Public Document Pack

Digital Services Sub (Finance) Committee
INFORMAL MEETING

Date: **FRIDAY, 23 JULY 2021**

Time: 11.00 am

Venue: **MICROSOFT TEAMS**

Members:

Randall Anderson (Chairman)
Alderman Sir Peter Estlin (Deputy Chairman)
Rehana Ameer
Deputy Roger Chadwick
John Chapman
Alderman Prem Goyal
Deputy Jamie Ingham Clark
Andrew Mayer
Jeremy Mayhew
James Tumbridge
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/TTmexGA8oSo

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 Assistant Town Clerk 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 Assistant 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 28th May 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. FORWARD PLAN - JULY 2021

Report of the Chamberlain.

For Information
(Pages 13 - 14)

6. MEMBER GOVERNANCE OF THE ERP PROJECT DELIVERY

Report of the Chamberlain.

For Information
(Pages 15 - 20)

7. IT DIVISION - IT SERVICE DELIVERY SUMMARY

Report of the Chief Operating Officer.

For Information
(Pages 21 - 30)

8. IT DIVISION RISK UPDATE

Report of the Chief Operating Officer.

For Information
(Pages 31 - 38)

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

10. ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT

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

Part 2 - Non-Public Agenda

12. NON-PUBLIC MINUTES OF THE PREVIOUS MEETING

To agree the non-public minutes of the meeting held on 28th May 2021.

For Decision
(Pages 39 - 42)

13. CYBER SECURITY

Report of the Chief Operating Officer.

For Information
(Pages 43 - 80)

14. GATEWAY REPORTS

a) Barbican Airwave Coverage

Report of the Chamberlain.

For Information
(Pages 81 - 92)

b) Azure Point-to-site Virtual Private Network (VPN)

Report of the Chamberlain.

For Information
(Pages 93 - 106)

c) Digital Asset Management System Project (City of London Police)

Report of the Commissioner of the City of London Police.

For Decision
(Pages 107 - 132)

d) Digital Social Media Project (City of London Police)

Report of the Commissioner of the City of London Police.

For Decision
(Pages 133 - 154)

e) Software Defined Wide Area Network (WAN) Upgrade

Report of the Chamberlain.

For Decision
(Pages 155 - 170)

15. INFORMATION MANAGEMENT STRATEGY IMPLEMENTATION WORKSHOP

Information Management and Data Analytics Deep Dive Presentation.

For Information
(Pages 171 - 196)

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
Friday, 28 May 2021

Minutes of the virtual meeting of the Digital Services Sub (Finance) Committee held on Friday, 28 May 2021 at 1.45 pm

Present

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

Officers:

Sean Green	-	Chamberlain's Department
Kevin Mulcahy	-	Chamberlain's Department
Gary Brailsford-Hart	-	City of London Police
Sam Collins	-	Chamberlain's Department
Sarah Greenwood	-	Community & Childrens' Services Department
Tom Leathart	-	City Surveyor's Department
Graeme Quarrington-Page	-	Chamberlain's Department
Polly Dunn	-	Town Clerk's Department

COVID-19 APPROVAL PROCESS

Any views reached by the Sub Committee were 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 reflected 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 Sub 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.

1. **APOLOGIES**
Apologies were received from Deputy Roger Chadwick and Alderman Prem Goyal for an early departure from the meeting.

2. **MEMBERS' DECLARATIONS UNDER THE CODE OF CONDUCT IN RESPECT OF ITEMS ON THE AGENDA**
There were no declarations.

3. **MINUTES**

RESOLVED: That the public minutes and non-public summary of the meeting held on 26 March 2021 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 of the Sub-Committee's proposed work plan for forthcoming meetings.

Members were advised that Action 3 had been completed.

The Town Clerk provided an update on Action 6. Members had been approached to have the Mod.Gov app installed. 36 Members had registered and most members of the Sub-Committee were using it on regular basis. The Town Clerk was in the process of collating feedback; it was clear that some users were very happy on how it functioned. However, officers were also aware of user issues and in order to address these, officers had engaged in a discussion with Civica. The rollout of the app was now happening on a wider basis but take up was still limited. The Chairman noted that when you annotate a document it stores locally on device, therefore should something happen to the device, one would lose annotations as well. Drop-in sessions were running to allow Members to learn how to use the app and get the most out of it. These would run weekly to early July. Ongoing support would include resources, such as guides and videos.

Following a question, officers confirmed that as this was a pilot, it had not been issued to co-optees yet. As you do not need to use a COL device, there should not be an issue with co-optees using the system. The work was generally encouraging but there were some frustrations in need of addressing. If the app moves beyond a pilot phase, it would need to be designated as a formal project as it had already proven resource intensive.

RESOLVED – That the Sub-Committee notes the report.

5. **WORK PROGRAMME FOR FUTURE MEETINGS (MAY 2021)**
The Sub Committee considered a report of the Chamberlain setting out items for consideration at future meetings.

RESOLVED – That the Sub-Committee notes the report.

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

The Sub Committee considered a presentation from the Chamberlain regarding proposals to support Departments along the Digital Services Strategic Road Map pathways.

The Sub-Committee were given updates on the volume of work delivered through Microsoft. The use of Teams has increased up to 2300 regular users, this number was at 1200 a year ago. There was an increase in Teams meetings being held. Skype had been retired by the City early, ahead of Microsoft decommissioning it.

The newly refurbished AV equipment in the meeting rooms at Guildhall were already proving their worth – but usage was expected to increase along with the return to office working.

It was noted that it was not helpful to directly compare departments due to types of roles held. For example, officers in Open spaces and Markets would not necessarily be desk based for much of the day (if any). This was not negative, but it was interesting to see adoption/take up.

SharePoint usage had increased from 1200 sites to 1800. This had become a key tool in last year.

IT were reaching out to departments to find out what was holding them back and finding digital solutions, instilling a culture of continuous improvement. There was an ambition to benchmark against other organisations, particularly those with Local Authority functions, in order to learn lessons on hard to reach areas and digital inclusion policy and training

RESOLVED – That the presentation is noted.

7. **NEW TELEPHONY SOLUTION (ORAL REPORT)**

The Sub-Committee considered an oral update from the Chamberlain.

A delegated authority was sought for a Gateway 3-5 Report concerning the new telephony solution. Current equipment was 20 years old and no longer fit for purpose. There were a few options available to the City, including a Mitel core platform and upgrading for an E5 license for Microsoft. This option came at an additional cost, but Members were keen to measure the cost against the additional benefits, such as strengthened cyber security.

The Chairman requested that a meeting be held between himself, relevant officers, the Deputy Chairman, Chairman of Finance Committee and Dawn Wright so that they could be consulted on the options.

RESOLVED - That Members delegate authority to consider a Gateway 3-5 Report on the new Telephony System to the Town Clerk, in consultation with the Chairman and Deputy Chairman of the Sub-Committee.

8. **GATEWAY REPORTS**

8.1 **Audio Visual Refresh for City of London Police**

The Sub Committee considered a report of the Chamberlain regarding design and installation of Audio-Visual solutions for Meeting Rooms across the CoLP estate.

RESOLVED – That Members note the report.

8.2 **Design, build, support and host for new website**

The Sub Committee considered a report of the Town Clerk regarding a project closure in respect of the design, build, support and hosting for a new CoL website.

RESOLVED – That Members not the report

8.3 **Social Care Case Management System**

The Sub Committee considered a report of the Director of Community & Children's Services regarding a new IT system with NHS interface to manage caseloads for Children and Adults Social Care users.

Last time work like this had been undertaken, officers underestimated efforts to move data over. This was now added to risk and efforts had been made to mitigate that risk.

RESOLVED – That Members note the report.

9. **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.

10. **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.

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

There were no questions.

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

There were no items of urgent business.

13. **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
14 – 19	3

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

The Sub-Committee approved the non-public minutes of the meeting held on 26 March 2021 as an accurate record.

15. **CORPORATE WAN CONTRACT EXTENSION**

The Sub Committee considered a report of the Chamberlain regarding the CoL Local Area and Wide Area Networks.

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

The Sub Committee considered a report of the Chamberlain regarding an extensive programme of work to mitigate the risks identified within CR16.

17. **GATEWAY REPORTS**

17.1 **OPN Replacement - Request for Delegated Authority**

The Sub Committee considered a report of the Chamberlain seeking delegated authority for the Chamberlain to approve a Gateway 5 report.

17.2 **Law Enforcement Community Network (LECN)**

The Sub Committee considered a report of the Chamberlain regarding the Public Sector Network for Policing.

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

There were no non-public questions.

19. **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 3.26 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 was circulated
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 was provided at the Sub Committee's meeting on 28 of May 2021.
14	28 May 2021	The Chamberlain to pursue with the Town Clerk's Department in order to ensure that resource for live streaming of meetings was allocated to the appropriate Department so that the true costs associated with supporting virtual meetings were known.	Sam Collins	28 May 2021	COVID Funds provided to cover the costs of the resources in IT until the end of March 2022 have been approved.

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Forward Plan – July 2021

Report Title	Report Month	Category
CoLP IT Shared Services Review	September 2021	
IT Priorities Plan 21/22	September 2021	Strategic
IT Risks Deep Dive	September 2021	Strategic
IT Security Deep Dive	September 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 Services Strategic Roadmap Deep Dive	January 2022	Strategic
IT Business Plan and Balanced Scorecard	March 2022	Strategic
ERP Programme Deep Dive	March 2022	Strategic
IT Service Model 2023 Review	March 2022	Strategic
Digital and Smart City Deep Dive	May 2022	Strategic

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Committee(s)	**Dated:**
Finance Committee – for decision Police Authority Board – for decision Projects Sub Committee – for decision Establishment Committee – for decision Digital Services Sub Committee – for decision	15th June 2021 22nd June 2021 23rd June 2021 23rd June 2021 23rd July 2021
Subject: Member Governance of the ERP Project Delivery	**Public**
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/A**
Report of: Chamberlain	**For Information**
Report author: Sonia Virdee – Chamberlain's Department	

Summary

To ensure an effective delivery of the Enterprise Resource Planning (ERP) Solution (including the financial system) for the City of London Corporation, it is proposed that a Member Steering Group is established with representation from the following stakeholder committees:

- Finance
- Police
- Establishment
- Digital Services Sub
- Projects Sub

Where decisions as are needed from Finance Committee, these may be delegated to the Member Steering Group to ensure timely implementation. Member oversight provides a level of scrutiny for the relevant Committees in an efficient and timely manner.

Coinciding with the implementation of the Target Operating Model, the effective delivery of the ERP Solution creates the opportunity to increase collaboration and efficiencies across the corporation; change entrenched practice and remove bottlenecks. It will also provide timely and accurate information for Member decision making and create a central hub for corporation financial and staffing information.

Recommendation(s)

Members are asked to approve the governance approach of the ERP Solution.

Main Report

Background

1. The 2020/21 Capital Programme included an Enterprise Resource Planning (ERP) solution as a replacement of the financial, HR and payroll business applications. The ERP Solution aims to deliver a consolidated and integrated platform across the Financial, HR and Payroll functions. In support of the Target Operating Model (TOM), the implementation of an ERP solution is a key enabling tool that efficiently and effectively paves the way to a shared service approach across the Corporation.

2. Drawing upon the key lessons learned from the previous Oracle (Finance system) upgrade in 2016, it is evident that the Governance of the programme was insufficient at the time. This oversight led to downfalls with programme delivery, business engagement and change management. In consideration of this the proposal included in this report address and plans the first steps to mitigate any risks of the same/new issues arising, by establishing a Member Steering Group in addition to a Project Board to oversee and challenge the programme in a timely manner. As well as giving access to swift decision making to keep the momentum going without causing any delays.

Current Position

3. Following the approval of the New Financial System and ERP Project Gateway 2 Document, the project has progressed into the ‘define’ phase in preparation for procurement of the new ERP system. A Project Board chaired by the Chamberlain has been established to oversee the delivery of the ERP Project from design to procurement and throughout delivery and implementation.

4. The objectives of the Project Board are to provide a strategic steer for the project, approve the activities of the ERP Programme, address any escalations or significant risks arising and oversee the efforts of the teams and groups delivering the programme. The Project Board is established with representatives from HR, Finance, IT, Procurement, COLP and representatives from the delivery team.

5. During the kick-off meeting of the ERP Solution Project Board, it was recommended that a Member Steering Group should be established to give oversight and steer to the Project Board. Suggested Members for this group include the Chairmen or their nominated person of the following committees:

    - Finance Committee
    - Establishment Committee
    - Projects Sub Committee
    - Digital Services Sub Committee
    - Police Authority Board

6. As the ERP solution crosses over a few Committees, it is recommended the Member Steering Group are empowered to take decisions on behalf of the Committees. Where a Finance Committee decision is needed this may be delegated to the Steering Group to ensure the smooth transition of the ERP solution and avoid any delays. Update to other Committee's will be for information only.

7. With the Oracle replacement being a key driver of the ERP solution, plus delegation for approval to the Finance Committee, it is recommended the Member Steering Group is chaired by the Chairman of the Finance Committee.

8. The nominated members are the Member counterparts of the key stakeholders impacted by the delivery of the ERP Project; it aligns with the representatives that are on the project board to ensure there is equal representation of HR, Finance, IT, Procurement, COLP and the Project team.

9. It is proposed that the Member Steering Group will meet monthly (or as a required) to provide scrutiny of the delivery of the project, the oversight of the responsibilities undertaken by the Project Board, the efforts of the Tender Working group and future programme and delivery functions. More details of the responsibilities of the Group are detailed in appendix 1; the draft Terms of Reference of the Member Steering group that will be considered at the first meeting of the group pending the approval of this report.

10. The Group allows Officers to draw upon the knowledge and guidance of Members representing these committees in a less formal setting. In addition to monthly meetings, the Member Steering Group will be provided with regular highlight reports with the chance to raise any potential risks, opportunities or questions on the activities or decisions in a timely manner.

11. Gateway Papers will continue to be presented to the Committee Cycle for approval.

Conclusion

It is proposed a Member Steering Group is formed from the key stakeholders impacted by the delivery of the ERP Project, to provide additional scrutiny and challenge to ensure an effective delivery of a new ERP solution.

It is recommended the Member Steering Group is chaired by the Chairman of the Finance Committee.

It is also recommended the Member Steering Group are empowered to take decisions on behalf of the Committees. Where a Finance Committee decision is needed this may be delegated to the Steering Group to ensure the smooth transition of the ERP solution and avoid any delays. Update to other Committee's will be for information only.

Appendices

- Appendix 1 – Draft Terms of Reference

ERP Member Steering Group
Terms of Reference (DRAFT)

Context

The 2020/21 Capital Programme included an Enterprise Resource Planning (ERP) solution as a replacement of the financial, HR and payroll business applications. The ERP Solution aims to deliver a consolidated and integrated platform across the Financial, HR and Payroll functions. In support of the Target Operating Model (TOM), the implementation of an ERP solution is a key enabling tool that efficiently and effectively paves the way to a shared service approach across the Corporation.

Following activities in 2020, of Softmarket Testing and pain point workshops a tendering route to market and financials have been agreed, enabling the City to mobilise the ERP project. A Project Board has been formed; the board have drawn upon lessons learnt from previous Oracle upgrades and agreed that a Member Steering Group should be established to oversee the delivery of the ERP Programme.

Objectives

The ERP Member Steering Group has been established to provide a strategic oversight of the responsibilities undertaken by the ERP Solution Project Board.

The Member Steering Group's objectives and functions will include the following:

- Overseeing the Project Board's championing of the ERP Programmes
- Providing a strategic steer on the approach, vision and objectives at a senior level.
- Approve key programme deliverables (that are above the responsibilities levels of the Project Board)
- Ensure that the deliverables align with other projects across the Corporation (including the implementation of the Target Operating Model)
- Provide continuous support and direction on the vision and programme delivery.
- Provide or be a point of escalation for significant risk and issues, including cross organisational challenges, difficulties in applying the programme vision in practice, and addressing blockages and barriers as they arise.
- Supporting the ERP Project Board in the management of key deliverables
- Ensuring that business need or opportunity has been identified correctly and is supported by robust information
- That all elements of the programme and the project success criteria are clearly defined and
- The solution is consistent with the Corporate Plan, makes sense commercially and provides best value for money
- Programme independencies are understood and managed. All project risks are identified, owned and mitigation actions managed
- All stakeholders are consulted and appropriate buy-in achieved
- Ensures lessons learnt from pervious Oracle implementation are addressed.
- Represent the stakeholder committees in decision making opportunities.

Members

The nominated members are the Member counterparts of the key stakeholders impacted by the delivery of the ERP Project; it aligns with the representatives that are on the project board to ensure there is equal representation of HR, Finance, IT, Procurement, COLP and the Project team.

The Chair of the Member Steering Group

- Chair of Finance Committee

The members of the Project Board will comprise:

- Finance Committee - Deputy Chair (or their nominated delegate)
- Establishment Committee - Chair and Deputy Chair (or their nominated delegates)
- Projects Sub Committee - Chair and Deputy Chair (or their nominated delegates)
- Digital Services Sub Committee - Chair and Deputy Chair (or their nominated delegates)
- Police Authority Board - Chair and Deputy Chair (or their nominated delegates)

Officers:

- Caroline Al-Beyerty (Chamberlain)
- Sonia Virdee (Assistant Director - Strategic Finance - Chamberlains)
- Sean Green (IT Director – Chamberlains)
- Janet Fortune (HR Assistant Director – Town Clerks)
- Nicholas Richmond Smith (Assistant Director Category Management & Sourcing – Chamberlains)
- Michael Edelstein (COLP)
- Project Manager

***should you wish to assign a deputy in your place, please advise*

Structure of the Project Board

- Minutes will be taken of the meeting and circulated subsequently.
- The chair will act as a co-ordinator at all meetings. All decisions are made based on a consensus basis.

Member Steering Group meetings and Updates

- Meetings will be held monthly or more frequently aligning with key milestones however agreed but the frequency of said meetings will be reviewed regularly
- An agenda will be produced and issued to members at least three working days before each meeting.
- Steering Group Members will be invited to contribute items to the agenda if they wish.
- Meeting minutes will be taken and circulated to all participants no later than one week after the meeting.
- The Member Steering Board will exist until the ERP Programme has delivered its objectives or until such time that an alternative governance mechanism is agreed.
- Regular highlight reports will be provided to Members of the Steering Group

Review

These Terms of Reference will be reviewed every 2 months, or as requested by its members. Next review will take place at the kick off meeting.

Revision Date	Previous Revision Date	Summary of Changes	Changes Marked
Version 1.0			

Committee(s)	**Dated:**
Digital Services Sub-Committee – For Information	**23rd July 2021**
Subject: IT Division – IT Service Delivery Summary	**Public**
Report of: The Chief Operating Officer	**For Information**
Report author: Eugene O'Driscoll, Client Director Matt Gosden – Deputy IT Director	

Summary

There was a total of 4 P1 and 1 P2 incidents for the City of London Corporation and City of London Police in May. All 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 1 x P1 incidents for City of London Corporation and 3 for City of London Police.
- There were 0 x P2 incidents for the City of London Corporation and 1 for City of London Police.
- **92.25%** of users reported a satisfactory or very satisfactory experience of the City of London Service Desk and **95.53%** of users reported the same for the City of London Police Service Desk.
- The Public Services Network IT Health check has now commenced with a report due in the third week of July
- An improved version of the IT Service management Service Now portal is due to be launched in late July.

Recommendations

Members are asked to note this report

Main Report

Service levels and exceptions

1. **City of London Police (CoLP) P1 incidents**

   There were 3 P1 incidents

Affected Service	Duration	Reason	Resolution	Problem Management plan
Niche	02:21	DNS domain name server where Niche live name couldn't resolve	Workaround to add the entry into host file on individual devices for users.	Addressed under CoLP IT Supplier management.
AoVPN	00:54	Suspected Vodafone issue as there was a spike on the Vodafone network.	No action needed as the issue corrected itself.	Addressed under CoLP IT Supplier management.
Niche	01:56	As a result of the change to Modify DNS Forwarder Addresses on New St & Bishopsgate Domain Controllers, conditional forwarders routing Niche traffic were removed and thus Niche was inaccessible from within the CoLP network.	The missing forwarding rules that were deleted when the DNS change was made were recreated.	Addressed under CoLP IT Supplier management.

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

   There was 1 P2 incident

Affected Service	Duration	Reason	Resolution	Problem Management plan
Printing	17:18	Safe Q server failed	Resolved by 3rd party Konica using a workaround to run on one server (Node 2)	Addressed under CoL IT Supplier management.

3. City of London (CoL) P1 incidents

There was 1 P1 incident in May

Affected Service	Duration	Reason	Resolution	Problem Management plan
Network	00:49	Link between BT line and data centre router lost.	BT restored a failed link to a router in its main data centre.	Addressed under CoL IT Supplier management.

4. City of London P2 Incidents

There were no P2 incidents in May

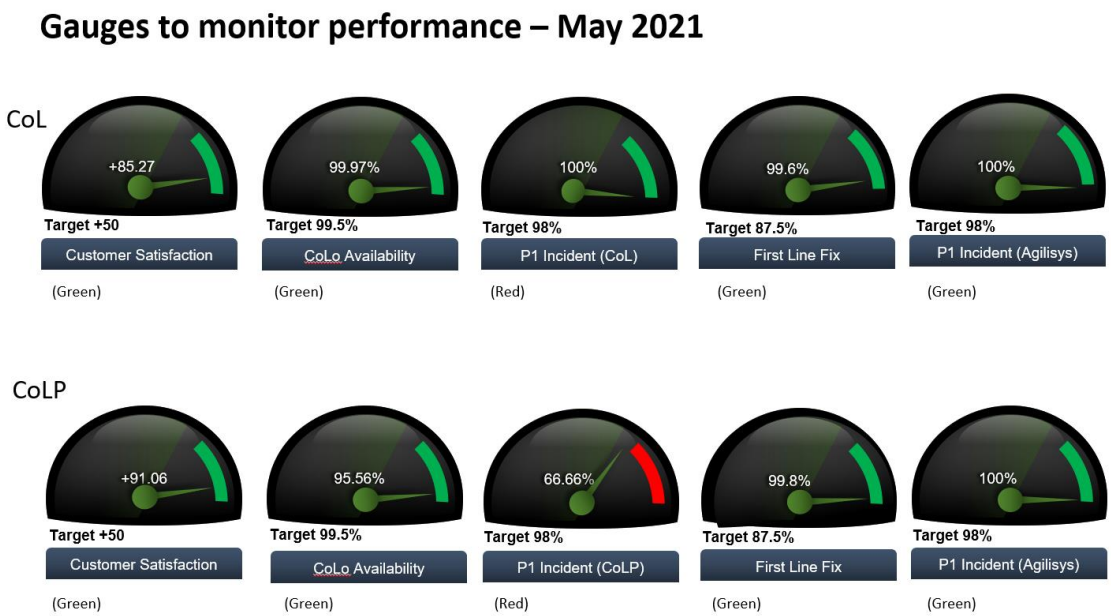
5. City of London (CoL) P1 incidents

There were no P1 incidents in May

6. City of London P2 Incidents

There were no P2 incidents in May

Service performance summary is detailed in the dashboard below:



7. 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. An updated and improved service portal is due to be launched later in July.

- The City of London Police Modernisation Programme has completed. 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 and there has been a return to normal levels by the end of May.

- HR, CoLP IT and Agilisys are working together on the Starters-Movers-Leavers process to review and streamline the process at City of London Police.

- City of London Corporation IT Health Check will begin in July. A status report will be provided at the next DSSC.

Eugene O'Driscoll

Client Director Agilisys

eugene.o'driscoll@cityoflondon.gov.uk

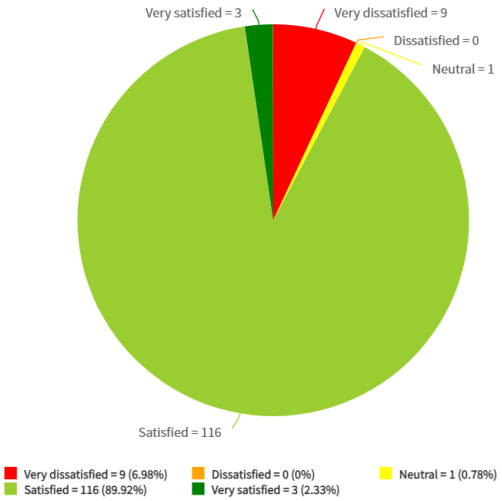
Matt Gosden

Deputy IT Director

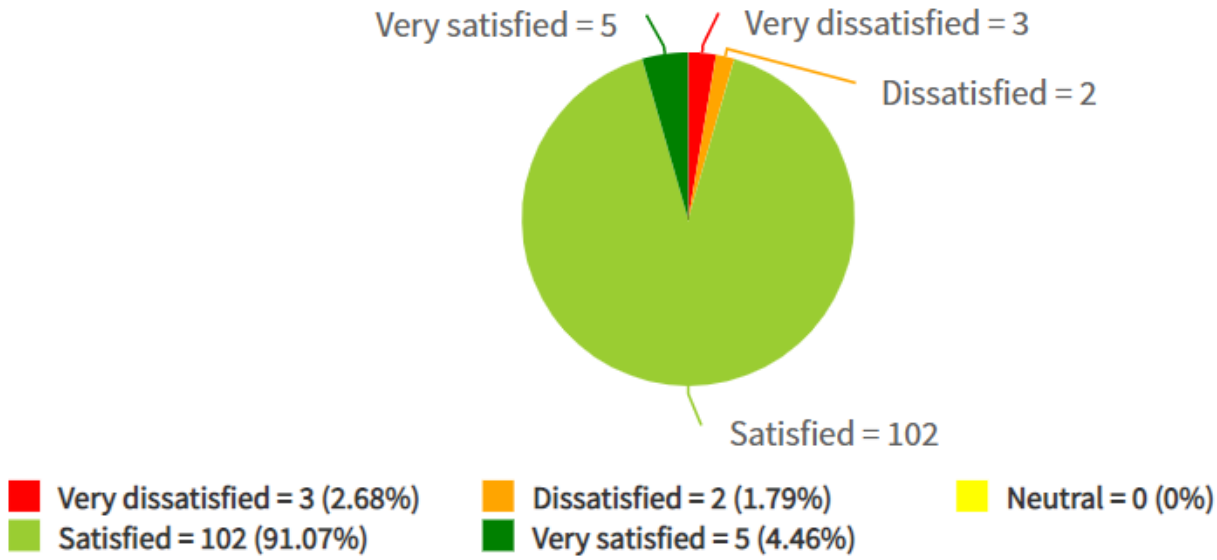
Matt.Gosden@cityoflondon.gov.uk

Appendix 1 – Trend Graphs

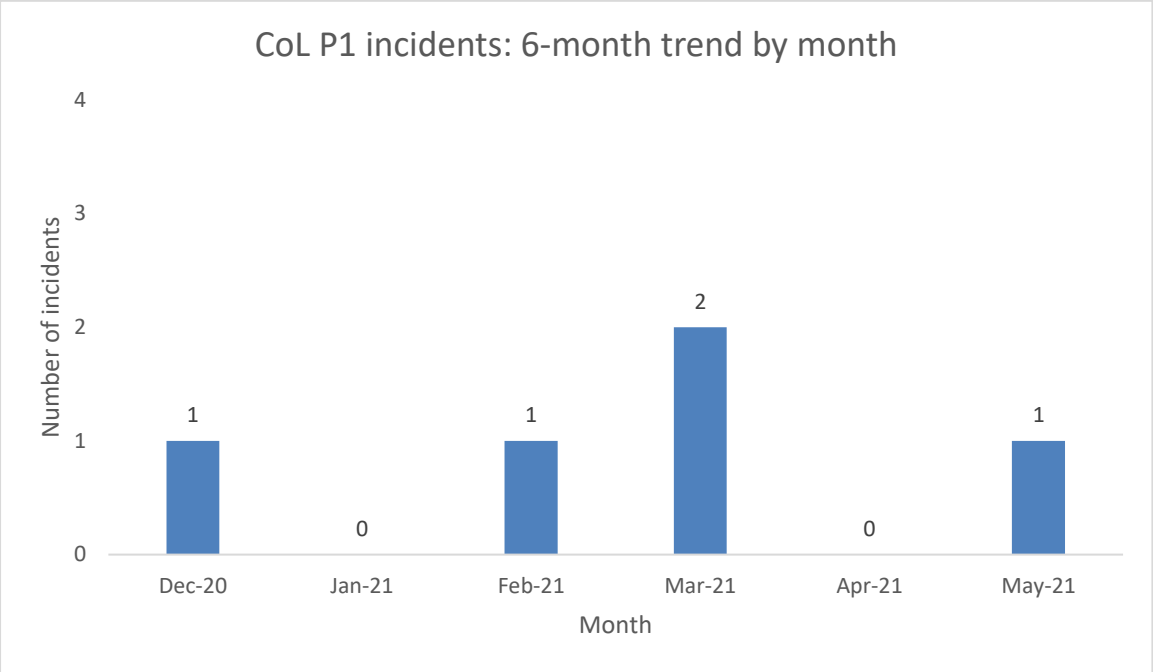
CoL Customer Satisfaction

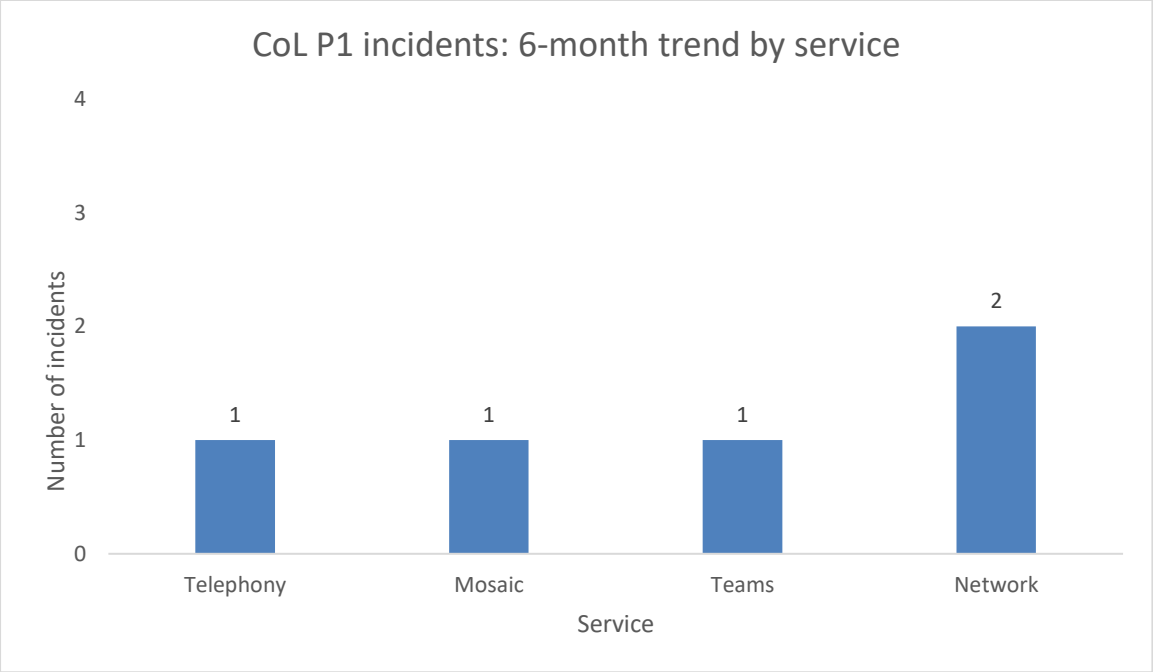


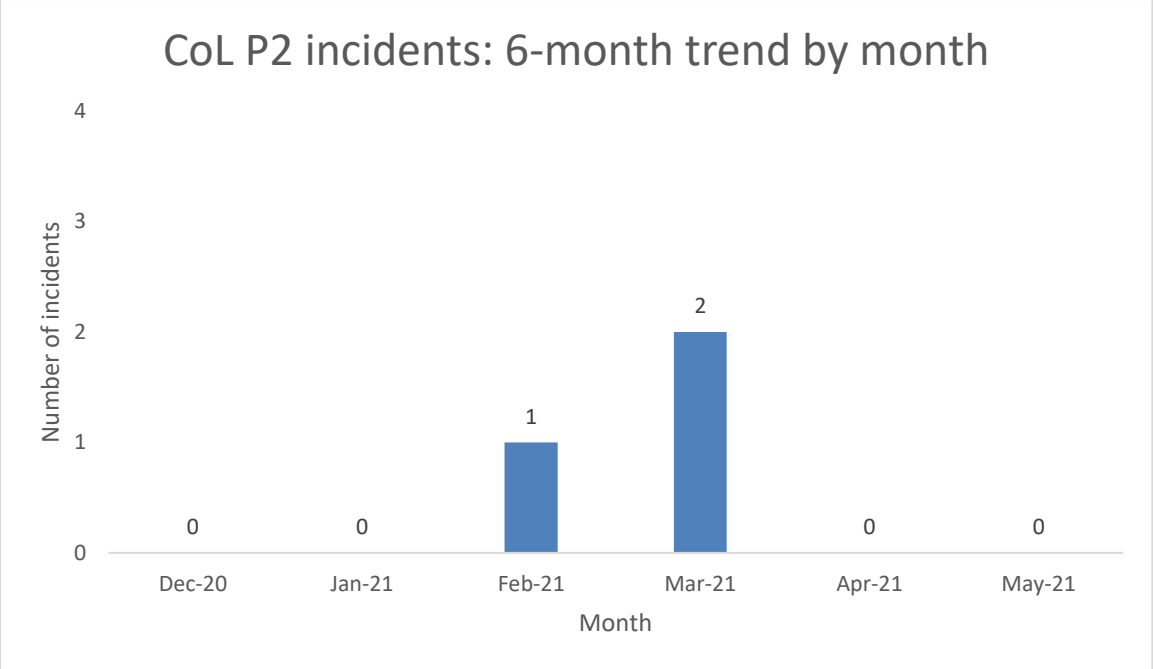
CoLP Customer Satisfaction

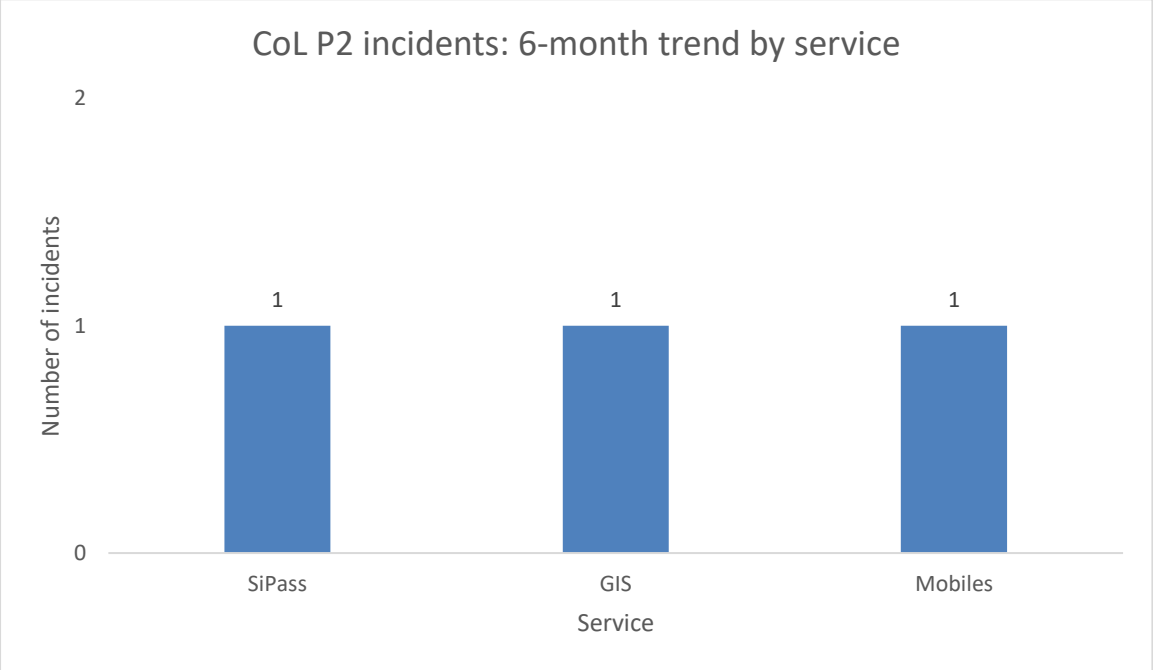


CoL Priority Incident trending – 6-month view

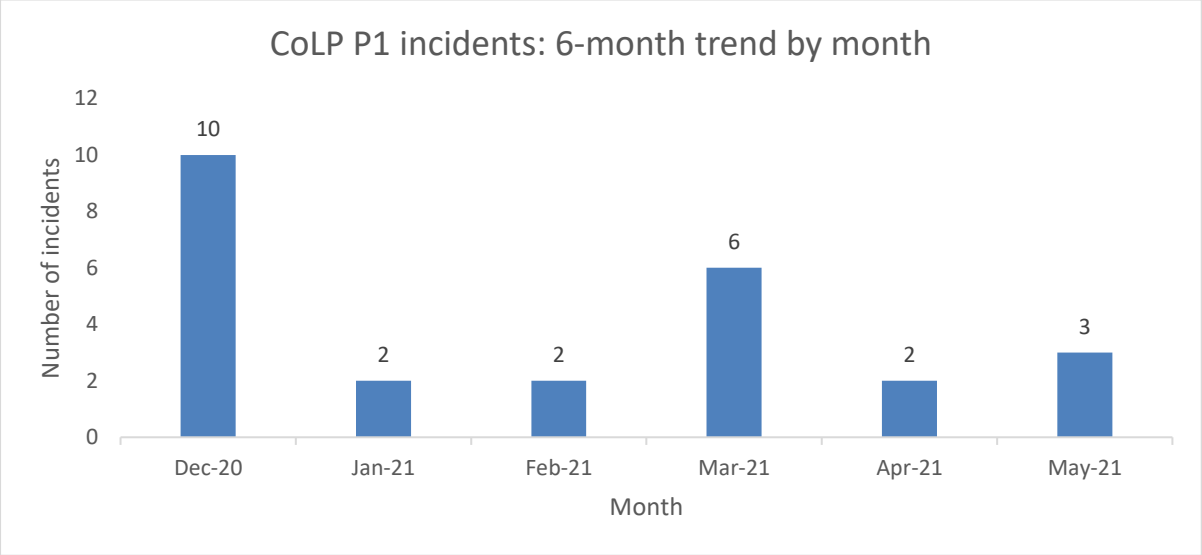


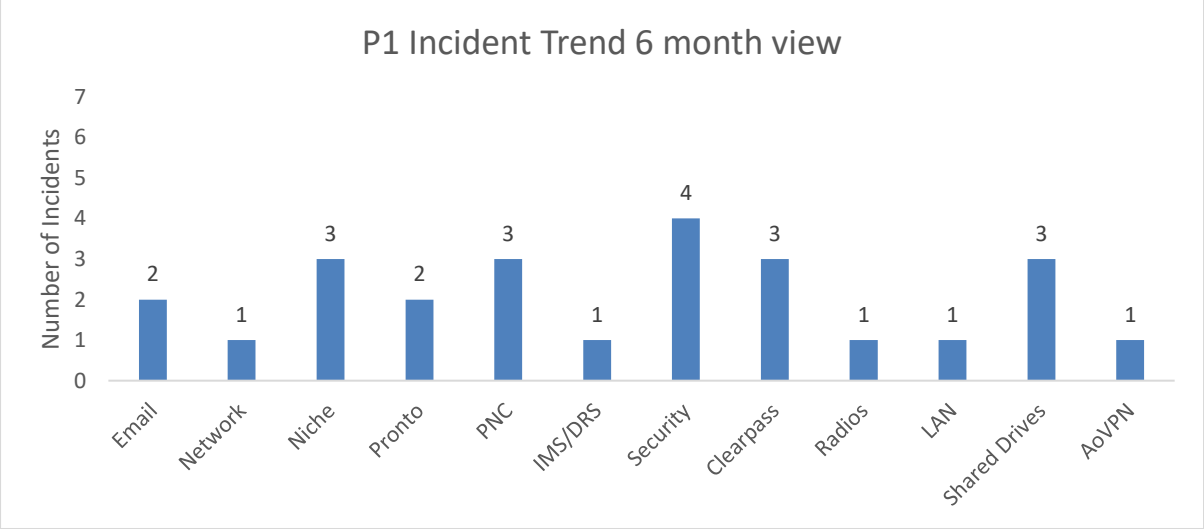


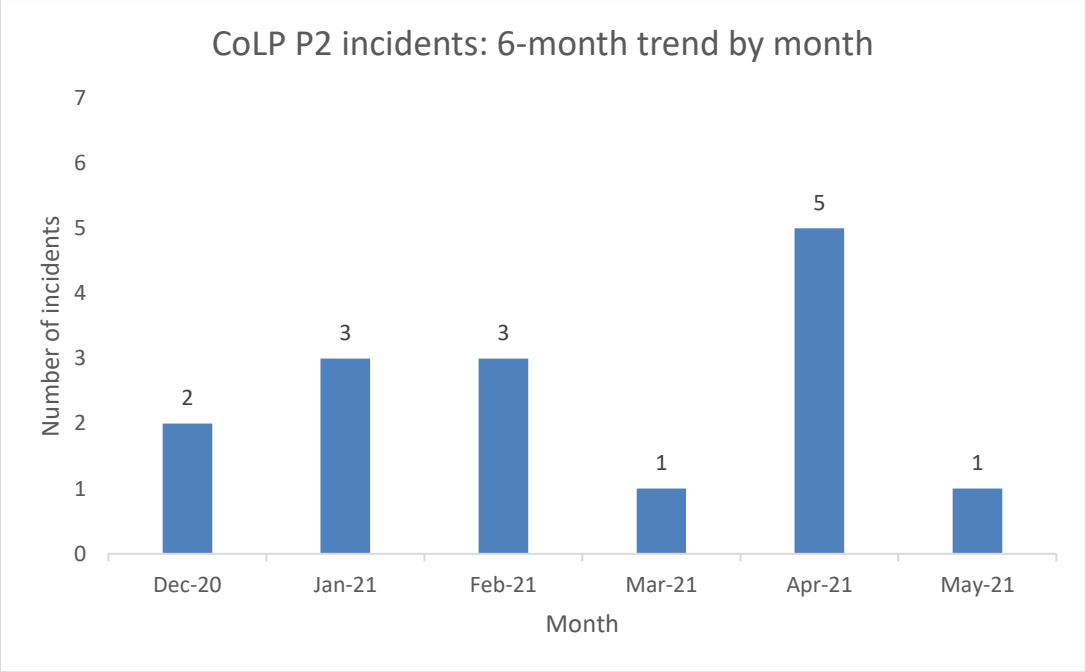

CoL P2 incidents: 6-month trend by month
Number of incidents
4
3
2
1
0
0
0
1
2
0
0
Dec-20
Jan-21
Feb-21
Mar-21
Apr-21
May-21
Month

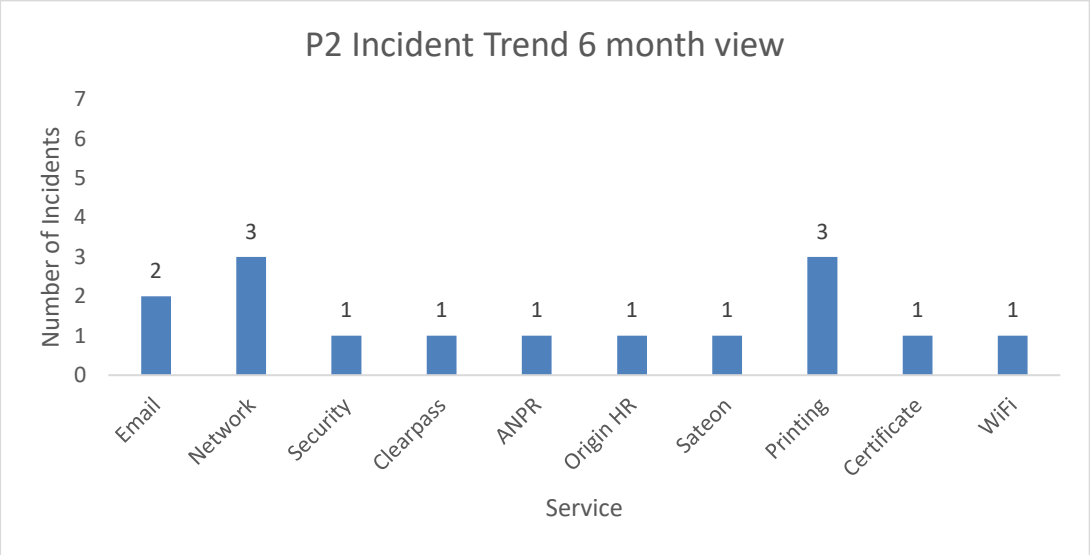

CoL P2 incidents: 6-month trend by service
Number of incidents
2
1
0
1
1
1
SiPass
GIS
Mobiles
Service

CoLP Priority Incident trending – 6-month view






CoLP P2 incidents: 6-month trend by month
Number of incidents
0
1
2
3
4
5
6
7
2
3
3
1
5
1
Dec-20
Jan-21
Feb-21
Mar-21
Apr-21
May-21
Month


P2 Incident Trend 6 month view
Number of Incidents
0
1
2
3
4
5
6
7
2
3
1
1
1
1
1
3
1
1
Email
Network
Security
Clearpass
ANPR
Origin HR
Sateon
Printing
Certificate
WiFi
Service

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Committee(s)	Dated:
Digital Services Sub Committee – For Information	23rd July 2021
Subject: IT Division Risk Update	**Public**
Report of: The Chief Operating Officer	**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 -

- All Staff Mandatory Security training has been completed between April to June 2021 - any non-compliance will be reported;
- A special one-off IT Cyber check paid for by LGA has been completed with a report due shortly;
- New PSN Health check commissioned to commence, work started on this 28th June, results will be shared and actions to ensure compliance will be followed through once the report is received.

A Gateway Paper is currently under review for further IT Security Investment 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;
- An updated An Information Management Asset register has been populated for the organisation;
- Plans are being developed for moving unstructured data from Shared Drives to SharePoint is being developed

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

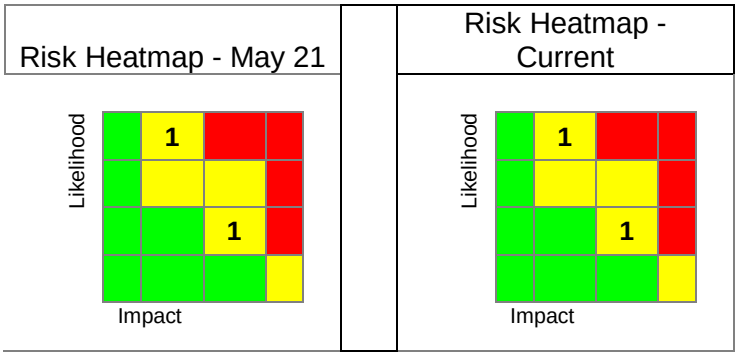
Current Position of Departmental Risks

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:

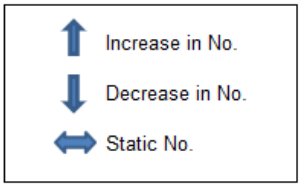


Movement of Risks

There has been no movement in the IT risks since the last report

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:	1	1	⟺
Risks with “possible” likelihood and “serious” impact:	0	0	⟺
Risks with “unlikely” likelihood and “serious” impact:	0	0	⟺

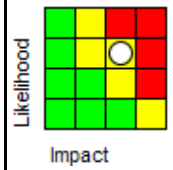
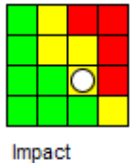


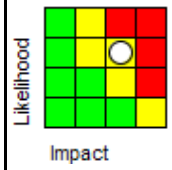
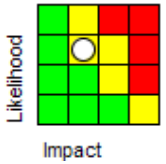
6. Next steps

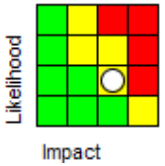
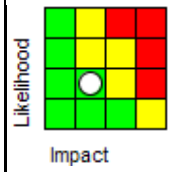
- Ensuring that IT deal with Risks in a dynamic manner.
- Ensuring all actions are up to date and allocated to the correct responsible owners.
- Ensuring all members of the IT division including suppliers are aware of how Risk is managed within the Corporation and have a mechanism to highlight areas 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.

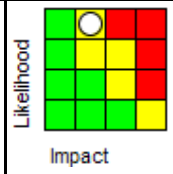
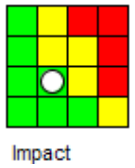
Samantha Kay
IT Business Manager
E: samantha.kay@cityoflondon.gov.uk
T: 07817 411176

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 has been completed between April to June 2021 - any noncompliance will be reported A special one-off IT Cyber check paid for by LGA has been completed with a report due shortly New PSN Health check commissioned to commence, work started on this 28th June, results will be shared and actions to ensure compliance will be followed through once the report is received **01 Jul 2021**		**8**	30-Sep-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 8-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 An Information Management Asset register has been populated for the organisation. Plan being developed for moving unstructured data from Shared Drives to SharePoint is being developed **17 Jun 2021**		**6**	31-Dec-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 have now been migrated into Azure. Agilisys BC/DR plan has now been provided and is being reviewed internally and will form the basis of the COL IT BCDR Plan. The GW5 has been sent for approval, the project is poised to start immediately. **01 Jul 2021**		**4**	31-Oct-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**	A plan has been developed and a governance process is in place enabling tracking and corrective action to be taken. A review of the plan is required to be actioned every 2 weeks. **01 Jul 2021**		**4**	31-Dec-2021	Constant

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