operational advantage for the force within the budget. • The project will deliver Audio-visual capability into proposed rooms at the three keys sites during the period July to August 2021
9. Key Benefits	• Allow the effective use of Microsoft Teams within key meeting / briefing rooms and offices at Bishopsgate, New Street and GYE – including audio and video calls, as well as content sharing • The proposed solution would expand upon the existing use of Microsoft Teams currently being introduced to the City of London Police under the IT Modernisation Programme, allowing Officers to participate in the meetings, both in person and remotely. This would support more efficient use of officer time in particular,

	if they were not required to be physically present at all meetings. • Support the video recording of staff briefings, including the enablement of transcription. • Support the live streaming of staff briefings • Provide greater resilience for meetings and briefings in the future, where all participants are unable to attend • Replace an ageing solution currently used for audio-visual connectivity between a limited number of internal meetings rooms only
10. Project category	6. Improvements in productivity/efficiency
11. Project priority	B. Advisable
12. Notable exclusions	Custody Suite and Interview rooms have been excluded from the project due to the need for additional health and safety considerations.

Options Appraisal

13. Overview of options	Option 1 – Recommended The design and installation of a high-quality Audio-Visual solution for meeting and briefing rooms across the Police estate- allowing the effective use of Microsoft Teams including audio-visual meetings as well as the ability to live stream and record meetings. The project aims to deploy the same solution across the police estate as has recently been introduced within Guildhall for CoL. This solution is understood, tried and tested, and as a single solution adds no further complexity to support. As part of the survey, a recommendation has been made as to the appropriate devices needed per room to enable maximum efficiency for that room. The project will deliver Teams meeting room capabilities to: • Eight Meeting rooms across the ground, first, second, third and fourth floors at New Street. • Six meeting rooms across the first and fourth floors at Bishopsgate • Eleven meeting rooms and offices across the first, second, third and fourth floors at GYE. • A further four pod rooms at GYE will be equipped with screens, allowing agile workers to connect laptops for collaboration work. The equipment will be procured under existing catalogue frameworks.

	Implementation and project management will be conducted by the same company that delivered the solution into Guildhall, RedSixty under an existing contract with Sykes. Option 2 –Continue with existing highly limited Audio-Visual set up, between limited rooms on the estate.
14. Risk	**Overall project risk:** Low The approach is consistent with industry practice using tried and tested tools, the requirements are well understood. Costings are based upon catalogue prices for equipment and quotation under existing contracts for implementation. As such the scheme is considered as low risk. A room by room costing has been provided as part of the survey. Whilst a site survey has been completed on each room, there may be additional cabling requirements in some of the rooms due to the structure of the buildings.

Resource Implications

15. Total estimated cost	For recommended option 1 **Total estimated cost (excluding risk):** *123,200K* **Total estimated cost (including risk): 135,500***K*	
16. Funding strategy	Is the funding confirmed: All funding fully guaranteed	Funding: City of London Police Capital Fund approved as a portfolio of capital investment by the Police Authority Board on 22 January 2020 and at Resources Allocation Sub-Committee on the 9th July 2020. Internal - Funded wholly by City's own resource

Recommended option

Funds/Sources of Funding	**Cost (£)**
2020/21 Loan facility provided by City Fund for Police Capital projects.	135,500
Total	**135,500**

- A capital scheme of £135,500 was approved by the Police Authority Board on the 22 January 2020 as part of a portfolio of capital investment by the City of London Police

	• A 2020/21 loan facility from City Fund was agreed by Resource Allocation Sub-Committee on the 9th July 2020 • Resource Allocation Sub Committee has subsequently agreed to the carry forward of the loan funding into 2021/22. • Release of this funding has been delegated to the Chamberlain and CoLP Chief Operating Officer following approval of this gateway report.

Appendices

Appendix 1	Project Brief

Contact

Report Author	Phil Pettit
Email Address	Phil.pettit@cityoflondon.gov.uk
Telephone Number	07921137299

Options appraisal table.
Delete option numbers as appropriate

	Option 1	***Option 2***
• **Design Summary**	The design and installation of a high-quality Audio Visual solution for Meetings Rooms across the City of London Police offices - allowing the effective use of Microsoft Teams, including audio and video meetings as well as the ability to live stream and record meetings.	Do nothing

• **Scope and exclusions**	• The project will deliver Teams meeting room capabilities to:
	  • Eight Meeting rooms across the ground, first, second, third and fourth floors at New Street.
	  • Six meeting rooms across the first and fourth floors at Bishopsgate
	  • Eleven meeting rooms and offices across the first, second, third and fourth floors at GYE.
	  • A further four pod rooms at GYE will be equipped with screens.
	• Use of video-conferencing within key meeting and briefing rooms at Bishopsgate, New Street and GYE.
	• Use of presentations and content sharing within meeting and briefing rooms
		NA

	• Recording and Live Streaming of meetings within meeting and briefings rooms. • Custody suite and interviews rooms are excluded from this project as there are additional health and safety requirements to be considered.	
Project Planning		
• **Programme and key dates**	Installation will run from July 2021 to August 2021 and will be coordinated with City of London Police, working around operational requirements.	NA
• **Delivery Team**	The project will be delivered by RedSixty Ltd through existing contract provision with Sykes.	NA
• **Risk implications**	Overall project risk: Low This project is considered low risk, given it entails the installation of proven technology and approaches. • A site survey of each room to be equipped has been conducted, so requirements relating to room size, shape and complexity have been understood. • Delivery of the project is subject to availability of the equipment to be implemented.	NA

	• There may be slight fluctuation in the pricing for the equipment to be implemented • Restrictions preventing access to the buildings and rooms for installation may provide challenges to the delivery timescale. • Co-ordination of delivery will need to consider use of operational rooms, although the current usage of meetings rooms is light as a result of COVID restrictions. • The structure of the buildings, may require small changes to the cabling costs.	
• **Benefits**	• Allow the effective use of Microsoft Teams within key meeting / briefing rooms across the COLP estate. including audio and video calls, as well as content sharing • Support the ability for uniformed officers and Staff to participate in meetings and briefings remotely • Support the video recording of meetings and briefings including the enablement of transcription • Support the live streaming of meetings and briefings • Replace ageing solution providing internal audio-visual capability between	Short term cost avoidance

	a small number of locations on the estate. presentations	
• **Disbenefits**	Initial capital investment	No benefits derived.
• **Stakeholders and consultees**	City of London Police Estate Management City of London Police Strategic IT Board	City of London Police Estate Management City of London Police Strategic IT Board
Resource Implications		
• **Total estimated cost**	Total estimated cost (excluding Risk) £135,500 An estimated budget was calculated on the basis of similar works carried out within the COL. Following the outbreak of Covid-19 there has been some re-prioritisation of the meeting rooms to be equipped. The force has identified the rooms which should be equipped for operational benefit within the allocated budget. Equipment £77,000 Cabling and installation £46,200 Risk £12,300 **Total £135,500**	NA
• **Funding strategy**	• A capital scheme of £135,500 was approved by the Police Authority Board on the 22 January 2020 as part of a portfolio of capital investment by the City of London Police.	NA

	• A 2020/21 loan facility from City Fund was agreed by Resource Allocation Sub-Committee on the 9th July 2020 - • Resource Allocation Sub Committee has subsequently agreed to the carry forward of the loan funding into 2021/22. • Release of this funding has been delegated to the Chamberlain and CoLP Chief Operating Officer following approval of this gateway report.	
• **Estimated capital value/return**	None	None
• **Ongoing revenue implications**	Approx. £15,400 p.a Support and maintenance, met from existing revenue budgets and in part offset by the cessation of charges for an older end-of life solution.	None
• **Investment appraisal**	N/A	N/A
• **Affordability**	Funding has been earmarked for this scheme as part of the loan funding set aside for the police capital programme from City Fund resources.	
• **Procurement strategy/route to market**	Implementation and project management services will be procured through existing contracts with Sykes for the provision of equipment and building works. Audio-visual equipment will be procured through	NA

	existing catalogues for IT equipment and accessories.	
• **Legal implications**	There are legal and data protection implications in relation to the recording and live streaming of Committee Meetings, however these are not directly related to this project – and are being considered separately	None
• **Corporate property implications**	This project is predicated upon the continued use of meeting and briefing rooms across the City of London Police estate	None
• **Traffic implications**	None	None
• **Sustainability and energy implications**	This project could facilitate the reduction in printing of meeting and briefing papers and also reduced officer travel.	Retain current carbon footprint.
• **IS implications**	The project seeks to drive greater benefit from an existing technology platform (Microsoft Teams), which is fully supported as the Corporate video conferencing and collaboration platform	None
• **Equality Impact Assessment**	An equality impact assessment will not be undertaken	NA

• **Data Protection Impact Assessment**	A DPIA would need to be completed prior to the recording of live streaming of Committee Meetings	NA
• **Recommendation**	Recommended	Not recommended

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Project Briefing

Project identifier			
[1a] Unique Project Identifier	**PV ID 12264**	**[1b] Departmental Reference Number**	N/A
[2] Core Project Name	**Audio-Visual Refresh for City of London Police**		
[3] Programme Affiliation *(if applicable)*	*N/A*		

Ownership	
[4] Chief Officer has signed off on this document	
[5] Senior Responsible Officer	Jonathan Chapman Interim Head of Police IT
[6] Project Manager	Phil Pettit

Description and purpose
[7] Project Description
The design and installation of a high-quality Audio-Visual solution for Meeting Rooms across the City Of London Police estate, allowing the effective use of Microsoft Teams, including audio and video meetings as well as the ability to live stream and record meetings
[8] Definition of Need: What is the problem we are trying to solve or opportunity we are trying to realise (i.e. the reasons why we should make a change)?
The City of London Police have little collaboration capability from meeting and briefing rooms. As a lead force for several national operations / initiatives, it is crucial that the force has effective collaborative capability both internally across its estate and nationally with other forces, national agencies and government departments.
[9] What is the link to the City of London Corporate plan outcomes?
[1] People are safe and feel safe. [2] People enjoy good health and wellbeing. [13 COLP] To make the City of London the safest city area in the world. [14 COLP] To deliver a policing service that is valued. [15 COLP] To be a police force with global influence and impact. [17 COLP] To have an innovative, skilled and agile workforce in a culture that supports and empowers our people.
[10] What is the link to the departmental business plan objectives?
[11] Note all which apply:

Officer: Project developed from Officer initiation	Y	**Member:** Project developed from Member initiation	N	**Corporate:** Project developed as a large scale Corporate initiative	Y
Mandatory: Compliance with legislation, policy and audit	*N*	**Sustainability:** Essential for business continuity	Y	**Improvement:** New opportunity/ idea that leads to improvement	Y

Project Benchmarking:
[12] What are the top 3 measures of success which will indicate that the project has achieved its aims? <These should be impacts of the activity to complete the aim/objective, rather than 'finishes on time and on budget'>>
• Greater collaboration internally and with other forces, government departments and national agencies.
• Reduction in officer travel to attend meetings
•
[13] Will this project have any measurable legacy benefits/outcome that we will need to track after the end of the 'delivery' phase? If so, what are they and how will you track them? (E.g. cost savings, quality etc.)
[14] What is the expected delivery cost of this project (range values)[£]?
Lower Range estimate: £123,200 Upper Range estimate: £135,500
[15] Total anticipated on-going revenue commitment post-delivery (lifecycle costs)[£]:
Estimated Annual run £15,400
[16] What are the expected sources of funding for this project?
Central funding was agreed as part of the 2020/21 annual capital bid round.
[17] What is the expected delivery timeframe for this project (range values)? **Are there any deadlines which must be met (e.g. statutory obligations)?**
Lower Range estimate July 2021 – August 2021 Upper Range estimate: July 2021 – September 2021

Project Impact:	
[18] Will this project generate public or media impact and response which the City of London will need to manage? Will this be a high-profile activity with public and media momentum?	
No	
[19] Who has been actively consulted to develop this project to this stage? <(Add additional internal or external stakeholders where required) >	
Chamberlains: Finance	Kevin Kilburn -City of London Police Finance
Chamberlains: Procurement	Kayleigh Rippe
IT	Graham Venn, It Operations Manager
HR	N/A
Communications	N/A
Corporate Property	Neil Jenkins, City of London Police – Estates
External	Red Sixty
[20] Is this project being delivered internally on behalf of another department? If not ignore this question. If so: **Please note the Client supplier departments.** **Who will be the Officer responsible for the designing of the project?** **If the supplier department will take over the day-to-day responsibility for the project, when will this occur in its design and delivery?**	
Client	City of London Police – Estates Management:
Supplier	IT
Supplier	Red Sixty
Project Design Manager	Department:

Design/Delivery handover to Supplier	Gateway stage: Post Project Proposal

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Committee(s)	**Dated:**
Digital Services Sub-Committee – For Information	**28th May 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 8 P1 and 1 P2 incident for the City of London Corporation and City of London Police in March. 6 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 2 x P1 incidents for City of London Corporation and 6 for City of London Police.
- There were 0 x P2 incidents for the City of London Corporation and 1 for City of London Police.
- **98.13%** of users reported a satisfactory or very satisfactory experience of the City of London Service Desk and **96.23%** 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
Clearpass	02:49	Clearpass dropped off the domain	Domain admin rights were restored and Clearpass was re-joined to the domain	Addressed under CoL IT Supplier management
Clearpass	01:04	Clearpass dropped off the domain	Domain admin rights were restored and Clearpass was re-joined to the domain	Addressed under CoL IT Supplier management
Office/Email	5:10	Over subscription of Office licences	Licence renewal	Addressed under S/M/L Process review
Pronto PNC Query Civica Error	05:22	Motorola PNC database size exceeded	Temporary increase in size. Permanent fix being worked on by Motorola/Civica	Addressed under CoL IT Supplier management
Shared Drives	01:12	Windows 10/InTune cannot map to legacy drives. A script runs when a user logs on and every hour. The script was not running correctly.	The script was restored to an original version	Addressed under Change management
Shared Drives	00:37	The backup had taken a snapshot overnight filling up the disk space	The snapshot was removed from the server	Addressed under Backup Process review

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

   There was 1 P2 incident

Affected Service	Duration	Reason	Resolution	Problem Management plan
Printing	8:56	A firewall rule change resulted in blocked traffic	Resolved by 3rd party Konica and Azure with a firewall rule change	Addressed under CoL IT Supplier management

3. City of London (CoL) P1 incidents

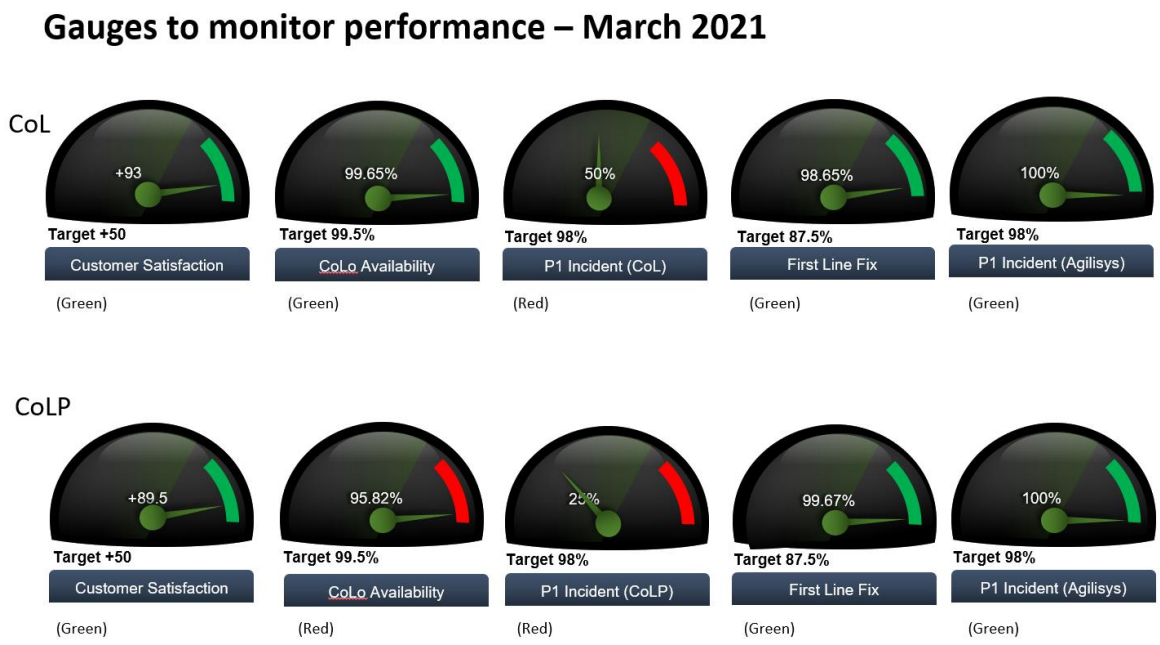
There were two P1 incidents in March

Affected Service	Duration	Reason	Resolution	Problem Management plan
Mosaic	48:00	Under investigation by Serverlec.	Serverlec VPN was restarted.	Addressed under CoL IT Supplier management
Microsoft Teams calls from the public	01:18	Microsoft change impacting services worldwide	Resolved by Microsoft	N/A

4. City of London P2 Incidents

There were no P2 incidents in March

Service performance summary is detailed in the dashboard below:



Service improvements and highlights

- As part of an agreed plan work continues to develop the new IT Service Management Tool, ServiceNow. Use of the self-service tool has been higher than in the previous Support works tool with the aim to get to 90% self-service.

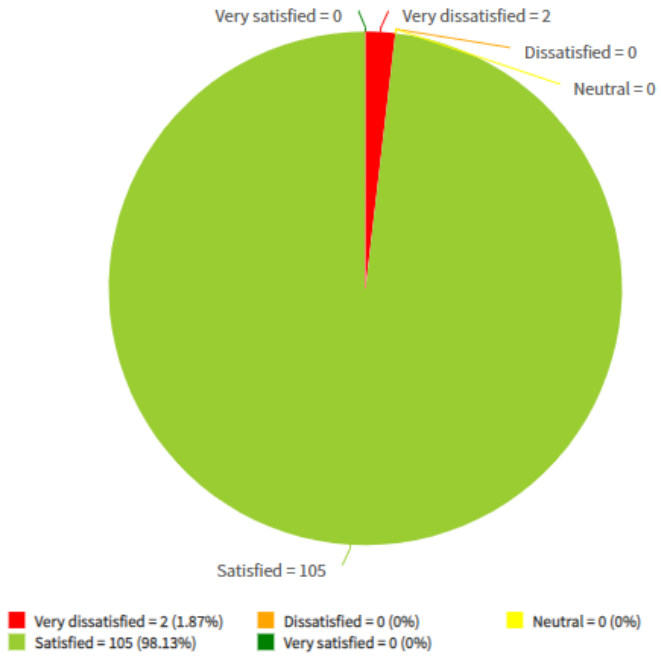
- The City of London Police Modernisation Programme is nearing completion. As expected, following such a large and complex Programme of work there have been a higher number of calls being raised to the Service Desk, additional agents have been brought in to manage the call volumes. Since the last DSSC the number of calls has reduced considerably with an expectation that there will be a return to normal levels by the end of May.

Matt Gosden
Deputy IT Director
Matt.Gosden@cityoflondon.gov.uk

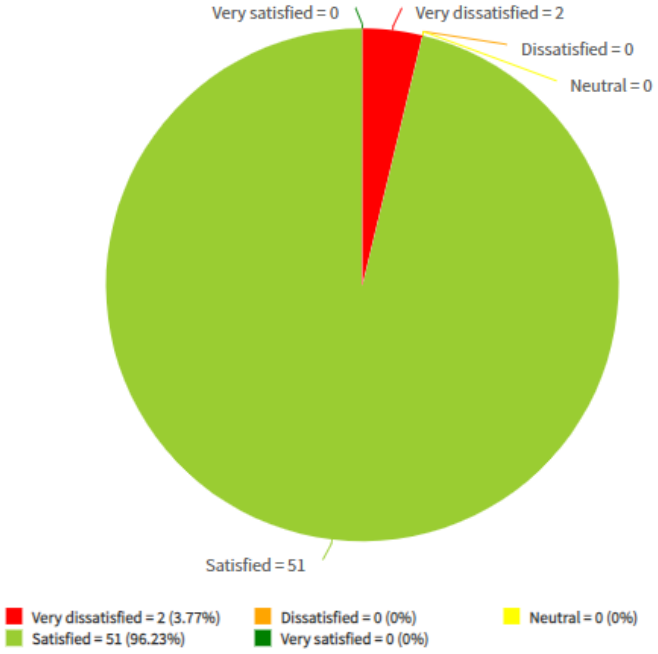
Eugene O'Driscoll
Client Director - Agilisys
Eugene.ODriscoll@cityoflondon.gov.uk

Appendix 1 – Trend Graphs

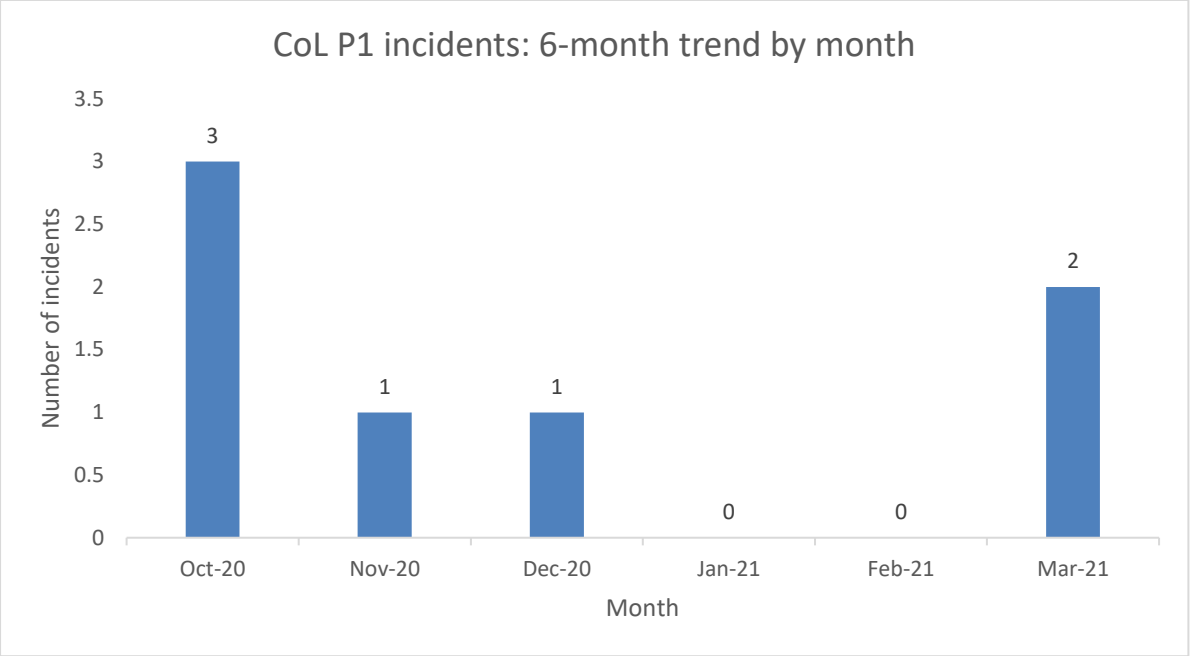
CoL Customer Satisfaction

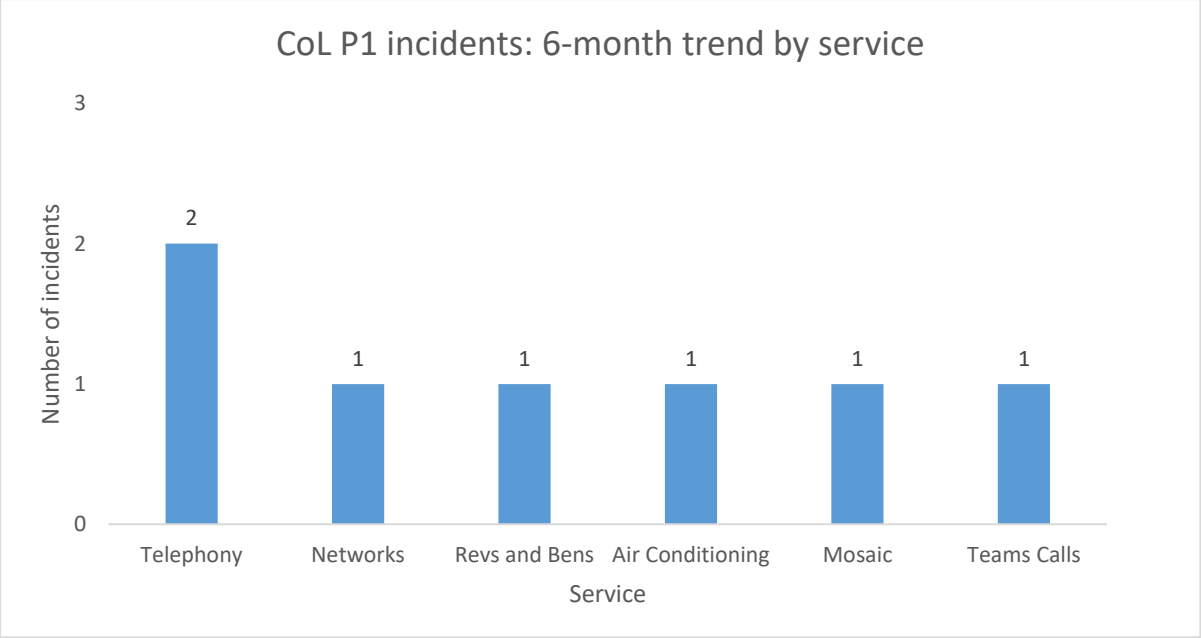


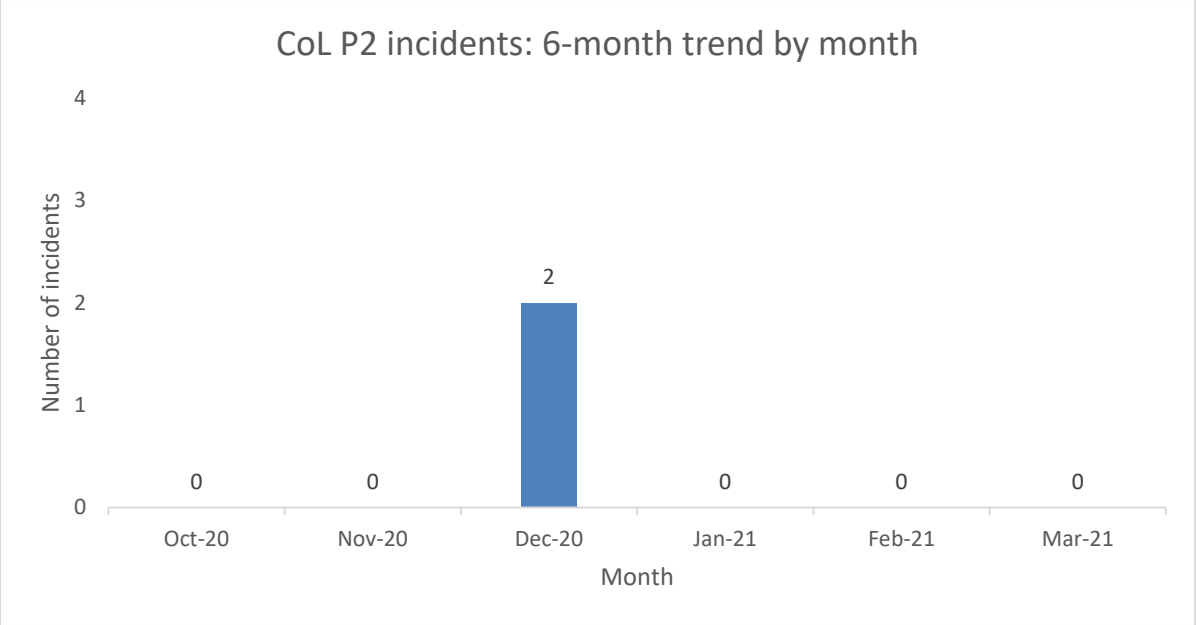
CoLP Customer Satisfaction

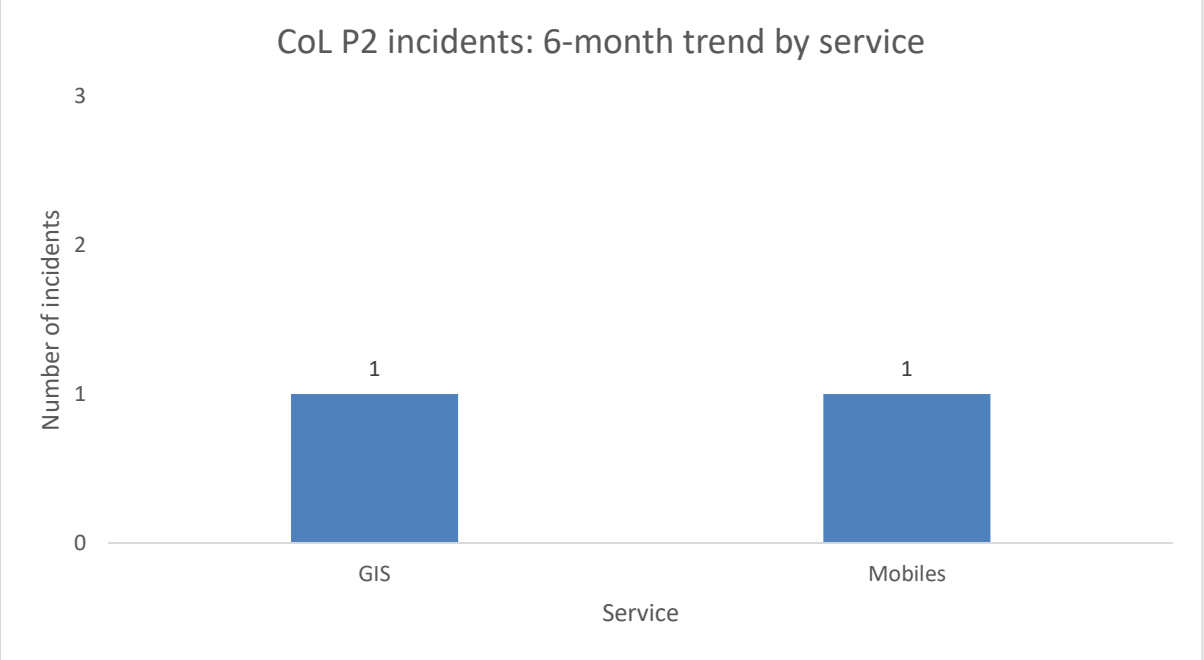


CoL Priority Incident trending – 6-month view

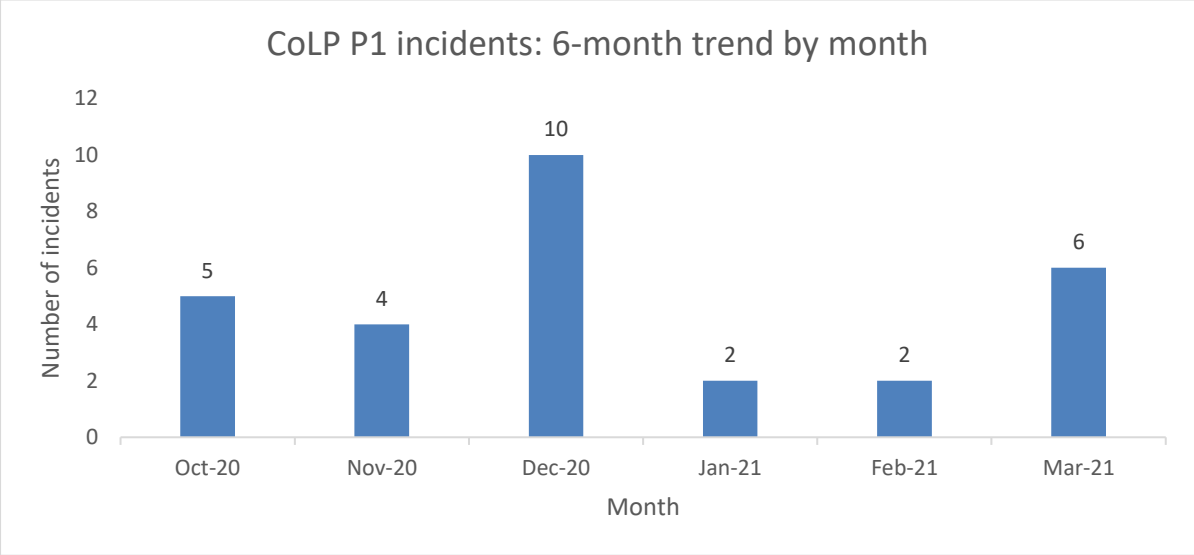


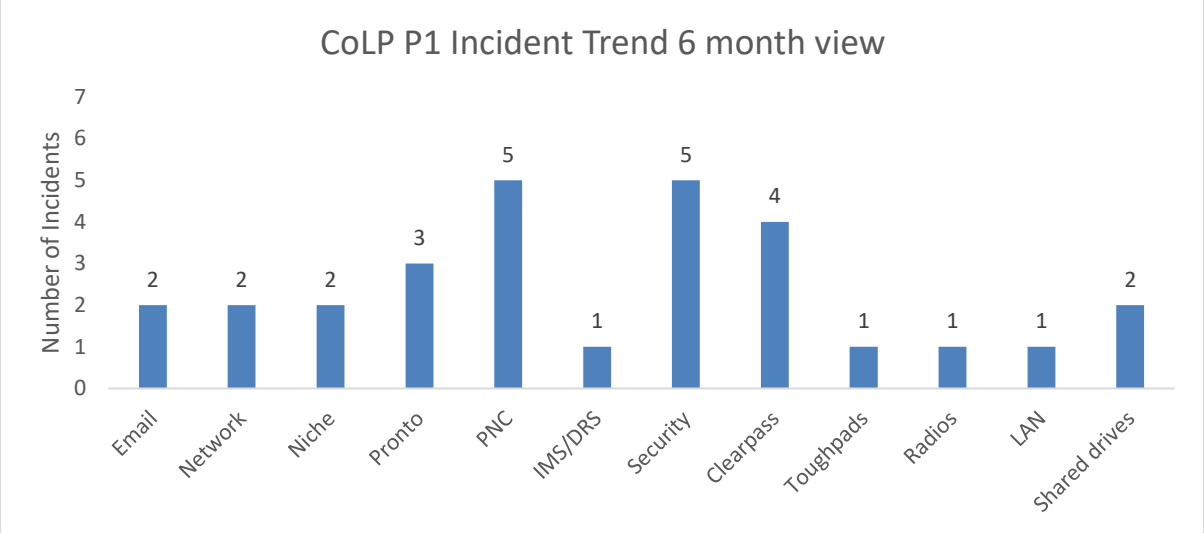


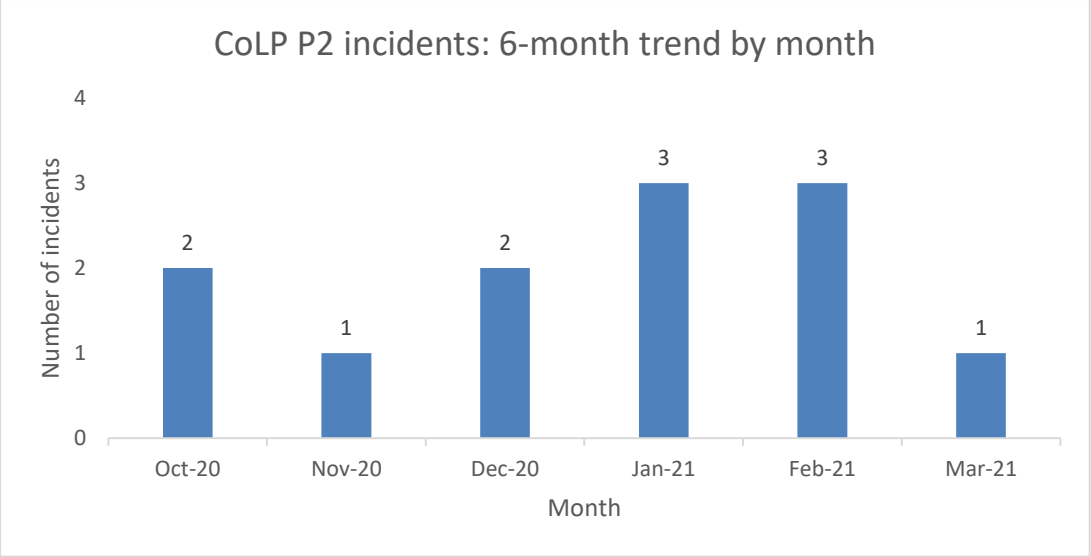

CoL P2 incidents: 6-month trend by month
Number of incidents
4
3
2
1
0
0
0
2
0
0
0
Oct-20
Nov-20
Dec-20
Jan-21
Feb-21
Mar-21
Month

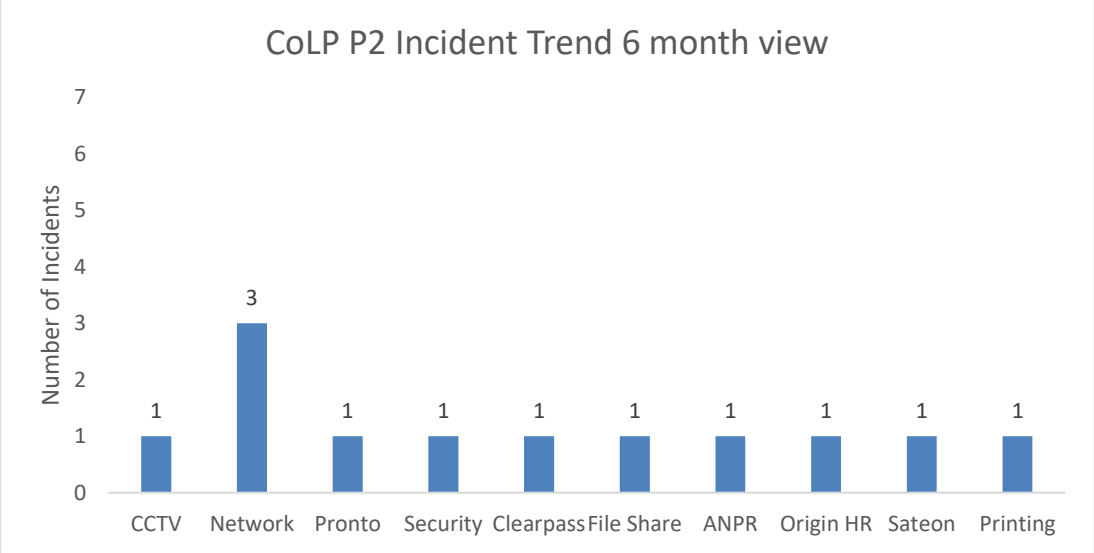

CoL P2 incidents: 6-month trend by service
Number of incidents
3
2
1
0
1
1
GIS
Mobiles
Service

CoLP Priority Incident trending – 6-month view






CoLP P2 incidents: 6-month trend by month
Number of incidents
0
1
2
3
4
2
1
2
3
3
1
Oct-20
Nov-20
Dec-20
Jan-21
Feb-21
Mar-21
Month


CoLP P2 Incident Trend 6 month view
Number of Incidents
0
1
2
3
4
5
6
7
1
3
1
1
1
1
1
1
1
1
CCTV
Network
Pronto
Security
Clearpass
File Share
ANPR
Origin HR
Sateon
Printing

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Committee(s)	Dated:
Digital Services Sub Committee – For Information	28th May 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 4 risks. There are currently no RED risks. There are no extreme impact risks, there are 3 major impact, and 1 Serious and no Minor impact risks.

IT currently holds 2 risks on the Corporate Risk Register and 2 risks on the departmental 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 was completed in April
- A special one-off IT Cyber check paid for by LGA has been completed with a report due shortly

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.

Main Report

Background

1. Risk remains a key focus for the IT Division and we are continuing to ensure that it drives the priority for project works and Change Management decisions. Regular reviews will ensure the ongoing successful management of these risks across the division

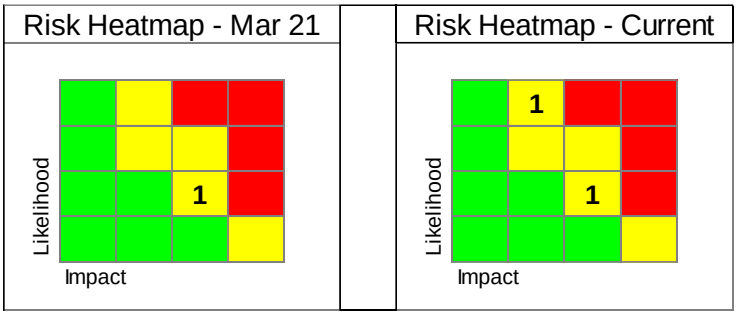
Current Position of Departmental Risks

2. The IT Division currently holds 2 risks, which are 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 one risks has been added to the IT Department risk register details of these are as follows **:**

CHB IT 031 - IT Revenue Budget – Due to the unidentified savings which need to be met in the current financial year. A plan has been developed with a tracker, a governance structure and review meetings are in place.

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:	0	0	⟷
Risks with “Unlikely” likelihood and “major” impact:	1	1	⟷
Serious Impact:			
Risks with “likely” likelihood and “serious” impact:	0	1	↑
Risks with “possible” likelihood and “serious” impact:	0	0	⟷
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.

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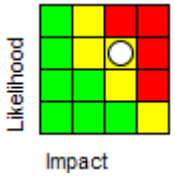
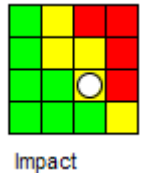
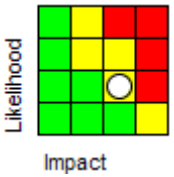
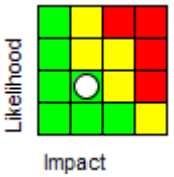
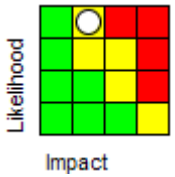
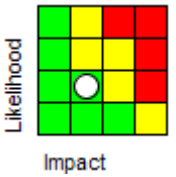
APPENDIX A - CHB IT All CORPORATE & DEPARTMENTAL risks

Risk no, title, creation date, owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date/Risk Approach	Current Risk score change indicator
CR16 Information Security (formerly CHB IT 030) 10-May-2019 Caroline Al-Beyerty	**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**	All Staff Mandatory Security training to be held in April. A special one off IT Cyber check paid for by LGA has been completed with a report due shortly **23 Apr 2021**		**8**	30-Jun-2021 Reduce	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
CR29 Information Management 08-Apr-2019	**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 **23 Apr 2021**		**6**	31-Jul-2021 Reduce	 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 services now migrated into Azure. Agilisys BC/DR plan now provided and is being reviewed internally and will form the basis of the COL IT BCDR Plan. The UPS replacement project has been re-scoped to only include Guildhall Tier1 Comms rooms. The new scope has been documented, GW5 approved and once commercials are set up, the project will commence. 04 May 2021 **11 May 2021**		**4**	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 031 IT Revenue Budget 10-May-2021 Sean Green	**Cause:** The IT Service is subject to a budget reduction of £1.2m in 21/22 or 12% having had this agreed in early March 2021. **Event:** The planned action programme does not deliver the required level of savings within the timeframe set by the City Corporation/Finance Committees **Effect:.** The IT budget will be overspent in 2021/22 The services provided by IT to the organisation will need to be descoped to save costs and this may have a downstream impact for the organisation to deliver successful outcomes in front line services.		**8**	Plan with tracker developed – needs to be reviewed every 2 weeks. Governance process being set up to enable tracking and corrective action to be taken **10 May 2021**		**4**	31-Dec-2021	Constant

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