CITY
OF
LONDON

Digital Services Committee

Date:	**TUESDAY, 12 JULY 2022**
Time:	9.00 am
Venue:	**HYBRID PUBLIC MEETING (ACCESSIBLE REMOTELY)**

Members: Dawn Wright (Chair)
Deputy Randall Anderson (Deputy Chair)
Deputy Rehana Ameer (Ex-Officio Member)
Tijs Broeke (Ex-Officio Member)
Aaron D'Souza
Mary Durcan (Ex-Officio Member)
Alderman & Professor Emma Edhem, (Ex-Officio Member)

Alderman Sir Peter Estlin
Alderman Timothy Hailes
Eamonn Mullally (Ex-Officio Member)
Judith Pleasance
Paul Singh
James Tumbridge

Enquiries: **Rhiannon Leary**
rhiannon.leary@cityoflondon.gov.uk

Accessing the virtual public meeting

Members of the public can observe this public meeting at the below link:
https://youtu.be/32vE5p97krY

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

John Barradell
Town Clerk and Chief Executive

AGENDA

Public Items

1. **APOLOGIES**

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

3. **MINUTES**

   To agree the public minutes and non-public summary of the meeting held on 4 May 2022.

   For Decision
   (Pages 5 - 12)

4. **MATTERS ARISING**

5. **FORWARD PLAN FOR FUTURE MEETINGS**

   Joint report of the Town Clerk and Chamberlain.

   For Information
   (Pages 13 - 14)

6. **DITS PROJECT PORTFOLIO**

   Presentation from the Chief Operating Officer.

   For Information
   (Pages 15 - 20)

7. **DIGITAL SKILLS STRATEGY**

   Joint report of the Chief Strategy Officer, the Director of Community and Children's Services and the Director of Innovation and Growth.

   For Information
   (Pages 21 - 40)

8. **DIGITAL MATURITY DASHBOARD**

   Report of the Chief Operating Officer.

   For Information
   (Pages 41 - 46)

9. **COL-COLP SHARED SERVICES AGREEMENT (OLA)**

   Report of the Chief Operating Officer.

   For Information
   (Pages 47 - 70)

10. **DITS SERVICE UPDATE (INCLUDING ANY DATA BREACHES)**

    Report of the Chief Operating Officer.

    For Discussion
    (Pages 71 - 76)

11. **DITS RISKS UPDATE (COL AND COLP)**

    Report of the Chief Operating Officer.

    For Information
    (Pages 77 - 90)

12. **LIBRARY MANAGEMENT SYSTEM**

    Report of the Director of Community and Children's Services

    For Information
    (Pages 91 - 112)

13. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**

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

15. **EXCLUSION OF THE PUBLIC**

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

    For Decision

Non-Public Items

16. **NON-PUBLIC MINUTES**

    To agree the non-public minutes of the meeting held on 4 May 2022.

    For Decision

17. **DITS TOM UPDATE**

Report of the Chief Operating Officer.

For Information
(Pages 113 - 118)

18. **IT SECURITY REPORTS INCLUDING APPENDICES**

Report of the Chief Information Security Officer.

For Information
(Pages 119 - 168)

GATEWAY REPORTS

19. **POLICE TELEPHONY UPGRADE**

Report of the Chief Operating Officer.

For Information
(Pages 169 - 176)

20. **IN-CAR AUDIO-VISUAL**

Report of the Commissioner, City of London Police.

For Information
(Pages 177 - 202)

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

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

Confidential items

23. **CONFIDENTIAL MINUTES OF THE PREVIOUS MEETING**

To agree the confidential minutes of the meeting held on 4 May 2022.

For Decision

DIGITAL SERVICES COMMITTEE

Wednesday, 4 May 2022

Minutes of the meeting of the Digital Services Committee held at Guildhall, EC2 on Wednesday, 4 May 2022 at 1.45pm

Present

Members:
Deputy Randall Anderson
Aaron Anthony Jose Hasan D'Souza
Alderman Timothy Hailes
Paul Singh
Dawn Wright

Officers:

Emma Moore	-	Chief Operating Officer
Sean Green	-	Chamberlain's Department
Rhiannon Leary	-	Town Clerk's Department
Gary Brailsford-Hart	-	City of London Police
Clare Flinter	-	City of London Police
Savita Kardam	-	City of London Police
Phil Petit	-	City of London Police
Melissa Richardson	-	Town Clerk's Department
Caroline Al-Beyerty	-	Chamberlain's Department
Sam Collins	-	Chamberlain's Department
Matthew Cooper	-	Town Clerk's Department
James Gibson	-	Chief Operating Officer's Department
Ruth Kocher	-	Department of the Environment
Mary Kyle	-	Town Clerk's Department
Janet Laban	-	Department of the Environment
Mohamed Hussein	-	Community and Children's Services Department
Julie Mayer	-	Town Clerk's Department
Charlie Pearce	-	Chief Operating Officer's Department
Adam Fielder	-	Chief Operating Officer's Department
Paul Goodwin	-	Chief Operating Officer's Department
Brendan Crowley	-	City Surveyor's Department
Sonia Virdee	-	Chamberlain's Department

1. **APOLOGIES**
    Apologies were received from Alderman & Professor Emma Edhem, Alderman Sir Peter Estlin, Judith Pleasance and James Tumbridge.

2. **MEMBERS' DECLARATIONS UNDER THE CODE OF CONDUCT IN RESPECT OF ITEMS ON THE AGENDA**
    Alderman Hailes declared two interests as follows:

    • As the Chair of the Resources, Risk & Estates (Police) Committee of the Police Authority Board;
    • As General Counsel to a FinTech company.

3. **ORDER OF THE COURT OF COMMON COUNCIL**
    Members received the Order of the Court of Common Council from Thursday 21 April 2022 to appoint the Committee and receive its Terms of Reference.

4. **ELECTION OF CHAIR**
    The Committee proceeded to elect a Chair in accordance with Standing Order No.29. Dawn Wright, being the only eligible Member who expressed a willingness to serve, was duly elected as Chair of the Committee for the year ensuing.

5. **ELECTION OF DEPUTY CHAIR**
    The Committee proceeded to elect a Deputy Chair in accordance with Standing Order No.30. Randall Anderson, being the only eligible member who expressed a willingness to serve, was duly elected as Deputy Chair of the Committee for the year ensuing.

6. **MINUTES**
    Minutes of the previous meeting
    The public minutes and non-public summary of the Digital Services Sub-Committee meeting held on 28 January 2022 were presented for information only, in light of the change of governance structure from a Sub-Committee to a Grand Committee.

    RESOLVED:
    that the public minutes and non-public summary of the Digital Services Sub-Committee meeting held on 28 January 2022 be noted.

7. **MATTERS ARISING**
    There were no matters arising from the minutes.

8. **WORK PROGRAMME FOR FUTURE MEETINGS**
    The Committee received a joint report of the Town Clerk and Chief Operating Officer providing a work programme and forward plan of items for consideration.

    There was a request that the FCCRAS programme update for September be presented to the meeting in July or November. An update at the meeting in July would present an opportunity to update members on shortlisting and negotiation with shortlisting suppliers, whilst an update in November would coincide with the awards decision period.

RESOLVED:
  i)   that the work programme be noted;
  ii) that the FCCRAS programme update scheduled for September be either brought forward to the meeting scheduled for July or deferred to the meeting scheduled for December.

9.   **DIGITAL SANDBOX UPDATE**
Members received a report of the Director of Innovation and Growth, following which the following issue was discussed:

A question was raised as to what stance Innovation and Growth took on government legislation in relation to digital and crypto assets given the ongoing dialogue between the Financial Conduct Authority (FCA) and the Government. In response, officers advised that they continued to work very closely with both the FCA – which had also been the case on the Digital Sandbox pilot – as well as with government on innovation, particularly from the position of the new Centre for Finance, Innovation and Technology. In terms of crypto assets, whilst there was no specific liaison with the FCA on that topic, Innovation and Growth were kept informed as to progress, particularly in relation to remaining updated as to what the government was doing through its CBDC task force and its different engagement groups.

RESOLVED, that:
the update be noted.

10. **ENTERPRISE RESOURCE PLANNING (ERP) PROGRAMME REVIEW AND TIMELINE**
Members received a report of the Chief Operating Officer, following which several points were made.

Members noted, with some concern, the 'Lessons learned' on page 29 specifically in relation to the comments around the capacity of the Corporation itself to affect and manage change effectively, and the highlighting of a cultural resistance at the Corporation to new procedures. A question was raised as to what was in place to drive change and to ensure issues were addressed.

In response, the Chief Operating Officer advised that there would be a review of the Programme Board to ensure an external challenge was involved in programme delivery, and that each of the lead officers would also be involved. Members also heard, however, that behavioural change was a much broader topic than one specific ERP programme. Related issues would be dealt with, necessarily, via HR initially. Officers advised of the importance of adopting the ways of working which were inherent within the programme as opposed to altering the programme to fit current working methods and practices. Another change was the 'Continuous Improvement' project, which was a new resource within the Corporation and involved extensive process re-engineering prior to programme implementation.

Members' attention was also drawn to a particular note of concern, which was the significant vacancies and the inherent risk in not having officers in place in those roles in order to lead on the transformation workstreams and to ensure that budget holders were taking responsibility. The Chamberlain agreed that the lack of resources to deliver change due of the level of vacancies was an area for concern, but emphasised that the senior leadership was committed to addressing this.

A member queried whether the lessons learned were Corporation-specific. In response, the Chamberlain confirmed that they were designed to address what the Corporation as a business needed to adapt to, as well as what it needed as a requirement in order to ensure that change could be facilitated.

RESOLVED, that:

the update be noted.

11. **I.T. SERVICE UPDATE**
   Members received a report of the Chief Operating Officer, following which several points were made.

   Members noted, with some concern, the 'Lessons learned' on page 29 specifically in relation to the comments around the capacity of the Corporation itself to affect and manage change effectively, and the highlighting of a cultural resistance at the Corporation to new procedures. A question was raised as to what was in place to drive change and to ensure issues were addressed.

   In response, the Chief Operating Officer advised that there would be a review of the Programme Board to ensure an external challenge was involved in programme delivery, and that each of the lead officers would also be involved. Members also heard, however, that behavioural change was a much broader topic than one specific ERP programme. Related issues would be dealt with, necessarily, via HR initially. Officers advised of the importance of adopting the ways of working which were inherent within the programme as opposed to altering the programme to fit current working methods and practices. Another change was the 'Continuous Improvement' project, which was a new resource within the Corporation and involved extensive process re-engineering prior to programme implementation.

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   A member queried whether the lessons learned were Corporation-specific. In response, the Chamberlain confirmed that they were designed to address what the Corporation as a business needed to adapt to, as well as what it needed as a requirement in order to ensure that change could be facilitated.

RESOLVED, that:

the update be noted.

12. **I.T. RISKS CITY OF LONDON AND CITY OF LONDON POLICE**
Officers introduced a report of the Chief Operating Officer and drew members' attention to the fact that some key risks had been reduced. A review of risks was underway by the leadership team with a view to including new risks on the dashboard and heat map, and this would be presented at the next meeting.

A member queried some budget reductions given the importance of buying the appropriate hardware for the end user. In response, officers advised that there was little in the way of discretionary spend; benchmarking exercises had demonstrated that there was value for money in the procurement of hardware and services. The Chief Operating Officer undertook to provide the committee with a summary of the changes implemented as a result of the TOM (some benchmarking in terms of how much was spent overall) at a future meeting. This was welcomed by members, who agreed that a common understanding of need and service delivery was key, with any decisions to alter budgets due to level of need necessarily being put to members for agreement.

> **RESOLVED, that:**
> i) the report be noted;
> ii) a report of the Chief Operating Officer be presented at the next meeting outlining benchmarking exercises undertaken.

13. **DIGITAL SKILLS REVIEW**
Officers introduced a report of the Chief Operating Officer and drew members' attention to the fact that some key risks had been reduced. A review of risks was underway by the leadership team with a view to including new risks on the dashboard and heat map, and this would be presented at the next meeting.

A member queried some budget reductions given the importance of buying the appropriate hardware for the end user. In response, officers advised that there was little in the way of discretionary spend; benchmarking exercises had demonstrated that there was value for money in the procurement of hardware and services. The Chief Operating Officer undertook to provide the committee with a summary of the changes implemented as a result of the TOM (some benchmarking in terms of how much was spent overall) at a future meeting. This was welcomed by members, who agreed that a common understanding of need and service delivery was key, with any decisions to alter budgets due to level of need necessarily being put to members for agreement.

> **RESOLVED, that:**
> iii) the report be noted;
> iv) a report of the Chief Operating Officer be presented at the next meeting outlining benchmarking exercises undertaken.

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

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

16. **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.

17. **NON-PUBLIC MINUTES**
    The Sub-Committee noted the non-public minutes of the Digital Services Sub-Committee meeting held on 28 January 2022, which were presented <u>for information only</u>, in light of the change of governance structure from a Sub-Committee to a Grand Committee.

18. **MATTERS ARISING**
    None.

19. **DATA PROTECTION REVIEW AND DEEP DIVE**
    The Committee received a report of the Comptroller & City Solicitor.

20. **I.T. SECURITY REPORTS INCLUDING APPENDICES**
    The Committee received a report of the Chief Operating Officer.

21. **POLICE STORAGE STRATEGY**
    The Committee received a report of the Chief Operating Officer.

22. **GATEWAY REPORTS**

23. **FORENSICS NETWORK - PV12327**

    a) **Forensics Network – PV12327**
        The Committee received a report of the Chamberlain presenting a Gateway 3 / 4 report for the Secure City Programme Project.

        RESOLVED, that:
        the report be noted.

24. **FORENSICS STORAGE - PV12326**
    b) **Forensics Storage – PV12326**
        The Committee received a report of the Chamberlain presenting a Gateway 3 / 4 report.

        RESOLVED, that:
        the report be noted.

25. **NATIONAL IDENTITY ACCESS MANAGEMENT**
    c)   **National Identity Access Management**
        The Committee received a report of the Chamberlain presenting a Gateway 3 / 4 report.

        RESOLVED, that:
        the report be noted.

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

27. **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.

28. **AGILISYS DISPUTE SETTLEMENT**

29. **DIGITAL AND INFORMATION TECHNOLOGY SERVICES - IT SERVICE MANAGEMENT TRANSITION**

The meeting ended at 3.30pm

Chairman

Contact Officer: Rhiannon Leary
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Forward Plan – July 2022 Update

Report Title	Report Month	Category
FCCRAS Programme (Police) Update	September 2022	Strategic
IT Business Plan and Balanced Scorecard	September 2022	Strategic
ERP Programme Update	September 2022	Strategic
Deep Dive IT User Experience	September2022	Strategic
Digital and Technology Corporate Risks Deep Dive	September 2022	Operational
IT Security Deep Dive	September 2022	Operational
Police Accommodation Technology Review	September 2022	Strategic
IT Digital Services Strategic Roadmap Deep Dive	September 2022	Strategic
Information Management Roadmap Deep Dive	November 2022	Strategic
IT Zero Based Budget Review	November 2022	Strategic
Digital and Smart City Deep Dive	November 2022	Strategic

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DITS Portfolio 2022-23

CITY
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CoL Portfolio 2022-23

End User Experience

Empower everyone to achieve more through our products, expertise and services.

Security & Compliance

Manage threats & risk while securely enabling access to information for those who need it.

Connectivity & Resilience

Deliver a core platform across the City to connect and empower citizens & partners.

Service Transition

Changing our Service Sourcing model to deliver better value out of our processes, partners & performance.
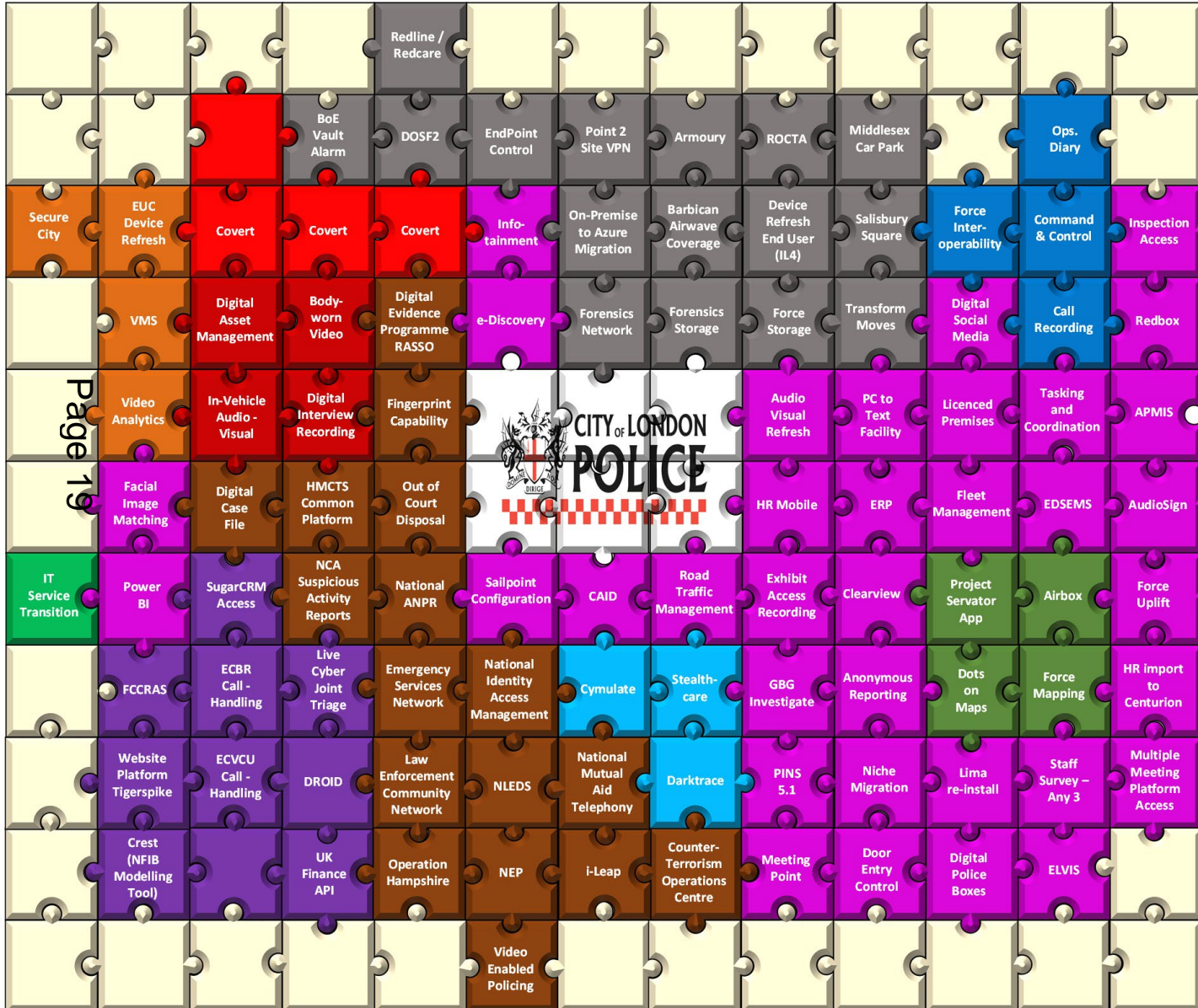
Applications & Data

Support the organisation to optimise business decisions made at the strategic, tactical, and operational levels.

2

PORTFOLIO BREAKDOWN DIAGRAM

DOCUMENT NAME	CORPORATE DITS PORTFOLIO 2021-23		ORGANISATION	City of London Corporation
AUTHOR/VERSION	Graeme Q-P/0.2		DATE	Jun-22

CITY OF LONDON

PORTFOLIO: CORPORATE DITS PORTFOLIO 2021-23

PROGRAMME STREAM

END USER EXPERIENCE P1	SECURITY & COMPLIANCE P2	SERVICE TRANSFORMATION P3	CONNECTIVITY & RESILENCE P4	APPLICATIONS & DATA P5

PROJECT

END USER EXPERIENCE P1	SECURITY & COMPLIANCE P2	SERVICE TRANSFORMATION P3	CONNECTIVITY & RESILENCE P4	APPLICATIONS & DATA P5
1.1 Device Refresh & Modern Management	2.1 Cloud App Security (E5)	3.1 Future Operating Model - Design	4.1 Medium Term LAN Model/Contract	5.1 Applications Rationalisation
1.2 Web filtering solution (E5)	2.2 Advanced Threat Protection (E5)	3.2 Future Operating Model - Commercial/Procurement	4.2 Medium Term WAN Model/Contract	5.2 ERP Programme Engagement/Support
1.3 Telephony/Phone System Voice replacement (E5)	2.3 Azure Information Protection (E5)	3.3 Future Operating Model - Finance	4.3 SD WAN Discovery	5.3 Property System Programme Engagement/Support
1.4 Direct Routing/Calling Plans	2.4 Advance Threat Analytics (E5)	3.4 Future Operating Model - People, change & engagement	4.4 SD WAN roll-out/migration	5.4 SharePoint Unstructured Data rationalisation/migration
1.5 Device Refresh & Modern Management(Members)	2.5 Conditional Access Polices (E5)	3.5 Future operating Model - Governance	4.5 Wireless controllers migration to Cloud	5.5 Power Bi Pro Licence deployment (E5)
1.6 Microsoft Managed Desktop Discovery	2.6 Azure Identify & Access Management (Zero Trust policies) (E5)	3.6 Future operating Model - Transition/implementation	4.6 PSN Replacement	5.6 Define & deploy data capabilities to support organisational insight (TBD) (E5)
1.7 Microsoft Managed Desktop roll-out/migration	2.7 M365 Advanced Data Governance & e-Discovery (E5)	3.7 Target Enterprise Architecture model	4.7 BMS Segmentation	5.7 HR Self-Service Portal
	2.8 Implement Security Information and Event Management (SIEM) Solution (Sentinel)	3.8 Print Contract review		5.8 CRM for Markets Scoping
	2.9 Implement Priviledge Identity Mgt			5.9 Data Warehouse Scoping
	2.10 Corporate Social Media Security enhancements			

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City of London Police – Programmes & Projects

				Redline / Redcare							
			BoE Vault Alarm	DOSF2	EndPoint Control	Point 2 Site VPN	Armoury	ROCTA	Middlesex Car Park		Ops. Diary
Secure City	EUC Device Refresh	Covert	Covert	Covert	Info-tainment	On-Premise to Azure Migration	Barbican Airwave Coverage	Device Refresh End User (IL4)	Salisbury Square	Force Inter-operability	Command & Control	Inspection Access
	VMS	Digital Asset Management	Body-worn Video	Digital Evidence Programme RASSO	e-Discovery	Forensics Network	Forensics Storage	Force Storage	Transform Moves	Digital Social Media	Call Recording	Redbox
	Video Analytics	In-Vehicle Audio - Visual	Digital Interview Recording	Fingerprint Capability				Audio Visual Refresh	PC to Text Facility	Licenced Premises	Tasking and Coordination	APMIS
	Facial Image Matching	Digital Case File	HMCTS Common Platform	Out of Court Disposal				HR Mobile	ERP	Fleet Management	EDSEMS	AudioSign
IT Service Transition	Power BI	SugarCRM Access	NCA Suspicious Activity Reports	National ANPR	Sailpoint Configuration	CAID	Road Traffic Management	Exhibit Access Recording	Clearview	Project Servator App	Airbox	Force Uplift
	FCCRAS	ECBR Call - Handling	Live Cyber Joint Triage	Emergency Services Network	National Identity Access Management	Cymulate	Stealth-care	GBG Investigate	Anonymous Reporting	Dots on Maps	Force Mapping	HR import to Centurion
	Website Platform Tigerspike	ECVCU Call - Handling	DROID	Law Enforcement Community Network	NLEDS	National Mutual Aid Telephony	Darktrace	PINS 5.1	Niche Migration	Lima re-install	Staff Survey – Any 3	Multiple Meeting Platform Access
	Crest (NFIB Modelling Tool)	UK Finance API	Operation Hampshire	NEP	i-Leap	Counter-Terrorism Operations Centre	Meeting Point	Door Entry Control	Digital Police Boxes	ELVIS		
				Video Enabled Policing								

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Key

Key
National Programme
Command & Control
National Lead Force
Secure City Programme
Audio / Visual Evidence
Geographical Information
Infrastructure
IT Service Transition
Data Management
Covert
Other

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Committee(s): Digital Services	Dated: 04-05-2022
Subject: Digital Skills Strategy	**Public**
Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?	3, 4, 5, 8, 9
Does this proposal require extra revenue and/or capital spending?	**N**
If so, how much?	**N/A**
What is the source of Funding?	**N/A**
Has this Funding Source been agreed with the Chamberlain's Department?	**N/A**
Report of: Dionne Corradine, Chief Strategy Officer Andrew Carter, Director, Community and Children's Services Damain Nussbaum Director, Innovation and Growth	**For Information**
Report authors: Barbara Hook (TC)	

Summary

This report presents the progress achieved through the Digital Skills Strategy 2018-23 and outlines a transition pathway over the course of 2022-23 to ensure that the strategy outcomes become embedded into the relevant City of London Corporation skills, culture and business strategies as these are renewed and into City of London Corporation departmental business as usual activity.

Recommendation(s)

Members are asked to:

- Note the report and appendices.

Main Report

Background

1. The City of London Corporation developed and implemented the Digital Skills Strategy 2018-23. Its aims over the five-year period, working in partnership with others, were to prioritise digital competitiveness, digital creativity and digital citizenship. The three interconnected strands translate into the following outcomes:
   a. The City and the UK has the skills, talent and digital expertise it needs to drive the digital economy and productivity
   b. Residents, workers and learners have the digital and fusion skills they need to thrive in all aspects of their lives.

2. The strategy did not apply to the employees of the Corporation and this is a separate strand of activity to better scope need in this area.

Current Position

3. We create an annual action plan to ensure the Digital Skills vision is converted into action through long-term, methodical interventions that deliver outcomes. The strategy is in its fourth year of implementation and this report provides a progress update on various actions taken by departments over that fourth year to implement its aims. A number of actions were successfully delivered or embedded in the earlier years of the strategy, but since 2020 the Covid-19 pandemic, and to some extent the City Corporation's transition to a new Operating Model which is still in progress, has impacted on the delivery of the planned activities in support of the strategy and some actions were paused or delivered virtually during the period. Some of the key performance indicators that were identified when the strategy was developed have been affected, so it is difficult to assess impact at the current time, though the pandemic provided a catalyst in driving service provision online.

4. **Priority 1 Competitiveness:** In this priority, our aims are to work with businesses, exploring the ways in which we can support digital innovation and enterprise; fill the digital skills gaps and shortages that businesses identify; and prevent and safeguard against cyber- attacks and cyber terrorism.

5. The Small Business Research & Enterprise Centre (SBREC - formerly City Business Library) events programme provides a range of digital courses and partners with external organisations to offer additional business support growth. SBREC partners with
   a. New Skills Academy to offer discounted digital skills courses on Microsoft Office and business management and development;
   b. Google Digital Garage, offering free 121 digital support to SMEs;
   c. Amazon Small Business Accelerator, a free service offer that includes website building, selling online and marketing;
   d. NatWest Business Builder, an online tool for businesses to develop and grow.

6. SBREC promotes these offers through its SME 'Supporting SMEs and Start-ups' webpage and regular newsletters and social media. Its events programme includes a range of business support training, including topics such as 'Writing Digital. Blogging and words that sell', 'Accelerating business growth – systems and strategies for SMEs', 'Safer Internet Day: secure your business', 'How to approach scale-up and investments as a Tech start-up', 'Digital accounting. Masterclass for SMEs', 'WordPress: getting started', and many more. SBREC supports pre-start-ups, entrepreneurs and SMEs across the UK, including how to apply for the Covid Recovery and Omicron grants support to City businesses who do not have the technical skills to complete an online application of this nature.

7. CoL was a founding partner of FutureDotNow, which is bringing together leading companies, civil society groups and government to boost the UK's digital skills. CoL is providing event space and support for three FutureDotNow events during 2022 (delayed from 2020 by the pandemic) beginning with the FutureDotNow Spring Event in May for round table discussions with up to 150 business leaders.

8. We continue to promote London as both cyber secure and as a key market for product and service innovation in cyber. We also continue to support Cyber Griffin, an initiative founded by City of London Police in 2017 to help individuals and businesses protect themselves against cyber crime.

9. **Priority 2 Creativity**: In this priority, out aims are to work with businesses, educators and civil society, to consider how we can raise educational aspiration and attainment in terms of digital skills; and prepare our learners, for the jobs of the future, in terms of the necessary digital skills, behaviours, attitudes and competencies.

10. Our libraries provide access for all to equipment and the internet and 1-1 support. The Barbican library has a weekly IT club. In Quarter 2 2022-23, the Barbican Children's Library plans to reopen its weekly, term-time Code Club in partnership with the national Code Club organisation where volunteers from Lloyds Banking Group teach children the coding languages Scratch and Python.

11. The London Careers Festival (LCF) 2021 was delivered between 28 June – 2 July 2021, linking learners to the world of work with a mix of skills fairs, workshops, business fairs and experiences of workplaces, with a strong digital element. 45% of the scheduled sessions included creativity as a core skill. 50 organisations participated, over 14,000 pupils from 181 different schools attended, and 5 careers sessions were specifically focused on jobs in tech industries. 71% of young people expressed that they enjoyed joining the festival online, 85% of teachers said they would book pupils onto events next year and 92% would recommend the festival to other teachers and schools.

12. We are exploring work experience opportunities for digital. LCF in partnership with Apprentice Futures offered 11 employer-led webinars which explored apprenticeships as a career opportunity for secondary and post-16 pupils across sectors including digital and tech. LCF 2021 delivered two sessions with City of London Apprentices (which included apprentices working in digital and tech). The Skills forum continues to promote good quality work experience opportunities across the tech sector for young people.

13. We are championing and enabling learning to develop 21st century Fusion Skills through programmes that are a mix of academic, creative, digital and emotional learning. The Education and Enterprise HUB – Space of Collective Intelligence is now financed by the European Union and developed by a consortium made up of eight institutions, from five different European countries, including the City of London. The ED-EN HUB project is aimed to improve the quality of education, especially Vocational Education and Training, through the consolidation and systematisation of the relationship between education and enterprise. This is centred on the interface between fusion skills and digital skills. In October 2021, CoL hosted the first of the Multiplier Events for the Ed-En Hub project, attended by 70 experts and external stakeholder with a balance of expertise from education and enterprise. Vital discussions took place covering assessment and skills measurement, education, and enterprise experts.

14. The Adult Skills and Education Service (ASES)'s GLA-funded Digital Hub brings together digital training providers, employers, industry bodies and third sector

partners to support London's digital workforce. Targeting underrepresented groups residing on CoL estates, the Digital Hub supports residents to overcome barriers and develop the skills for entry level roles such as Junior Data Scientist. Partner employers like Amazon Web Services, the NHS and Direct Line supply expertise and training, whilst benefitting from access to an untapped local talent pool.

15. Amazon Web Services (AWS), the City of London Police and the City of London Corporation have partnered to launch a new project supporting the development of digital, business and fusion skills in Year 12 students, increasing their knowledge of the wide range of careers in the digital space and preparing them for success in the world of work. Over the Spring term, up to 50 students from five schools will take part in a series of interactive workshops led by experts from AWS, the City of London Police and the City of London Corporation. They will be introduced to a wide range of careers in technology including at AWS and the police, as well as how they can use technology to positively impact on the world. The project will culminate in a full-day challenge, where diverse students will use the skills and knowledge to present solutions to a challenge and pitch their ideas to a panel of experts.

16. In response to the COVID-19 pandemic, all schools in the CoL Family of Schools adapted to online learning platforms and forum engagement remained high, with schools reporting feeling well-supported by the City Corporation.

17. We are supporting the development of our own workforce through a series of IT delivered courses and campaigns, including several new IT courses focussing on Office 365 apps such as SharePoint. There are multiple bespoke training videos, as well as other online learning resources such as CKTrainingPlus. Staff can view the IT Tech Tips blog and a quarterly Sway newsletter for the latest updates. We are promoting digital apprenticeships at various levels, including through national apprenticeship week and by targeting promotion at specific COL department . Currently 5 digital apprenticeships are in progress and a further 6 are being explored by staff.

18. **Priority 3 Citizenship**: In this priority, our aims are to work with individuals and communities, to consider how we can use digital skills to address barriers and gaps to improve access and participation; use digital skills to connect the capital, enable positive transitions and provide advice and support; and improve cyber, digital and financial inclusion and safety.

19. We provided targeted support, through a preloaded dongle, to help vulnerable or low-income households and shielding or self-isolating to access the internet to alleviate the immediate impact of lockdown. We distributed 43 portable 4G Wi-Fi hotspot 'dongles' which allowed vulnerable/low-income households access to the internet. As part of this, we asked residents if they had access to a digital device (laptop or computer) to access the internet, and whether they wanted support with receiving one. We re-referred residents to our grant funded partner, Mer-IT, who received a £10,000 community grant from us to supply digital devices to City residents where we identified need. 6 laptops were provided to City residents and 15 laptops were provided for Afghan refugees who are based at hotels in the City, to help them with learning and development. A Tech Takeback event was

organised by City of London Corporation in November 2021, with a number of donated devices being repurposed for citizens in need. Arrangements are being made for a further 10 laptops to be donated to a homelessness charity, St Mungo's, for them to reuse.

20. Led by the Centre for the Acceleration for Social Technology (CAST), Catalyst is funded by DCMS, National Lottery Community Fund, Comic Relief, Esmee Fairbairn Foundation, Comic Relief, Paul Hamlyn Foundation and City Bridge Trust and aims to support thousands of charitable organisations to respond to the changing needs, behaviours and expectations of people and communities, using digital, design and data to achieve their charitable objectives and to create a thriving, stronger social sector. A further grant of £900,000, over five years (£200k, £200k, £200k, £175k, £125k) was approved in September 2021 for the continuation of the Catalyst digital network project, release of year two payments will be conditional on funding from the National Lottery Community Fund (or other funder(s) at a similar level of funding) being secured.

21. Superhighways (hosted by Kingston Voluntary Action). CBT are funding a partnership approach on behalf of the Council for Voluntary Service (CVS) network across London which involves London Plus, HEAR Network, Coalition for Efficiency, DataKind UK, Makerble and the GLA. This project will focus on embedding digital skills within small organisations at the hyper-local level. A further grant of £345,000 over three years (£127,000; £109,000; £109,000) towards the further development and delivery of the Datawise London programme was approved in March 2022.

22. The London Metropolitan Archives (LMA) continues to broaden digital access to its collections and services. Recently created digital includes collections digitised in partnership with an academic publisher for a package aimed at University libraries titled Women's Studies; copies of audio recordings as the London hub for the national Unlocking Our Sound Heritage program led by the British Library and manuscript collections in partnership with the children's charity Coram (records of the Foundling Hospital). New digitisation for the historical images website, the London Picture Archive, has focussed on the map collections at LMA. A new responsive version of the London Picture Archive site greatly improves user experience on phones and tablets. New systems enable exploring maps, panoramas and large prints in detail, including the publication of the London County Council Bomb Damage Maps for the first time on our digital platforms. A new 'Digital Skills Framework' has been developed for LMA staff, providing easy access to training and guidance in digital systems and platforms, with the aim of raising levels of digital knowledge and capability across the organisation. LMA digital volunteering programs have attracted over 100 volunteers, enhancing metadata for historical photographs, identifying people of African, Caribbean, Asian and Indigenous heritage in parish registers and creating descriptions of sound recordings. The digital infrastructure for visitors to LMA was improved this year with new Beelink mini PC terminals and digitisation studios were upgraded with new digitisation workstations for manuscripts and audio formats (provided by the grant funded Unlocking Our Sound Heritage project). In the period 2021/22 LMA recorded 47,230,114 page impressions or image views of LMA content on its websites and partner websites hosting LMA content. 12,952,483 users were recorded viewing LMA content or images across the websites (note that this data

isn't available for all sites). 243,240 content views were recorded on Facebook and Instagram, with 75,786 engagements across Facebook, Twitter and Instagram. Digital copies of films were viewed 104,334 times on YouTube.

23. During the pandemic, when CoL museums, attractions and archives were temporarily closed, we provided the Our City Together website as a central digital hub for CoL activities, and as a core part of our programming when we were unable to deliver outdoor arts. The site has since closed down but we will be building on the learnings of this project to inform future digital provision for culture and tourism, particularly as we look to implement a new Destination Strategy. Within the strategy, the digital offer remains a commitment stating that we will 'Create a new destination digital landing page or microsite to become the repository for all leisure-culture content, and further strengthen partnerships with visitor influencers capable of amplifying messaging'.

24. We are committed to promoting responsible procurement across CoL departments and digital Inclusion has been incorporated into our standard bank of responsible procurement questions and appears in a menu of social value options which bidders can select as a commitment. This includes Skilled volunteering - offering pro bono training/ workshops/ drop in-sessions on software on general computer literacy to job seekers/ social enterprises/ the voluntary sector to support digital inclusion amongst socially excluded groups. A similar question to the one used for our IT managed services contract has been included in the new Action Fraud Contract which is being tendered by City of London Police. Bidders will be given a menu of items to support digital inclusion and will be scored on their implementation plan. The menu includes digital skills workshops and resources uploaded to the City's Find Fusion website. We are also working on a reporting centrally for responsible procurement commitments from 2023.

Embedding Digital Skills

25. Over the past four years work, under the guidance of the Digital Skills Strategy SROs, Director Community and Children's Services and Director Innovation and Growth, has been taken forward in CoL departments and adopted into their digital skills approach and offer for the citizens and businesses we serve and for our own workforce. For the final year of the strategy, we will pay particular focus on supporting this continuing transition to embed the approach into BAU (Business as Usual) activity. The majority of actions we have identified and delivered will continue, though we will identify and develop new actions with departmental leads through a working group, and monitor progress. This will include sharing LOTI's Digital Inclusion Research Report outlining the approaches undertaken by the public, private and third sectors in tackling digital exclusion in London, to which the City of London Corporation contributed, with those who can contribute to reducing digital exclusion impacts. The LOTI report focuses on a range of digital inclusion interventions and the challenges and success factors in setting up digital inclusion interventions.

26. Going forward we intend to embed the Digital Skills Strategy 2018-23 outcomes within our broader Skills, Culture and Responsible Business strategies as these are renewed. Alongside this, we will focus with Chief Officers on the City Corporation's own processes and capability to promote and grow our digital skills

and digitally enabled approached. We will also ensure there is close alignment between our continuing ambitions in delivering the digital skills outcomes that are detailed in the Digital Skills Strategy 2018-23 and the development of the City of London Corporation's Corporate Plan 2024-29.

Key Data

27. The list of the strategy Key Performance Indicators is at Appendix 2.

Corporate & Strategic Implications

Strategic implications – The Digital Skills Strategy 2018-2023 is aligned with and supports the delivery of the Corporate Plan 2018-23, in particular the following Corporate Plan outcomes:

     3: People have equal opportunities to enrich their lives and reach their full potential;
     4: Communities are cohesive and have the facilities they need;
     5: Businesses are trusted and socially and environmentally responsible;
     8: We have access to the skills and talent we need;
     9: We are digitally and physically well-connected and responsive.

Financial implications - None

Resource implications - None

Legal implications - None

Risk implications - None

Equalities implications – The Digital Skills Strategy includes strategic aims to overcome barriers for people with protected characteristics and socioeconomic disadvantage and promote equality of opportunity.

Climate implications - None

Security implications - None

Conclusion

28. This report presents the continuing ambition to deliver on the Digital Strategy 2018-23 outcomes and ensure they become embedded into ongoing strategy development for our citizens, business and staff, and are aligned to our Corporate Plan 2024-29.

Appendices

•   Appendix 1 – Digital Skills Strategy 2018-23
•   Appendix 2 – Key Performance Indicators

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Digital Skills Strategy, 2018-23
Shaping tomorrow's City today

Foreword by the Lord Mayor and the Chairman of Policy and Resources

From water and steam, to electric power, to electronics and information technology, we are now well into the Fourth Industrial Revolution. This time, it is about harnessing digital power. Digital encourages us to think without boundaries or limits. It empowers us to re-think the art of the possible for individuals, communities, places and the economy. In all areas of our lives we are feeling the impact and the rapid rate of change of the digital revolution.

We have been longstanding champions of the role of the City of London Corporation in shaping tomorrow's City today. This strategy will play a major role in bringing in those changes. It outlines the activities that we will prioritise to ensure that people and businesses are equipped to take advantage of digital technologies and innovations to help themselves and their economies thrive.

The City Corporation understands the importance of supporting the digital sector – one of the fastest growing sectors in the UK. In London this is particularly the case as the capital has developed and maintained its status as a global hub for digital innovation. Through organisations like Tech Nation, London's digital expertise is increasingly mirrored across the UK. As a result, we are committed to supporting the digital sector in London, with a specific focus on the City – the financial and commercial heart of the UK economy – and working with other cities across the UK to support a truly digital nation.

The UK has much to be proud of in terms of our contribution to digital innovation. We must continue to find new ways to unlock our creative and competitive edge. We want to work with individuals and communities – across business, education, and charities – to think about how we can use digital skills to compete in the ever-changing modern world. We want to progress at speed to prepare people for jobs now and in the future, filling any skills gaps or shortages that are identified, and ensuring that no one is left behind digitally.

Alderman Peter Estlin
The Rt. Hon. The Lord Mayor

Deputy Catherine McGuinness
Chairman of Policy and Resources Committee

November 2018

EXECUTIVE SUMMARY: Digital Skills Strategy at the City of London Corporation, 2018 – 23
Shaping tomorrow's City today

About us:
The City Corporation's reach extends far beyond the boundaries of the Square Mile and the City, across the private, public, charitable and community sectors. Our digital skills strategy supports the aims set out in our Corporate Plan for 2018-23 to contribute to a flourishing society, support a thriving economy and shape outstanding environments.

Our Vision:
People and businesses, across the City, London and beyond, are equipped to take full advantage of digital technologies and innovations to help themselves and their economies thrive.

Our Outcomes:
1. The City, London and the UK have the skills, talent and digital expertise they need to drive digital productivity and competitiveness.
2. People and businesses have the digital skills they need to thrive in all aspects of their lives.

Who will we work with:
• The residents, learners and workers we work with directly.
• The businesses we support in the City, London and beyond and local, regional, central and global governments.
The communities we support through our charitable giving, distributed mainly via City Bridge Trust.

Our priorities:

Digital Competitiveness	Digital Creativity	Digital Citizenship

Our activities:

Digital Competitiveness
Working with businesses we will explore the ways in which we can:
• Support digital innovation and enterprise.
• Fill the digital skills gaps and shortages that businesses identify.
• Prevent and safeguard against cyber-attacks and cyber terrorism.

Links to Corporate Plan Outcomes 5, 6, 7, 8.

Digital Creativity
Working with businesses, educators and civil society, we will consider how we can:
• Raise educational aspiration and attainment in terms of digital skills.
• Prepare our learners, for the jobs of the future, in terms of the necessary digital skills, behaviours, attitudes and competencies.

Links to Corporate Plan Outcomes 3, 8, 10.

Digital Citizenship
Working with individuals and communities, we will consider how we can:
• Use digital skills to address barriers and gaps to improve access and participation.
• Use digital skills to connect the capital, enable positive transitions and provide advice and support.
• Improve cyber, digital and financial inclusion and safety.
Links to Corporate Plan Outcomes 1, 2, 3, 4.

Implementing this strategy:
We will embed collaboration, thought leadership and innovation across all aspects of our digital skills work, in order to deliver the vision, priorities, outcomes and activities set out in this strategy, developing responses and interventions to the issues and opportunities that digital skills present society and the economy. We will promote and share our learning, championing the DQ™ digital intelligence framework as part of this. We will look outwards to identify where we want to intervene and track our impact.

Definition of digital skills:
Digital skills are the set of skills, attitudes and values which will enable people to thrive and flourish in current and future digital environments.

Introduction

Purpose of this strategy

This strategy sets out the City of London Corporation's (City Corporation) vision, approach and commitment to digital skills from 2018-23, and will guide our digital skills work internally and externally.

There is already a clear focus on digital skills across many areas of our existing work, including employability, education, skills and cultural learning, which this strategy will develop further. It also aligns with our wider organisational ambitions as set out in our Corporate Plan for 2018-23.

How this strategy was developed

The development of this strategy has been overseen by key senior officers and elected Members at the City Corporation, alongside a dedicated cross-departmental Digital Skills Group. The group has included representation from our community and children's services, our education team, our economic development team, and City Bridge Trust – London's largest charitable funder. Together, they have assessed the effectiveness of our existing digital skills work and consulted externally with a wide range of individuals and organisations that are expert in digital skills, to identify the key areas of focus in this strategy, and the gaps, overlaps and best practice we can use to support with this.

Defining digital and digital skills

We consider digital to be an enabler which supports individuals, communities, businesses, government, the charitable and community sector and others to build skills, capabilities and value across a range of activities and processes, using data and advanced computerised technologies. Ultimately, digital skills are a set of skills, attitudes and values that enable people and businesses to thrive and flourish in current and future digital environments.

Digital skills and society

The UK Government's Industrial Strategy, produced by the Department for Business, Energy and Industrial Strategy in 2017, sets out a vision for building an economy that works for everyone. Alongside this, the Government published its digital strategy for a digital economy. It sets out seven strands of work that prioritise the availability of the necessary digital infrastructure throughout the UK for businesses to thrive and grow and for the UK to be the safest place in the world to live and work online. It cites several key enablers for this, including the safe use of data, the tools with which to start and grow businesses in the UK effectively, provision for all existing businesses to become a digital business, and support for everyone to have access to the digital skills they need.

The continued success and competitiveness of our economy depends on a skilled, talented and creative workforce, as well as engaged and included citizens. However, research and feedback from government, schools and employers regularly show that a paucity of digital skills training in schools, or through higher education, is resulting in too few skilled individuals being prepared to enter the workforce and contribute to the digital economy.

This supply and demand imbalance is a challenge that needs addressing in many ways. The City is looking at what the Financial and Professional Services sector can do to ensure it has the digital workforce it needs. Creativity within digital skills partners well with the City Corporation's emphasis on 'fusion skills', within our education, skills and cultural and creative learning offers, which prioritises the pursuit of so called 'soft' and creative skills, alongside technical and digital skills, in order to succeed in the digital age.

This issue is further exacerbated by a lack of clarity amongst all employers about the exact nature of digital skills they require within their existing and future workforces – which can result in existing or prospective employees having a high degree of specialist digital skills that are under-utilised or under-employed. The pace of change in digital technologies requires a commitment from employers to learning and development, including lifelong learning opportunities, to ensure that they have workforces with the creative, specialist and soft skills they need to thrive within the digital age.

Ensuring that citizens are digitally engaged and included comes with both challenges and opportunities. Access to digital technologies and the skills with which to use them effectively can reduce vulnerabilities, isolation and the barriers and gaps that prevent access and participation. The UK Government's Digital Inclusion Strategy, published in 2014, calls for all people to access, use and benefit from the internet, by ensuring access to the internet is readily available and affordable, and that citizens are then

equipped with the skills, motivation and trust to use the internet effectively.

There is already much research and thinking available on what it means to be a digital citizen that is part of a digital society and economy. Digital technologies are being used to support our engagement with all facets of society, including business, education, politics, government and more. Through this strategy, we will lead and convene cross-sectoral and cross-generational thinking on the best ways in which to respond to existing and emerging digital skills and opportunities identified. We are committed to supporting people and businesses to thrive by having the skills they need to take advantage of existing and emerging digital technologies and innovations.

Our vision

People and businesses, across the City, London and beyond, are equipped to take full advantage of digital technologies and innovations to help themselves and their economies thrive.

Our priorities and outcomes

Over the next five years, working in partnership with others, we will prioritise **digital competitiveness, digital creativity and digital citizenship**.

These three inter-connected strands translate into the following outcomes:

1. The City, London and the UK have the skills, talent and digital expertise they need to drive digital productivity and competitiveness.
2. People have the digital skills they need to thrive in all aspects of their lives.

Who we will work with

We intend to work in partnership with businesses and employers, local, regional, central and global governments, the charitable and community sectors, and our schools, cultural institutions and libraries to co-design and deliver the activities associated with this strategy.

Our work will be aimed at benefitting the residents, workers and learners we support across our existing portfolios of work, including the 11,228 pupils that attend our family of schools. This will mean that we work with people both in and out of work who are participating in education, training or lifelong learning activities. We will also target our work towards people and communities that are at risk of being left behind, due to a lack of digital skills, to address the implications that this has on their ability to manage their finances, their health, their wellbeing, their social capital and connections and much more.

This strategy is a priority throughout the organisation, including the City of London Police, with committed leadership being offered jointly through our education and economic development teams, who will target businesses and employers and the pupils at our schools primarily. Support is also being offered from City Bridge Trust, the Lord Mayor's Appeal Charity and our Department of Community and Children's Services to work with people and communities at risk of being left behind.

What we will do

This strategy will prioritise the following kinds of digital skills activities:

1.Digital Competitiveness

We will:
• Convene stakeholders in a range of ways to understand and help to define the digital skills requirement for the future world of work, and how these will be met.
• Support businesses in the City, including leaders within the financial and professional services sector, to mange the impact of digital changes on their businesses and workers.
• In partnership with others, develop innovative skills pilots to address existing and emerging skills gaps that businesses have identified, e.g. cyber security.

2. Digital Creativity

We will:
• Prepare our learners, for the jobs of the future, by raising their educational aspiration and attainment, in terms of the necessary digital behaviours, attitudes, competencies and digital skills they need, through careers advice, guidance, the curriculum, lifelong learning, and training.
• Offer meaningful work experience to our learners, to prepare them better for the digital world of work.
• Work with others to identify impactful digital ideas

that can be scaled and developed by our learners, in partnership with others.
  • Inspire under-represented groups to pursue technology and digital roles.

3. Digital Citizenship:

We will:
  • Consider the role of digital and digital skills in removing barriers, overcoming gaps and improving access and participation in the activities and services that we deliver to our residents, workers and learners.
• Support charitable and community sector organisations which meet the funding guidelines of City Bridge Trust's Bridging Divides strategy to enhance their digital skills and related activities for the people and communities they support.

This strategy builds on our existing work to raise awareness and respond to the different needs of our stakeholders in terms of digital skills – particularly in terms of the work we do in our schools and with businesses in the City. In partnership with others, we have already started to design and implement, the following:

- **Influencing events:** Convening events that bring together different generations and different sectors to consider the digital skills issues of the day and their solutions.
- **A skills pilot:** An intensive customised training that

equips potential entrants or existing employees within the financial and professional services sector to fulfil unmet or underserved digital skills requirements.
- **A curriculum pilot:** A trial aimed at 165 Year 7 students at the City of London Academy Islington from 2018, with a further rollout to 240 Year 7 students at City of London Academy Highbury Grove in September 2019. The trial is a collaboration between pupils, learners, businesses and educators, which combines formal and informal learning methods to equip our pupils with the digital skills they require to thrive in digital work and non-work environments.
- **She Can Be:** A programme to inspire women and girls to take up careers in the City, including in technology and digital roles.
- **Work readiness:** Activities that explore the role of digital apps, such as Workfinder, in supporting young people from all social and economic backgrounds to access meaningful work experience in City businesses, as well as preparing learners and workers for the jobs of the future through careers advice, guidance, lifelong learning, education and training.

Links to other strategies

This strategy supports the City Corporation to fulfil its vision, as outlined in its Corporate Plan for 2018-23, for a 'vibrant and thriving City, supporting a diverse and sustainable London within a globally-successful UK'. We aim to do this by contributing to a flourishing society, shaping outstanding environments and supporting a thriving economy, which involves strengthening the character, capacity and connections of the City, London and the UK for the benefit of people who live, learn, work and visit here. It supports the following outcomes in the Plan:
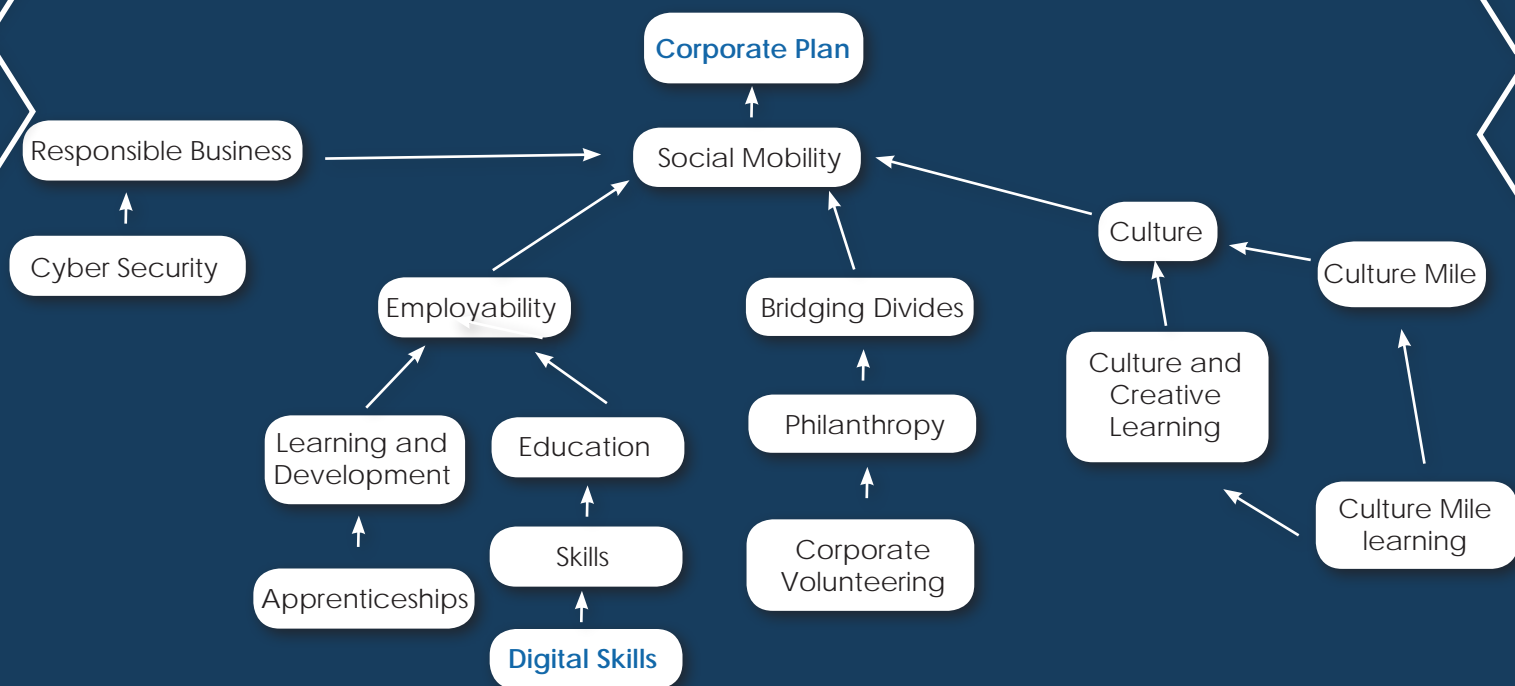
• Outcome 1: People are safe and feel safe.
• Outcome 2: People enjoy good health and wellbeing.
• Outcome 3: People have equal opportunities to enrich their lives and reach their full potential.
• Outcome 4: Communities are cohesive and have the facilities they need.
• Outcome 5: Businesses are trusted and socially and environmentally responsible.
• Outcome 6: We have the world's best legal and

regulatory framework and access to global markets.
• Outcome 7: We are a global hub for innovation in finance and professional services, commerce and culture.
• Outcome 8: We have access to the skills and talent we need.
• Outcome 10: We inspire enterprise, excellence, creativity and collaboration.

It also links to our strategies on: Employability, Education, Skills, Cultural and Creative Learning, Bridging Divides (City Bridge Trust's five-year strategy), Philanthropy, Social Mobility, Culture, Culture Mile, Culture Mile Learning and Cyber Security. The diagram below shows the ways in which these strategies, and several others, connect together.

The diagram shows a hierarchy of connected nodes: Corporate Plan at top, with Social Mobility below it. Social Mobility connects to Responsible Business (with Cyber Security below), Employability (with Learning and Development, Education, Apprenticeships, Skills, Digital Skills below), Bridging Divides (with Philanthropy and Corporate Volunteering below), and Culture (with Culture and Creative Learning, Culture Mile, Culture Mile learning).

Implementation and measurement

To deliver this strategy successfully, the City Corporation will work in partnership with others to further define and understand the issues and opportunities that the digital skills agenda presents people and businesses we work with. Every activity or intervention that we deliver will be embedded within the relevant parts of the organisation, and their impact and effectiveness will be measured in terms of:

1. Its delivery of the vision, priorities, outcomes and activities within this strategy.

2. Its correlation to the sum of technical, mental and social competencies essential to digital life, as outlined by The DQ™ Institute, in the form of eight core digital skills in the DQ™ 'digital intelligence' framework (right).

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Conclusion

We are pleased to make a five-year commitment to digital skills through this strategy which is distinct to our overarching commitments to skills development, as set out in our Skills and Employability strategies. The key measure of success for this strategy is that businesses and other communities and stakeholders that we support, including our residents, learners and workers, will have the digital skills they need to thrive in a digital economy and society. We will embed collaboration, thought leadership and innovation across all aspects of our digital skills work, sharing our learning, including our use and support for the DQ™ framework, with the stakeholders we work with internally and externally from different sectors and with a global outlook.

Report Author: Sufina Ahmad
City of London Corporation

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Digital Skills Strategy – Performance Framework

Outcomes:

1. The City, London and the UK have the skills, talent and digital expertise they need to drive digital productivity and competitiveness.

2. People and businesses have the digital skills they need to thrive in all aspects of their lives.

Total CPF KPI's: 18

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Digital Competitiveness

HLA: Support the digital innovation and enterprise

London is #1 financial centre (Global Financial Centres Index)
London's position in the Green Finance Index % increase in UK and India figures for fintech adoption
% of Square Mile with coverage and connections to FTP fibre and 4G (5G) broadband

HLA: Fill the digital skills gaps and shortages that businesses identify

% reduction in City firms experiencing skills gaps
% positive feedback from businesses on CoLs role in creating solutions that ensure FPS has access to the digital talent it needs

HLA: Prevent and safeguard against cyber-attacks and cyber terrorism

# of cyber attacks identified and resolved

Digital Creativity

HLA: Raise educational aspiration and attainment in terms of digital skills.

School 'Progress 8' and 'Attainment 8' score
learners gaining a national accreditation
learners enrolled in training and courses

HLA: Prepare our learners, for the jobs of the future, in terms of the necessary digital skills, behaviours, attitudes and competencies.

participating in creative/cultural learning programmes (as per education, cultural and creative learning and skills strategies)
attending showcasing events/recruitment drives
work experience placements
% uptake of fusion skills curriculum across our educational and cultural institutions

Digital Citizenship

HLA: Use digital skills to address barriers and gaps to improve access and participation.

% of CoL collections available digitally

HLA: Use digital skills to connect the capital, enable positive transitions and provide advice and support.

% people who report increased quality of life after relevant interventions
# people benefitting from CBT funding

Digital Competiveness KPI	Latest update
London is #1 financial centre (Global Financial Centres Index)	Global Financial Centres Index 2021: London is #2.
London's position in the Green Finance Index % increase in UK and India figures for fintech adoption	In Oct 2021 London was #1 in the Global Green Finance Index.
% of Square Mile with coverage and connections to FTP fibre and 4G (5G) broadband	Publicly available data is here COL is actively working with Openreach to deliver FTTP across the City and to ensure everyone is digitally connected
% reduction in City firms experiencing skills gaps	92% of Financial Services Skills Commission (FSSC) member firms had hard-to-fill vacancies in 2021
% positive feedback from businesses on CoLs role in creating solutions that ensure FPS has access to the digital talent it needs	FSSC membership has grown from 15 to 34 financial services firms, as firms recognise the value of collaboration to address digital and other skills gaps
# of cyber attacks identified and resolved	CoLP track the number of new incidents being investigated by the local cyber crime team; as at Feb 22 the reported number for 2021-22 was 31 incidents, compared with 52 in 2020-21.

Digital Creativity KPI	Latest update
School 'Progress 8' and 'Attainment 8' score	These were not produced or published for the last two years due to the Covid pandemic
# learners gaining a national accreditation	All our learners in schools go through national accreditation
# learners enrolled in training and courses	Adult learning was impacted by the Covid pandemic and so comparisons and conclusions are hard to draw.
# participating in creative/cultural learning programmes (as per education, cultural and creative learning and skills strategies)	Creative/cultural learning programmes were delivered online during the pandemic which may have impacted on participation levels.
# attending showcasing events/recruitment drives	FSSC membership has grown from 15 to 34 financial services firms, as firms recognise the value of collaboration to address digital and other skills gaps
# work experience placements	Information has not been captured consistently during the pandemic, but HR will have responsibility for this in future and will be able to provide data going forward.

Digital Citizenship KPI	Latest update
% of CoL collections available digitally	Increasing.
% people who report increased quality of life after relevant interventions # people benefitting from CBT funding	While numbers of people benefitting are not measured, in 2021 three organisations delivering digitally inclusive projects received CBT grant funding of £252883. An example of a grant award: £50,000 for delivery of bespoke employment support and advice to by CBT unemployed and underemployed refugees across London, incorporating new remote ways of working and a programme of digital inclusion to ensure refugees can access our support.

Committee(s):	Dated:
Digital Services Committee	12/07/22
Subject: Digital Maturity Dashboard	**Public**
Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?	8, 9, 10
Does this proposal require extra revenue and/or capital spending?	**N**
If so, how much?	**£**
What is the source of Funding?	
Has this Funding Source been agreed with the Chamberlain's Department?	**N/A**
Report of: The Chief Operating Officer	**For Information**
Report author: Sam Collins, DITS	

Summary

The Digital Services Strategic Roadmap (approved September 2020) set out an ambition for the City of London Corporation to embrace more digital ways of working and maximise the use of technology to deliver improved services and outcomes for our stakeholders. Digital maturity was central to this, and the document set out a series of measures to monitor progress. Since September 2020 it is clear that the organisation has made significant progress against some of these targets, aided by the COVID 19 Pandemic, in areas such as flexible working, the reduction in printing and migration to Microsoft Azure. There remain significant opportunities to redesign services to fully embrace technology and digital culture, and this should be a key focus for the Digital, Information and Technology Service going forward.

Recommendation

Members are asked to:

- Note the report.

Main Report

Background

1. Residents, businesses, workers, and visitors expect the City of London to be well connected, both physically and digitally. Over 500,000 people (10% of the London workforce) are employed within the square mile and they rightly expect to be able to access City services in a straight-forward, accessible manner within spaces that are technologically well-connected, vibrant, safe and sustainable. There is increasing competition from emerging cities, whilst politics and society is changing rapidly, and technology is disrupting the way we live, work and play.

Current Position

2. The past two years has highlighted the importance of providing resilient services based upon digital working practices, rather than paper based or location dependant practices. The COVID-19 pandemic has shown that not all services have fully embraced the digital age. The City Corporation continues to address these shortfalls, and through the Digital Services Strategic Roadmap (approved in September 2020), set out an approach to fully utilise the transformative role of technology in delivering modern, resilient and efficient services that meet our stakeholder's expectations and enabled by technology to support the evolving role of the office.

3. Appendix G of the Digital Services Strategic Roadmap proposed a series of tangible measures, in order to quantify the progress of the City Corporation towards digital maturity. The proposed measures are shown in Appendix One of this report, and demonstrate very positive progress against several of the original targets set in September 2020. Members views are sought as to whether the metrics proposed in the Digital Services Strategic Roadmap are still the correct metrics with which to measure the City Corporation's Digital Maturity now and in the future.

4. Without question, the COVID 19 pandemic has been a significant catalyst for the City Corporation in terms of digital adoption and this is further supported by the ongoing move towards more hybrid ways of working. Departments are increasingly redesigning their services, moving away from paper based and location specific processes, towards more agile and digital services.

5. The most significant progress has been made in areas such as measure one, with a 65% reduction in printing compared to pre pandemic levels. Printing still remains high in the City Corporation's Schools but these have been offset by dramatic reductions in most departments, which reflect a shift to more digital ways of working. Similar progress is also visible in measure three with a significant proportion of Guildhall based staff working more flexibly, working flexibly two to three days.

6. Within the Digital, Information and Technology Service positive strides have also been made. In 2020/21 all City Corporation and City of London Police servers and storage in the Agilisys Infrastructure as a Service (IAAS) location were migrated to Microsoft Azure (Measure 2). There remains only a small number of on-premise servers at Guildhall and other locations, although work continues to remove these. There is also an ongoing principle to migrate line of business applications to a 'software as a service' (SaaS) model where possible, and this has been achieved recently with the new Housing Management software (Civic CX Housing).

7. Measure seven has also been progressed within the Digital, Information and Technology Service, with around 60% of City Corporation service requests now being made through the Digital Services Portal, which compares to around 40% of City of London Police requests. The Digital Services Portal was implemented in January 2021. The new Concerto staff portal has also been introduced in City

Surveyors for all Facilities Management requests. There is further work required in other Corporate Services to move away from the use of e-mail and manual forms.

8. Measures 11 and 12 look at the percentage of public and staff requests that are fulfilled without service team intervention, principally looking at the use of automation or self-service for end to end processes. This is an area that requires increased focus and investment. Previous reports have noted the significant increases in online submissions (around 20k per annum) and online payments (£6.5m in 2021), however there remains a need to fully transform services, and not simply apply a 'digital veneer'.

9. The Continuous Improvement Pilot, supported by Catalyst Consulting, represents a significant opportunity to promote the digital agenda and deliver transform services. The scheduled 'Rapid Improvement Events' provide seek to redesign services and deliver lasting improvements and cultural change, and the initial engagements with the Commercial Team, Ports Health and Libraries have proved very positive. The Assistant Director Digital and Information has taken the role of Project Lead for the Pilot, to ensure that 'Digital' remains a key focus going forwards, and promote close working with the proposed Continuous Improvement Team. These roles are currently being recruited on a two year fixed term basis.

10. Looking ahead, there is a potential opportunity to greatly expand the DITS offering around Digital. Across London Local Authorities there has been an increasing trend to embrace the Local Digital Declaration, following in the footsteps of the Government Digital Service in utilising Agile delivery techniques and introducing roles centred on user centred design, user experience and redesigning services through better use of technology. To date the City Corporation has only really scratched the surface in maximising the investment in the available digital platforms, such as M365, the Power Platform and Granicus.

Key Data

11. Progress against the Digital Maturity Metrics is shown in Appendix One.

Corporate & Strategic Implications

Strategic implications – The City Corporation has significant aspirations in relation to Digital and some of the organisation's key initiatives are reliant upon the effective implementation of new technology and more digital ways of working. Digital and Technology based skills are a key enabler to delivering this change.

Financial implications – The adoption of more digital services and increased digital maturity has the potential to deliver significant savings and efficiencies within departments through a reduction in manual handling, online self-service, automation and electronic end to end processes.

Resource implications – The Digital Programme is progressing with limited capacity and investment in additional skills and capacity would undoubtedly accelerate the pace of change and adoption of digital practices.

Legal implications - None

Risk implications - None

Equalities implications – None

Climate implications - None

Security implications - None

Conclusion

The Digital Services Strategic Roadmap (approved September 2020) set out an ambition for the City of London Corporation to embrace more digital ways of working and maximise the use of technology to deliver improved services and outcomes for our stakeholders. Digital maturity was central to this, and the document set out a series of measures to monitor progress. Since September 2020 it is clear that the organisation has made significant progress against some of these targets, aided by the COVID 19 Pandemic, in areas such as flexible working, the reduction in printing and migration to Microsoft Azure. There remain significant opportunities to redesign services to fully embrace technology and digital culture, and this should be a key focus for the Digital, Information and Technology Service going forward.

Appendices

•   Appendix 1 – Draft Digital Maturity Dashboard

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Appendix One – Draft Digital Maturity Dashboard

	Measurement	Description	Outcome Impact	Target	Progress against Target
1	Digital Adoption in the Organisation measured by Channel Shift, **Reduction in Printing** and Staff use of SharePoint	Printing reflects comfort with onscreen reading and online sharing of documents	Reduced costs of printing, and paper storage and disposal for the organisation, less time spent by staff in printing, filing and retrieving documents, less staff tie to office print facilities	Decreases to 25% of baseline	Jan – March 2020 – 6.5m Jan – March 2022 – 3.6m Large reduction, will be monitored against new working patterns in future.
2	Cloud Migration achieved	This reflects all storage and compute needs being met via the Azure infrastructure	Reduced infrastructure costs for the organisation, increased reliability of storage and compute provision	90%-100% depending on ability of business systems to use Azure	All IAAS Servers have been migrated to Microsoft Azure
3	Percentage of *(traditionally office-based)* workforce working 3 or more days a week from home	This reflects effectiveness and efficiency of online sharing and meeting	Better work-life balance for staff, reduced office space and facilities costs for the organisation	Increase to 50% of all qualifying staff	The latest data (April 2022) shows that on average staff are booking a desk at Guildhall 1.9 days per week. No data exists for sites outside Guildhall
4	Performance against annual savings target set	This reflects improved cost and demand prediction, monitoring and management	Reduced costs for the organisation	Targets 100% met	2021/22 IT Savings Target - £1.6m Savings Achieved - £1.3m 81% of savings target achieved reducing the budget by 14%
5	Weighted average of elapsed time to fulfil IT service request	This reflects degree of cloud migration, IT standardisation and process automation	The organisation can more nimbly deal with changes to demand, staffing and cost pressures	Decrease to 75% of baseline	This is not currently measurable.
6	Percentage of public service requests made online	This reflects the percentage of public services available online and their convenience compared to other channels	Members of the public are conveniently registering their services needs while the organisation enjoys reduced costs in registering them	Increase to 90% of all requests	In the past 12 months there have been 28,940 payments made online, totalling £9.97m.

7	Percentage of staff service requests made online	This reflects the percentage of staff services available online and their convenience compared to other channels	Members of staff are conveniently registering their services needs while the organisation enjoys reduced costs in registering them	Increase to 90% of all requests	For COL, 60% DITS requests are now being made through the Digital Services Portal. For COLP, this figure is at around 40%.
8	Volume of file attachments sent internally via email	This reflects the convenience of other file sharing channels, e.g. SharePoint	Files version control is better managed, email and file storage needs are reduced, managing feedback is eased	Decrease to 10% of baseline	This is not currently measurable.
9	Volume of email sent internally	This reflects the convenience of other channels, e.g. Teams, and need to keep message records	Reduced cost of email storage, easier for staff to manage their email	Decrease to 50% of baseline	This is not currently measurable.
10	Percentage of staff working away from office 3+ days a week	This reflects effectiveness and efficiency of online sharing and meeting and of mobile working	Better work-life balance for staff, reduced office space and facilities costs for the organisation, more relevant staff in the community	Increase to 75% of all staff	The latest data (April 2022) shows that on average staff are booking a desk at Guildhall 1.9 days per week. No data exists for sites outside Guildhall
11	Percentage of public service requests fulfilled without direct service team intervention	This reflects degree of information reuse and of process simplification and automation achieved and of validation and approval still needed	Increased convenience and speed for requester, reduced processing costs for organisation	Increase to 50% of all requests	This is not currently measurable.
12	Percentage of staff service requests fulfilled without direct service team intervention	This reflects degree of information reuse and of process simplification and automation achieved and of validation and approval still needed	Increased convenience and speed for requester, reduced processing costs for organisation	Increase to 75% of all requests	This is not currently measurable.

Committee(s)	Dates:
Digital Services Committee – For Information	12th July 2022
Subject: Digital Information and Technology Service – COL-COLP Shared Services Agreement (OLA) update	**Public**
Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?	8, 9, 10
Does this proposal require extra revenue and/or capital spending?	**N**
If so, how much?	**£**
What is the source of Funding?	
Has this Funding Source been agreed with the Chamberlain's Department?	**N/A**
Report of: The Chief Operating Officer	**For Information**
Report author: Matt Gosden, Assistant Director – Delivery	

Summary

The draft IT Shared Services Agreement document (Appendix 1) describes the Shared Services Agreement covering all IT related services delivered to the City of London Police. In essence, these services comprise two main areas; Services provided by contracts with 3rd Parties (Externally Sourced Services), managed by DITS on behalf of CoLP, and Services provided by CoL staff either exclusively via dedicated staff, or via staff supporting services for all parts of the organisation (Services from the Internal Team).

The draft document has been shared at an early stage to show progress and seek Member's views on the document as it stands. It is intended that this document will be a "living" document and once agreed, will be reviewed quarterly to enable it to maintain relevance by adapting to changes in the services which are delivered and consumed.

Recommendations

Members are asked to:

- Note the report.

Main Report

Background

1. The City of London Corporation (COL) delivers direct and "pass through" 3rd party support services to the City of London Police (COLP), in line with a long-established shared service.

2. In addition, the COLP consume other technology related services, which are not under the direct management of the Digital Information and Technology Services team.

3. This creates a complex service landscape. Since it began in 2014, the overall technology service has not been fully documented or described in one place. This has led to frustration and a mismatch between expectation and delivery, which is something that all parties are keen to resolve.

4. Where COLP consumes services from COL directly, there has not been an agreed Shared Service Agreement (SSA) in place until now; describing service levels, and expected performance or mitigation/remediation measures, should the service fall below acceptable standards.

5. As such, the DITS team and the COLP Management team have documented these into a comprehensive Shared Services Agreement (SSA) document (Appendix 1) which describes the services which are delivered both directly and through third parties and the management processes for delivering them. The document also describes some of the IT Infrastructure Library (ITIL) processes which contribute to managing a technology service.

6. Within the Shared Services Agreement document, there is an Operational Level Agreement (OLA), which describes the requirements and agreed targets for each party.

7. This document is intended to be a "living" document and once agreed, will be reviewed quarterly to enable it to maintain relevance by adapting to changes in the services which are delivered and consumed.

8. The longer term aim is to re-use this document as a template for formalising similar arrangements with institutional bodies, to formalise the agreement for the DITS services they consume.

Current Position

9. The DITS Senior Leadership Team and the COLP leadership team have worked together to clarify COLP's expectations, document the services which are delivered and consumed and to describe the expected performance metrics and remediation measures, should the service fall below expected and agreed standards.

10. The Shared Services Agreement document (Appendix 1) describes the Shared Services Agreement covering all IT related services delivered to the City of London Police. In essence, these services comprise two main areas; Services provided by contracts with 3rd Parties (Externally Sourced Services), managed by DITS on behalf of CoLP. Services provided by CoL staff either exclusively via dedicated staff, or via staff supporting services for all parts of the organisation (Services from the Internal Team).

11. The document is more comprehensive than an OLA might be. It describes service delivery processes alongside COLP's expectations and agreed targets. However, the complex service landscape and the previous issues with clarity and delivery have meant that jointly creating this document is essential if the service is to be clearly understood by all stakeholders and delivery partners.

12. As such, it is widely accepted that financial penalties for poor performance against the agreed targets are not feasible or practical. Instead, the document clarifies the process for remediation; up to and including reporting to Member Committees.

13. The general consensus is that the document is almost ready for sign off by the COL Chief Operating Officer and the COLP Chief Operating Officer; subject to final review.

14. Between now and August the 31st 2023, when the Agilisys contract comes to an end, the service delivery model will change. Therefore, this document will change with it and will be reviewed at least quarterly to ensure it stays relevant.

Corporate & Strategic Implications

15. Strategic implications – the SS Agreement will enhance/improve understanding between CoL and CoLP to demonstrate for the need to agree a shared strategic approach going forward, in order to more effectively deliver shared services.

16. Financial implications – None at this time, but this is subject to change following the Service Transition project, which will change the service landscape including a rebalancing of cost and resourcing.

17. Resource implications – None at this time, but this is subject to change following the Service Transition project, which will change the service landscape including a rebalancing of cost and resourcing.

18. Legal implications – None. This is an internal document, not a contract.

19. Risk implications - None

20. Equalities implications – None

21. Climate implications - None

22. Security implications - None

Conclusion

23. Through a series of discussions with senior colleagues in CoLP, it has become apparent that there is a need to clarify the basis for the Shared IT service between CoL and CoLP. To this end, a Shared Services Agreement has been created to more clearly describe the range of services provided and the methods by which performance will be measured and managed. This agreement will continue to be developed through regular dialogue.

Appendices

•   Appendix 1 – Draft IT Shared Services Agreement

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DITS Shared Services Agreement

Description of Technology Services delivered to City of London Police

City Corporation

Version 1.1

1st May 2022

Contents

1. Introduction

The Digital, Information and Technology Services division (DITS) is an enabling service section within the Chief Operating Officer's Department of the City of London Corporation (CoL). DITS provides a wide range of technology services to the core service departments of the Corporation, the City of London Police (CoLP), and a limited range of services to the Institutional Departments.

This document describes the Shared Services Agreement covering all IT related services delivered to the City of London Police. In essence, these services comprise two main areas; Services provided by contracts with 3rd Parties (Externally Sourced Services), managed by DITS on behalf of CoLP. Services provided by CoL staff either exclusively via dedicated staff, or via staff supporting services for all parts of the organisation (Services from the Internal Team).

2. Externally Sourced Services

2.1 Managed Services – Agilisys Ltd

Scope:

Service Desk – direct to CoLP staff via Intranet Self-Service Portal, and telephone.

- Hours of service (core service) Mon-Fri, 8am to 6pm (exc. public holidays)
- Hours of service (out of hours) for Critical Services only

Service Management – via DITS Shared Services

End User Compute – via DITS Shared Services

Field Services – direct to CoLP staff

Infrastructure Management (Cloud compute and storage) – via DITS Shared Services

Database (SQL) Management – via DITS Shared Services

Term: January 2021 to 31st August 2023 (option to extend for up to 24 months)

2.2 Wide Area Network Services – British Telecom Ltd

Scope:

Communications links between sites and Internet services – via DITS Shared Services.

Each site has an appropriately sized and resilient link to on premises, cloud and internet-based services.

Currently based on MPLS technology with newer Software Defined (SD WAN) links being introduced where appropriate to service needs.

Term: To 31st August 2023 (no further extension possible)

2.3 Local Area Network Services – Roc Technologies

Scope:

Management and support of networks within buildings – via DITS Shared Services.

Provides management of secure LAN (including Wi-Fi) systems and HPE/Aruba hardware. Additions and changes chargeable according to Rate Card. Onsite engineers included in the contract with other roles part of a shared service from Roc's Network Operations Centre.

Term: New contract with Roc Technologies to start 2nd February 2022 to end Jan 2024 (option to extend for 12 months)

2.4 Managed Print Services – Konica Ltd

Scope:

Provision and support of multi-function printers/scanners/copiers – via DITS Shared Services.

Term: Expires – To end September 2022 with option to extend for a further 2 years

2.5 Mobile Telecommunications – O2

Scope:

Provision of mobile telephones and voice/data tariffs.

Term: Expires – 25/06/2022 with option to extend for 1 year

2.6 Microsoft Azure and Licensing services – Phoenix Ltd

Scope:

Provision of Microsoft Enterprise Licenses, cloud-based, hosted and managed compute and data storage services within a secure, resilient, and highly scalable managed environment.

Term: Expires – Enterprise Licence Agreement 31/01/2023

Azure Cloud Services 20/11/2022 with possible extension to be confirmed to 30/06/2024

3. Services from the Internal Team

3.1 Service Strategy

Service Description (Outcomes):

To assess the service offerings and capabilities, of the internal and externally sourced services as well as current and potential market spaces in order to develop a strategy to serve the division's customers. Once the strategy has been defined, Strategy Management for DITS is also responsible for ensuring the implementation of the strategy.

Deliverables (Outputs):

- Annual Services Strategy Document and Improvements Plan
- Presentations by the Director of DITS at CoLP governance boards quarterly
- Integration with Committee Reports to support Capital bids

3.2 Service Management

Service Description (Outcomes):

The Service Management function is responsible for the efficient and effective delivery of services to the CoLP business.

The scope includes in house services as well as those provided by external suppliers.
For in house services, Service Management oversees the provision of the Service as well as the efficiency of the delivery using metrics obtained through the ITSM toolset.
For services provided by 3rd party suppliers, Service Management participates in regular reviews with each Supplier to monitor performance and to ensure adherence to Service Level Agreements.

The Service Management function also facilitates and encourages collaborative working across internal departments to ensure IT processes are known and understood.

Service Management also works to identify Service Improvement opportunities in the services provided to the CoLP business.

It can also identify requirements for new services and processes and depending on the scale, will work with the in house PMO office to raise a request for a new project.
Once a project has been completed, Service Management will work with PMO to ensure a smooth handover into delivery.

Where appropriate, Service Management also corresponds directly with Departmental contacts to address issues related to the Service.

Deliverables (Outputs):

- Management of 3rd party supplier performance (SLA achievement, Risks etc)
- Management of Internal resolver group performance via ITSM toolset metrics
- Provide Service Management support during a Major Incident and review and sign off a Major Incident Report following resolution.
- Represent the CoLP team on all ITIL process management calls i.e., Problem Management.
- Attend the Change Advisory Board (CAB) as required.
- Provide management of the Continual Service Improvement (CSI) process and the creation of monthly metrics to Senior Management.
- Creation of Operating Level Agreements (OLAs) between internal departments
- Provision of Management Information from the ITSM toolset as required
- Management of the IT policy framework.
- Provide oversight and approval for Non-Standard Service requests (NSR)
- Manage the Service Management Resolver Queue within the ITSM toolset.

OLA: Monthly SLA reports to CoLP IT Strategy Board or other Governance to be specified

Example report

CoLP%20Service%20
Performance%20Dat

3.2.1 ITIL Framework

The Service Management provision adheres to the ITIL framework wherever it is deemed that that the practices would benefit and support the delivery of IT services.

Below are the 34 ITIL 4 Management practices

General Management Practices	Service Management Practices	Technical Management Practices
Architecture management Continual improvement Information security management Knowledge management Measurement & reporting Organisational change management Portfolio management Project management Relationship management Risk management Service financial management Strategy management Supplier management Workforce & talent management	Availability management Business analysis Capacity & Performance management Change control Incident management IT asset management Monitoring & even management Problem management Release management Service catalogue management Service configuration management Service continuity management Service design Service desk Service request management Service validation & testing	Deployment management Infrastructure & Platform management Software development & management

The following ITIL practices are well established within CoL/CoLP.

Service Desk

The ITIL definition of a Service Desk is "To capture demand for incident resolution and service requests. It should also be the entry point and single point of contact for users".

Currently the Service Desk within CoL/CoLP is provisioned via our Third Party Supplier, Agilisys.

Incident Management

The ITIL definition of Incident Management is "To minimize the negative impact of incidents by restoring normal service operation as quickly as possible".

Incident Management is facilitated through use of the current ITSM toolset, ServiceNow. Agilisys performance is monitored and managed via the Service Level Agreements detailed under Appendix 1.
Internal team performance is also monitored and managed via ServiceNow through the adoption of targets based on historic performance.

Governance and reporting for Incident Management is detailed in Appendix 3

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Problem Management

The ITIL definition of Problem Management is "To reduce the likelihood and impact of incidents by identifying causes of incidents as well as managing workarounds and known errors".

Each Third Party Supplier invokes Problem Management where necessary and the practice is facilitated via the ITSM toolset.

Governance and reporting for Problem Management is detailed in Appendix 3

Service Configuration Management

The ITIL definition of Service Configuration Management is " To ensure that accurate and reliable information about the configuration of services, and the configuration items that support them, is available".

The Configuration Management Database (CMDB) forms part of the ITSM toolset and is managed by Agilisys.

Governance and reporting for Configuration Management is detailed in Appendix 3.

Knowledge Management

The ITIL definition of Knowledge Management is " To maintain and improve the effective, efficient, and convenient use of information and knowledge across the organization".

CoL/CoLP utilise the Knowledge Management Database (KMDB) within the ITSM toolset, ServiceNow.

Access is provided to all Users but the ability to post articles is restricted.
The KMDB is designed to reduce the number of Service Desk contacts through providing information which would enable a User to be self sufficient in the resolution of some Incidents/Service Requests.

Change Control

The ITIL definition of Change Control is "To maximize the number of successful changes by ensuring that risks have been properly assessed through to managing the change schedule".

Change Control within CoL/CoLP is currently managed by Agilisys.
Other CoL/CoLP suppliers who are engaged in the implementation of Changes within the CoL/CoLP environment are required to participate in the existing process.
Governance and reporting for Change Control is detailed in Appendix 3.

Service Catalogue Management

The ITIL definition of Service Catalogue Management is "To provide a single source of consistent information on all services and service offerings and to ensure that it is available to the relevant audience".

The current Service Catalogue within CoL/CoLP is provisioned via the ITSM toolset and is managed and maintained by Agilisys.
The Service Catalogue provides information relating to the current Software and Hardware provisions available to Users and provides an automated capability to fulfil requests relating to Software/Hardware needs.

Service Request Management

The ITIL definition of Service Request Management is "To support the agreed quality of a service by handling all pre-defined, user-initiated service requests in an effective and user-friendly manner".

Items selected from the current Service Catalogue are designated as Standard Service Requests (SSR) and are subject to SLA.

Non chargeable NSRs are fulfilled via the Service Desk without need for referral to Service Management for assessment.

NSR's which are deemed to be chargeable or project related are referred to Service Management and/or PMO for review and agreement/rejection.

Simple or recurrent NSRs are assessed are reviewed monthly between CoL/CoLP and Agilisys for inclusion within the Service Catalogue.

The agreed NSR process is detailed here.

Criteria_for_NSR_ac
ceptance v1.3.pdf

Monitoring and Event Management

The ITIL definition for Monitoring and Event Management is " To systematically observe services and service components as well as record and report selected changes of state identified as events".

The CoL/CoLP LAN/WAN infrastructure is monitored via our 3rd party suppliers.
Any changes in availability or state are recorded and incidents are captured within the Supplier ITSM toolsets.

All Incidents are managed via the Incident Management process and the data is reviewed in the monthly Supplier Service Reviews.

Service Level Management

The ITIL definition of Service Level Management is "To set clear business-based targets for service levels and to ensure that delivery of services is properly monitored and managed against them".

CoL/CoLP have contracted Service Level Agreements with all Suppliers (see Appendix 1).

Governance and reporting for Service Level Management is detailed in Appendix 3.

Continual Improvement

The ITIL definition of Continual Improvement is "To align practices and services with changing business needs through the ongoing improvement of products, services, and practices".

A Continual Improvement Review Board operates within CoL/CoLP .

Representatives from the CoL/CoLP internal teams along with Suppliers are invited to attend a monthly review where potential improvements can be reviewed, assessed for urgency and either approved or declined for implementation.

Governance and reporting for Continual Improvement is detailed in Appendix 3.

CoL/CoLP also benefit from many of the other ITIL practices listed above but some would be currently at a slightly lower level of maturity.

3.2.2. Capability Maturity Model Integration (CMMI)

As part of their contractual commitment, Agilisys completed a Capability Maturity Model Integration (CMMI) assessment in 2020.

This review was intended to demonstrate the current maturity levels of all ITIL practices currently delivered into CoL/CoLP from the Agilisys managed service. .

The results from this assessment has been included below.

CMMI%20Report_v0
.3.docx

The intention would be that this exercise should be repeated to assess the Agilisys current position in terms of the maturity of services delivered but possibly also expanded to include the CoL/CoLP internal team performance against ITIL practices (where relevant).

2.3 Contract Management

Service Description (Outcomes):

Externally Sourced Services managed to ensure outcomes of contracts are delivered. Performance managed to meet SLAs, service data reviewed and shared with CoLP

stakeholders. Service issues escalated as necessary to minimise any adverse impact on services. Benefits and other obligations listed in contracts are delivered.

Deliverables (Outputs):

OLA: Monthly SLA reports to CoLP IT Strategy Board or other Governance to be specified

Quarterly supplier review update reports

3.4 Finance Management

Service Description (Outcomes):

To manage the service's budgeting, accounting and charging requirements.

Deliverables (Outputs):

OLA: Monthly budget review including savings report to the Finance meeting with the CoLP Finance Director

3.5 Capacity Management

Service Description (Outcomes):

To ensure that the capacity of services and the infrastructure is able to deliver the agreed service level targets in a cost effective and timely manner. The Capacity Management process considers all resources required to deliver the service, and plans for short-, medium- and long-term business requirements.

Deliverables (Outputs):

OLA: Capacity Plan reviewed annually and quarterly

Capacity Reports on Azure consumption and use of MS licences

3.6 IT Operations Management

Service Description (Outcomes):

IT Operations Management (ITOM) refers to the administration of all technology components and application components within an organization. This includes the provisioning of infrastructure, capacity management, cost-control activities, performance and security management and availability management for all infrastructure and assets.

ITOM is ultimately responsible for ensuring that all services and applications are stable and available for use by the business, and that activities to support this are co-ordinated and controlled in an effective manner.

ITOM either provides direct management, or provides oversight and co-ordination of 3rd parties, in the following key service areas:

- Cloud Infrastructure Management
- Application Management
- Server Infrastructure Management
- Network Infrastructure Management
- Technical Facilities Management

- Endpoint Management
- Service Continuity Management

Deliverables (Outputs):

OLA: Monthly summary of commercial meetings with Agilisys

Monthly IT Security report

3.7 Applications Support

Service Description (Outcomes):

This service area co-ordinates and carries out the activities for the deployment, operation and optimisation of line-of-business applications. These services may incorporate those activities required for internally hosted, cloud-hosted or software-as-a-service (SaaS) applications.

Deliverables (Outputs):

- Provide subject-matter expertise to the design and build phases of the application life cycle, including that relating to capacity and availability.
- Deploy applications to internal or cloud infrastructure as part of planned project activities.
- Monitor application services for capacity and availability, and log/resolve as appropriate.
- Triage and troubleshoot incidents raised by application users.
- Respond to service requests logged by application users.
- Log, manage and co-ordinate resolution of incidents with 3rd-party application vendors and providers.
- Plan, manage and co-ordinate application changes and upgrades in conjunction with the application owners, 3rd parties and internal teams.
- Respond to security incidents as required and resolve or co-ordinate with vendors as appropriate.

OLA: Monthly Shared Services Infrastructure and Applications performance and updated report

3.8 Project and Programme Management

Service Description (Outcomes):

The PMO Office is responsible for the management of the DITS Project process. Shared resources are provided to assist with the review of new Project requests that are aligned to the CoLP strategy. Once approved and subject to capacity, PMO will provide resourcing for the design, plan and cost of implementation based on set requirements. The CoLP PMO works alongside the Corporate Programme Office (CPO) in setting priorities and managing demand.

Deliverables (Outputs):

- Subject to its approval at the PMO Meeting, allocation of Project Management resources as per business priorities.

- Subject to its approved at the PMO Meeting, allocation of Technical Architect resources as per business priorities.
- Provision of weekly project & programme updates, identification of RAG status, and highlighting known Risks, Issues and Actions.
- Storing and auditing of project documentation
- Provide Administrative assistance to Boards and PMO Board members if required
- Requesting and management of SCRs with LAN/WAN provider ROC.
- Non-Standard Service Requests (NSRs) – manage, allocate and co-ordinate resolution of all NSRs logged via the Self-Service Portal.
- Liaising with external recruitment agencies for specialist contract skillsets

OLA: Monthly tracker for pipeline and output from Change Authority Board

- OO to be reviewed, discussed and decision made at PMO within 10 days of submission
- Project updates for live projects to be provided every fortnight (10 working days)
- Resource Allocation – Once resources assigned, business sponsor to be contacted within 5 working days to discuss project request.
- Project status update to be provided within 5 working days if requested by Business Sponsor. (for projects that currently do not have resources assigned)
- Monthly/Bi-Monthly reports provided for CoLP Stakeholders outlining various key metrics
- Number of OOs Submitted. Categorised by Department.
- Number of Projects Live
- Changes in RAG Status
- Changes in Scope
- Projects approaching end date
- Additions/reductions to managed service/transition to Live
- Projects Closed
- Any issues/lessons learned for Force to consider and Recommendations from PMO if applicable.

OLA: Monthly projects and programmes update and resource tracker

3.9 Infrastructure Support

Service Description (Outcomes):

This service area co-ordinates and carries out the activities for the deployment, operation and optimisation of on-premises and cloud infrastructure. This internal service area is directly responsible for all on-premises server and storage hardware, as well as all EUC, LAN, WAN and Network security services supporting segregated networks.

In addition, this service area is responsible for all on-premises virtualisation technology and certain cloud infrastructure components, including mobile VPN connectivity and SD-WAN deployment for custody and public realm CCTV.

Deliverables (Outputs):

- Provide subject-matter expertise to the design and build phases of the application life cycle, including that relating to capacity and availability.

- Deploy server, storage and network infrastructure to internal or cloud environments as part of planned project activities.
- Monitor infrastructure services for faults, capacity and availability, and log/resolve as appropriate.
- Respond to service requests logged by internal or project teams.
- Log, manage and co-ordinate resolution of incidents with 3rd-party hardware vendors and service providers.
- Plan, manage and co-ordinate infrastructure changes and upgrades in conjunction with the application owners, 3rd parties and internal teams.
- Respond to security incidents as required and resolve or co-ordinate with vendors as appropriate.

OLA: Monthly SLA and Service Performance reports.

Monthly average resolution of incidents via Agilisys Service Desk assigned to the team – 65%

3.10 Mobile Communications and Operational Device Support

Service Description (Outcomes):

The Mobile Communications service area provides support and maintenance services for mobile phones (smartphones), Airwave services and body-worn video solutions. Activities managed and carried out by this service area ultimately ensure that staff and officers in the organisation receive a sufficient level of support for the operational devices they rely on for their day-to-day work.

Deliverables (Outputs):

- Mobile Device support including.
- Configuration and issuing of mobile data capability
- Ordering, auditing, set-up and wipe, management and reporting
- Security updates and device patching
- Upgrades, network changes, repairs and unlocking
- Ad-hoc/specialist support for Covert and Counter Terrorist operations.
- Airwave Radio support including.
- Handheld and vehicle radios, docking stations and back-end management systems.
- Allocation, installation, troubleshooting, administration, upgrades and coverage testing.
- Ad-hoc/specialist support for Covert and Counter Terrorist operations.
- Body Worn Camera support including.
- Ordering, auditing, set-up, management and reporting
- Deployment and management of device docks and upload processes
- Device Repairs

OLA: Monthly Service performance report

3. Service Charges

Service	Provider	Basis of Charge	Annual Charge	Notes
DITS Shared Services	City if London Corporation	Apportioned Overhead Calculation	Variable 22/23 will be £333.400.00	
Service Management and Support including Infrastructure support & Telephony	Agilisys	Agreed Contract Costs and Rate Card	£1.410m	2022/23 FY – as the contract stands Currently
Azure Storage & Compute	Phoenix Software	Consumption Based	£640,000	IT Only, excluding SCP based on current consumption
Local Area Network Support	RoC	Agreed Contract Costs and Rate Card	£343,905.44	Mgd Service Only - 01/02/22 – 31/01/23 With current kit list
Wide Area Network Support	BT	Agreed Contract Costs and Rate Card	£155,000	With Current site list
COLP Internal IT Team	COL	Staffing Cost	£1,057,000	As per Current Dedicated Team
Telephony Support	Daisy	Mitel Hardware	£20,000	On Current Platform
Telephony Hosting	Daisy	Externally Hosted Platform	£45,000	On Current System

**Remainder of IT Budget managed by COL includes contracts owned by COLP – IMS/Voice recording/MS Enterprise Agreements/Small Software Agreements etc – need to work out how to show this or not.

4. Service Performance Management

The Digital, Information and Technology Service will present a Monthly Service Report to the COLP IT Strategy Board, which will provide a summary of the service performance against the SLAs listed in the Appendices.
In the event that the service fails to meet an agreed SLA the remediation process is laid out as follows;

- Any failed metric will be reported and discussed with COLP to identify key issues and agree appropriate mitigations to ensure measurable monthly improvement towards target.

- Where an individual SLA target is not met 3 times within a 12-month period, a formal Remediation Plan will be discussed and agreed with COLP.

- If there is a further instance of failed performance against the same individual SLA target following completion of the Remediation Plan within a 12-month period;
    - the Remediation Plan will be reviewed and updated;
    - Alternative service delivery approaches/routes may be considered;
    - Digital Services Committee Members are advised of the issue.

5. Appendices

Appendix 1 - Extract of Key SLAs for regular reporting

5.1 Managed Services (Agilisys) SLA

REF	Service Level Description	Service Level Agreement Threshold	Proposed Service Level Agreement Threshold
1	Priority 1 Time to Restore	Priority 1 Incidents resolved within 2 hours.	98%
2	Priority 2 Time to Restore	Priority 2 Incidents resolved within 4 hours	98%
3	Ticket Resolution	All logged tickets with Service Desk to be resolved within SLA	90%
4	Customer Service Fulfilment	Customer Satisfaction	90%
5	SD telephone abandon calls	Service Desk – Abandoned Calls	3%
6	SD telephone call answering	Service Desk calls answered within 20 seconds	82.5%
7	Aged tickets	Service Desk tickets < 1 month old.	90%
8	Escalations	Tickets for Service Desk which were escalated	3%
9	Reopened tickets	Tickets for Service Desk which were reopened	95%

NB: These SLA's have been revised in line with the agreed reduction in Agilisys provided managed services through to contract termination in August 2023.

Ahead of contract termination a new SLA structure will be agreed for all in house services and this OLA will be updated accordingly.

5.2 Wide Area Network Services (BT) SLA

SLA Category	Service Level Description	Supplier	Service Level Agreement Threshold	Service Credit Weighting	Service Level Agreement Calculation
Incident Management	Time to Respond	BT	2 hours	10-100%	Varies depending on type of connection and level of resilience
Incident Management	Time to Fix	BT	5 hours	10-100%	Varies depending on type of connection and level of resilience

5.3 Local Area Network Services (ROC) SLA

SLA Category	Service Level Description	Supplier	Service Level Agreement Threshold	Service Credit Weighting	Service Level Agreement Calculation
Service Desk	Service Request	Freedom	90% of standard service requests completed in 12 working hours	2.5%-5%	Mon -Fri 8am – 6pm (excl. public holidays)
Service Desk	Service Request	Freedom	90% Service Requests logged on Change Management system and receipt confirmed in 24 hours	2.5% - 5%	
Incident Management	Outage Notification	Freedom	98% of Outages notified within 10 mins of occurrence		Severity 1 and 2 – Service Hours 24/7/365 all others are Mon -Fri 8am – 6pm (excl. public holidays)
Incident Management	Severity 1 Resolution	Freedom	98%	2.5% - 10%	Service Hours 24/7/365
Incident Management	Severity 2 Resolution	Freedom	98%	2.5% - 10%	Service Hours 24/7/365
Incident Management	Severity 3 Resolution	Freedom	96%	n/a	Mon -Fri 8am – 6pm (excl. public holidays)
Incident Management	Severity 4 Resolution	Freedom	96%	n/a	Mon -Fri 8am – 6pm (excl. public holidays)
Incident Management	Severity 1 & 2 Updates	Freedom	95%	n/a	Service Hours 24/7/365
Infrastructure	Back-ups	Freedom	98%	2.5% - 5%	Device configuration backed-up on weekly basis

Appendix 2 – Roles Dedicated and Shared

Role	Allocated %	Comments
CoLP Budget Recharged Roles		
Head of CoLP IT	100%	Awaiting MFS
Police IT Operations Manager	100%	
Snr Infrastructure & Network Analyst	100%	
Snr Infrastructure & Network Analyst	100%	
Infrastructure & Network Analyst	100%	
Infrastructure & Network Analyst	100%	*GV recruiting - assumed MFS the same as other roles*
Snr Network Analyst (Mobile Comms)	100%	
Snr Network Analyst (Mobile Comms)	100%	
Oracle D/B Administrator	100%	
SharePoint Analyst	100%	
Solutions Architect	100%	
Project Manager	100%	
Engagement Lead	100%	*Vacant role change to BP*
Solutions Architect	100%	*Awaiting MFS*
Sub Total	**£979,000**	
CoL Funded Roles (dedicated)		
Police IT Contracts Manager	100%	Awaiting MFS
Sub Total	**£78,000**	
Shared Services Roles Charged to CoLP		
IT Director	20%	
Asst Director Delivery	20%	
Asst Director Change and Assurance	20%	
Asst Director Digital and Information	20%	
Head of Business Performance & Finance	50%	
Security and Information Architect	20%	Not in Post Currently
Enterprise Architect	50%	*Contractor - awaiting MFS*
Senior Project Manager	Charge to Projects	this role is being charged to projects
PMO Manager	50%	
PMO Apprentice	50%	
Capacity & Configuration Manager	40%	*Vacant*
Service Delivery Manager	40%	
Sub Total	**£333,400**	
Grand Total	**£1,390,400**	

Appendix 3 – Governance and Reporting

Report	Issuer	Frequency	Recipients	Purpose
Incident /Service SLA reporting (forms part of Service Review Pack)	All Third Party Suppliers	Monthly	Service Delivery Manager SLT Business and Engagement Manager Head of IT Business Management & Performance	To review performance against SLA targets
Internal Team Incident/ Service Request Reports	CoL/CoLP Service Delivery Manager	Monthly	SLT	To ascertain how improvements can be achieved, ie through better use of ITSM tool processes, more resource etc .
Continual Service Improvement (CSI) status	Col/CoLP Service Delivery Manager	Monthly	SLT	To review improvements and agree priorities and implementation timelines.
Problem Management Report	Agilisys Problem Manager (CoL/CoLP)	Monthly	Service Delivery Manager IT Operations Manager (CoLP) Deputy IT Director	To review the efforts to manage current Problem records and to agree resolutions, workarounds or known errors
Change Agenda	Agilisys Change Manager	Weekly	Change Approval Board	To review forthcoming changes and to review the implementation of previous changes
Configuration Management Status Report	Agilisys Service Delivery Manager	Monthly	Service Delivery Manager IT Operations Manager (CoLP) Deputy IT Director	To review the current status of the CMDB (accuracy and completeness)
LAN/WAN/Telephony Availability Reports (forms part of Service Review Pack)	Third Party Suppliers	Monthly	Service Delivery Manager IT Operations Manager (CoLP) Deputy IT Director Business and Engagement Manager Head of IT Business Management & Performance	To review performance against SLA targets
NSR/SSR data (forms part of Service Review Pack)	Agilisys Service Delivery Manager	Monthly	Service Delivery Manager IT Operations Manager (CoLP) Deputy IT Director Business and Engagement Manager	To review the number of NSR's which are eligible for conversion to SSR

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			Head of IT Business Management & Performance	

Committee(s)	Dated:
Digital Services Committee – For Information	**12th July 2022**
Subject: Digital Information Technology Service –Service Delivery Summary	**Public**
Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?	8, 9, 10
Does this proposal require extra revenue and/or capital spending?	**N**
If so, how much?	**£**
What is the source of Funding?	
Has this Funding Source been agreed with the Chamberlain's Department?	**N/A**
Report of: The Chief Operating Officer	**For Information/Discussion**
Report author: Matt Gosden – Assistant Director, Delivery.	

Introduction

1. The format of the Digital Information and Technology Services report

1.1. The previous style and focus of the Service Delivery Summary Report to Committee was written for a different time, for a different group of Members:

1.1.1. When the overall service delivered to our customers was not performing as well, so demanded greater scrutiny.

1.1.2. When many parts of the technology estate had not been improved or modernised, leading to significant performance and reliability issues across a greater number of service areas within our portfolio.

1.1.3. Prior to a clear definition of what constitutes a "Critical Service" in terms of service delivery and support was documented.

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

2.1. Has become a defacto Agilisys performance report, where Agilisys also reported on some services which are not part of their contract or do not fall under the direct control of the DITs team. For example, where the business may have sourced a separate support contract.

2.2. Hasn't invited healthy discussion about issues that Members are interested in with our Service Committee and is typically for information only.

2.3. Has not focused on the high-level service and trends/patterns across all service areas, both under the purview of DITs and beyond.

2.4. Described the Priority 1 and Priority 2 incidents, the cause/remediation (technical) detail behind them and the support partner responsible for the relevant service. Rather than the strategic issues that services and contracts like these typically lead to for our customers.

2.5. Did not include some of the information Members have asked to see, as per feedback received in the last Digital Committee.

3. Therefore, the Chief Operating Officer is recommending a new format of Service Summary report, in the following style.

3.1. The following report aims to improve on the current Service Report and invite Members to comment and feedback.

3.2. The main body of the report is an evolution of the former Service Reports toward the aims outlined above. We expect the development of the new style report to be iterative as we receive comments from Members.

3.3. Following the reorganisation brought by the Target Operating Model changes to the DITS service offering, future reports will include an update on the new Information Management service, once it is fully established with capacity, expertise and with fresh policies and guidance.

Recommendations

Members are asked to note this report and provide feedback on the new style of report.

The main report – Service Summary for May 2022:

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

4.1. Services managed by DITS have been stable and reliable over the last 3 months.

4.2. P1 and P2 incidents in May included:

    4.2.1. A 19-minute loss of access to network drives in City of London Police. The incident was resolved within the agreed resolution times and the root cause is under investigation;

    4.2.2. A 77-hour network outage at Artizan Street Library. The incident was caused by a power failure and was not resolved within the agreed resolution times.

    4.2.3. A 3-hour outage to landlines to the Police Control Room. The incident was caused by an error installing an adapter and was not resolved within the agreed resolution times.

4.3. Total outage time for services managed by DITS was 81 hours and 12 minutes. Much of this outage time was overnight in Artizan Street Library and impact on users was less than the outage time suggests.

4.4. Key service provider status:

4.5. DITS in-house services; These are typically application support related and the last remaining on-premise servers. These services remained stable.

4.6. Agilisys continued to meet all 36 of its SLAs and with just 19 minutes of outage time in May. The Agilisys Service Desk received customer satisfaction scores of 92.5% in City of London Service Desk and 95% in City of London Police;

4.7. Roc had 0 P1/P2 incidents reported for City of London/City of London Police in May. For COLP the ITHC remediation work is nearing completion with positive feedback received from IMS. For COL, all legacy 205 Access Points in the Barbican library have been replaced with the 305 models.

4.8. Konica achieved a First Time Fix rate of 100% against a target of 95% and had an Uptime of 99.86% against a target of 97%. The Response time for May was 284 mins which is slightly below the 240 mins target.

4.9. Daisy had 0 P1/P2 incidents reported for City of London in May. There was 1 P1 incident reported for City of London Police which affected outgoing and incoming calls via the Control Room. The Incident was resolved within SLA and the root cause is awaited. There were no P2 Incidents raised for COLP.

4.10.   BT reported 0 Service Affecting Incidents in May for COL/COLP with 100% availability. However, Connectivity issue at Artizan St which was treated as a P2 by DITS. The root cause was related to a power failure and as such was resolved by Facilities contractors.

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

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

5.1. Services managed outside of DITS have seen recurring incidents, notably for Pronto, PNC and Niche. These three services are used 24/7 by operational police officers for crime reporting and management and a failure of these services poses a significant risk to the Force and the public.

5.2. The applications are hosted by the Home Office and East Midlands Police Force and are consumed by all forces in the country. The City of London Police has support agreements in place with its suppliers which may not align to business expectations for stability or performance.

5.3. There were 3 P1 incidents and 6 P2 incidents with a total outage time of 96 hours and 37 minutes, 55 hours of which were related to a single incident for Pronto.

6. *In a broad sense, Technology services fall into three categories:

6.1. Those which were instigated by DITS and where DITS own the contract and relationship and were responsible for the implementation of that service e.g Agilisys, Roc Technologies, Microsoft. And therefore have a more direct ability to manage the service. DITS is the strategic owner of such services.

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

6.3. Those which were instigated by the business. Where the business retains ownership of the relationship, but where the service was onboarded into mainstream BAU support upon implementation and therefore incident/request tickets are raised with the DITS Service Desk.

7. What triggers a Priority 1 or Priority 2 incident/response?

7.1. Whether an application or service is owned by the DITS team or the business, A P1 incident is a general outage of an application or service that has been designated as being critical to the organisation, and is anticipated to impact the organisation's business activities.

7.2. We believe the risk assessments for business applications and services have not been robust enough in the past and will be reviewing over the next quarter to build a set of recommendations focusing on (a) resilience by design, and (b) service support models

8. Service improvements and highlights

8.1. DITs managed, or service managed Services have been stable and reliable over the last 3 months

8.2. A 10% reduction in charges from Agilisys was built into the contract and has applied since January 2022.

8.3. Agilisys have provided a Programme Director resource to manage the ERP Programme at reduced cost to the Corporation.

8.4. Agilisys supported City of London and City of London Police to successfully implement:

8.5. COL end user device replacement rollout for all users, using the new, light-touch / automated Just-in-time device preparation process utilising Microsoft Autopilot;

8.6. COL and COLP Azure cost optimisation processes;

8.7. COL deployment of Defender for Endpoint to provide increased security and provide COL with centralised detailed security insights for all end user devices;

8.8. COLP implementation of Azure VPN for laptops to replace Always On VPN (AoVPN);

8.9. Migration of end user devices to use Protected DNS, one of the NCSC's widely deployed Active Cyber Defence (ACD) capabilities which has been mandated for use by COLP as part of the NEP DR3 blueprint.

8.10. Improvements to the automated reminder service for the compliance of mobile devices. We now regularly have less than 3-4 devices which are not up to date within a fortnight of a new version of IOS being released, with the same automated reminder measures being proposed in COLP.

8.11. Multifactor Authentication is now mandatory in COL, removing the previous high risk of end users not having this in place

8.12. Unsafe links has been implementing – ensuring that emails containing phishing links are now far less likely to make it to the COL recipient.

8.13. Information management – the (IM) new IM service is in development following the TOM, but a soft launch of the service has already removed the use of the W drive in favour of Sharepoint in the cloud. The next file storage area to be tackled will be the Departmental drives.

8.14. Once developed, the IM team will produce guidance and information on best practice processes, behaviours and technologies to improve the Corporation's management of its information.

9. Trend reports and graphs

City of London Corporation and Police P1 and P2 incident trend (March to May 2022)

	March		April		May	
	P1	P2	P1	P2	P1	P2
CoLP	3	6	8	3	4	6
CoL		3	1			1

Month

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City of London Corporation and Police P1 and P2 incident trend (March to May 2022)
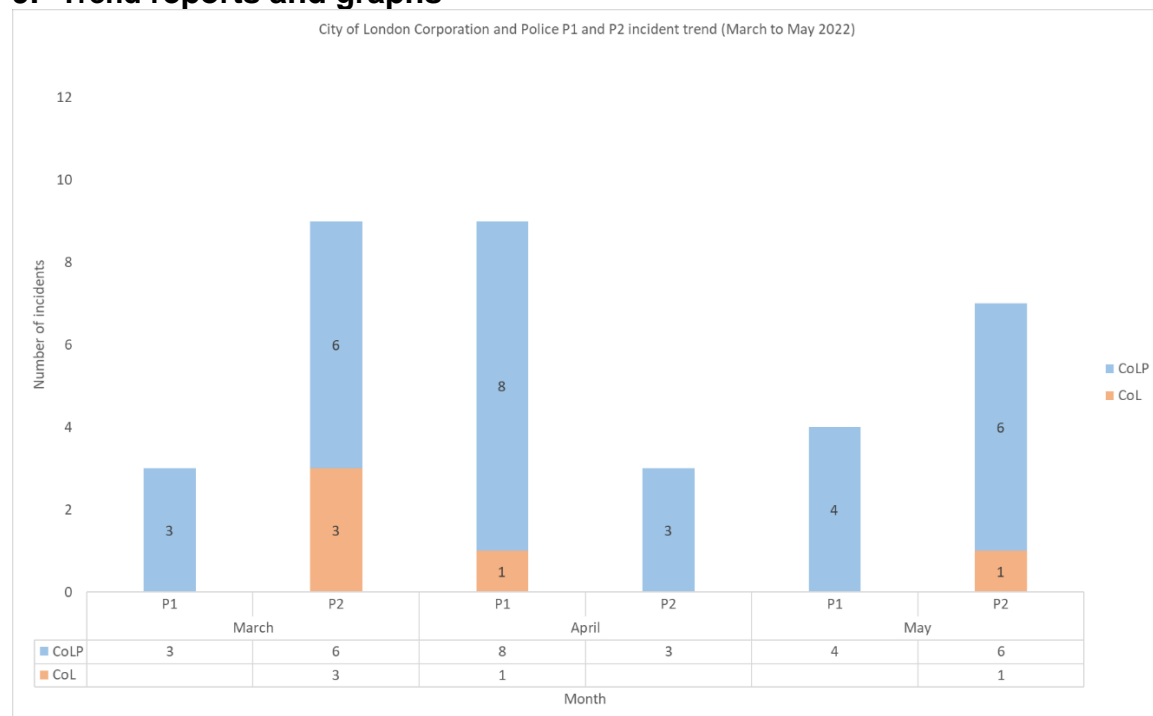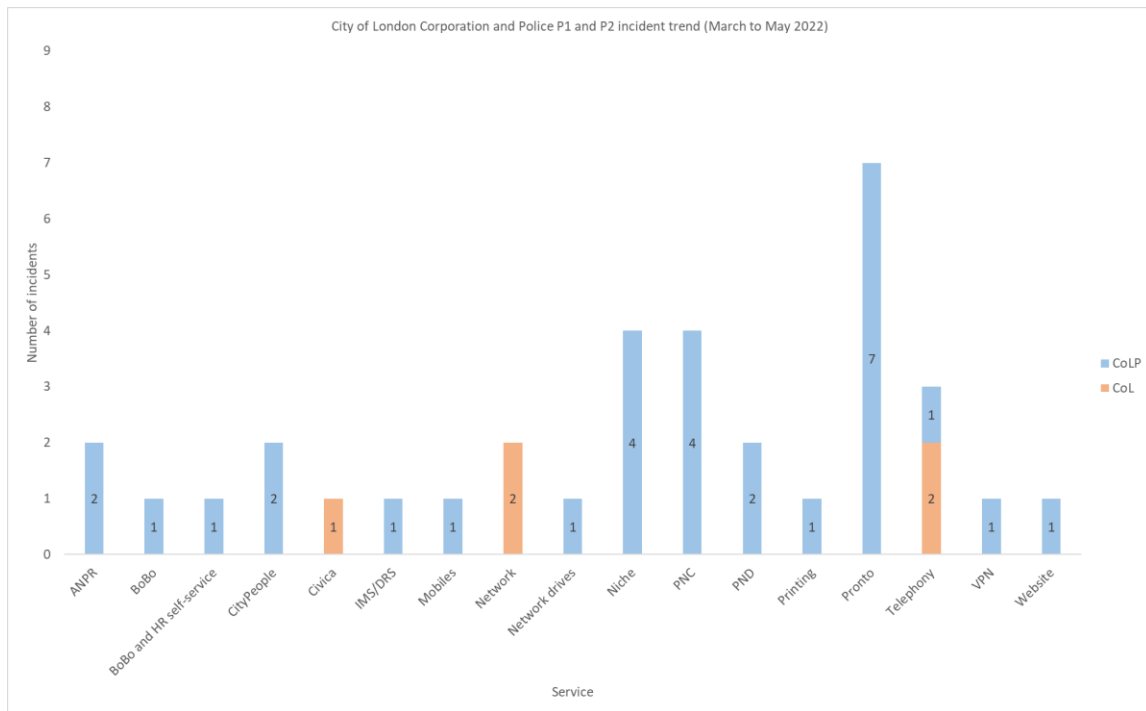
End of report.

Committee(s)	Dated:
Digital Services Sub Committee – For Information	12th July 2022
Subject: DITS Risk Update	**Public**
Report of: The Chief Operating Officer	**For Information**
Report author: Samantha Kay – DITS Business Manager	

Summary

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

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

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

Summary of the Corporate Risks

CR 16 – Information Security

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

- Update: Microsoft E5 Licence functionality is now implemented for email malware. Further security features are being implemented until the end of June 2022. Further mandatory training to be required during June 2022 for all staff and Members

- Work on a simulated cyber-attack is being planned with the DITS Security Team.

- DITS have commenced an overarching Security Review, with the aim of reviewing how technology security is managed across the organisation.

CR 29 – Information Management (IM)

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

- There is no Capital investment to improve our IM infrastructure and uncertainty where data analysis responsibilities are to be established in the new TOM.

- W:Drive closedown and move to SharePoint completed

- New role created to lead on IM in the Digital, Information and Technology Service

- Chief Officers being provided with local SIRO training

Recommendation(s)

Members are asked to:
- Note the report.

Main Report

Background

1. Risk remains a key focus for the Digital, Information and Technology Service (DITS), and we are continuing to ensure that it drives the priority for project works and Change Management decisions. Regular reviews will ensure the ongoing successful management of these risks across the service.

Departmental Risks

2. Following the implementation of the TOM, DITS have reviewed all its Departmental Risks to ensure the current risks are current and relevant to the current environment.

3. One risk was mitigated and reduced to a Service Risk :

    CHB IT 004 – DITS Business Continuity – Following the move to Azure Cloud, upgrading of the UPS devices at key sites, and the ability of the majority of staff being able to work from anywhere (which was tested throughout the pandemic), it was deemed that the likelihood of this risk was reduced. This will now be managed as a Service Level risk.

4. One risk remains on the Departmental Risk Register :

    CHB IT 031 –DITS Revenue Budget – The risk has been redefined, whilst 21/22 saw the risk being focused around the TOM and Fundamental Review saving, the risk now reflects the current situation around Inflation, Recharging and Recruitment costs.

5. Six additional risks have been added to the DITS Departmental Risk Register, all of which are scored as Amber. These are as follows :

    *   **COO DITS 037 Service transition (time)** – Decisions are delayed in regards to Transition of services from expiring contracts.
    *   **COO DITS 039 Service transition (quality)** – New technologies and services being introduced are not fit for purpose
    *   **COO DITS 040 Resilience and complexity** – Critical services are not sufficiently resilient
    *   **COO DITS 034 IT Capacity** – Vacancies within DITS mean there is not enough capacity to maintain services.
    *   **COO DITS 035 Recruitment and retention** – Failure to recruit to current and potential, future vacancies in a timely manner
    *   **COO DITS 044 Head of profession** - Failure to establish a Head of Profession role in Corporation due to the Director leaving

    Note: details can be reviewed in the appendix.

Current status

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

The current headline figures for the identified risks in the service are:
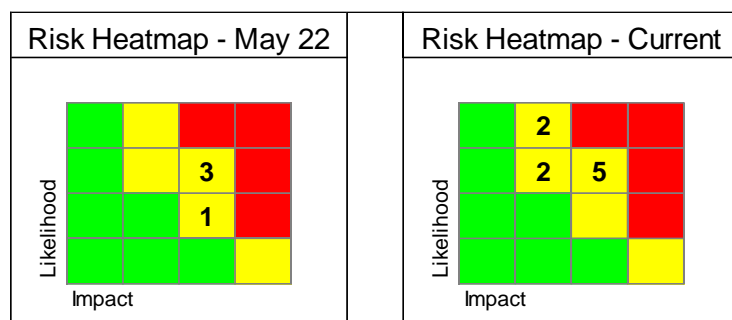
7. Further breakdown of current Departmental risks:

Major Impact: **Trend**

Risks with "likely" likelihood and "major" impact:	0	0
Risks with "possible" likelihood and "major" impact:	2	4
Risks with "Unlikely" likelihood and "major" impact:	1	0

Serious Impact:

Risks with "likely" likelihood and "serious" impact:	1	4
Risks with "possible" likelihood and "serious" impact:	0	1
Risks with "unlikely" likelihood and "serious" impact:	0	0
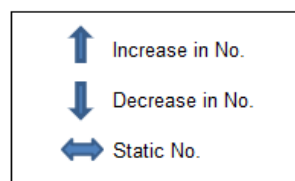
7. Next steps

- Ensuring that DITS proactively manage Risks.

- Ensuring all actions are up to date and allocated to the correct responsible owners.

- Ensuring all members of DITS, including suppliers, are aware of how Risk is managed within the Corporation and have a mechanism to highlight areas of concern across the estate.

- DITS management processes, including Change Management, Problem Management, Continuous Improvement and Incident Management will all now reference or identify risk to ensure that service risks are identified, updated and assessed on an ongoing basis.

- The work detailed above ensures that the Risk register remains a live system, rather than a periodically updated record.
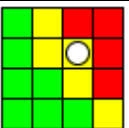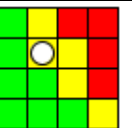
Samantha Kay
DITS Business Manager
E: samantha.kay@cityoflondon.gov.uk
T: 07817 411176
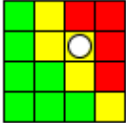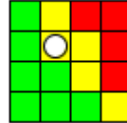
APPENDIX A - CHB IT All CORPORATE & DEPARTMENTAL risks
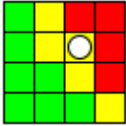
Risk no, title, creation date, owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date/Risk Approach	Current Risk score change indicator
R16 Information Security (formerly CHB IT 030)	**Cause**: Breach of IT Systems 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	E5 Licences are now implemented for email malware. Further security features are being implemented until June 2022. Security enhancements DITs have implemented include: Safelinks for Microsoft Defender – this scans links in incoming emails before the email reaches the recipient, dramatically reducing phishing email and preventing access to infected websites. Multifactor Authentication is now mandatory (by tech policy) for all users of technology services		6	31-Mar-2023	

				Guests (external attendees) can no longer automatically join a Teams meeting and must now wait in the virtual lobby before being admitted. DITs have commenced an overarching Security Review, with the aim of reviewing how technology security is managed across the organisation. This will include a RACI across internal and external stakeholders, a review of the processes and tools involved. Ultimately this will produce recommendations for improvements in security management.		
10-May-2019 Emma Moore				**23 Jun 2022**		Reduce	Constant

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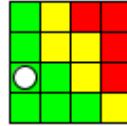| Risk no, title, creation date, owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date/Risk Approach	Current Risk score change indicator
CR29 Information Management 08-Apr-2019	**Cause:** Lack of officer commitment 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	*Likelihood / Impact matrix*	12	W Drive is now read only and the move to SharePoint completed. New role created to lead on IM in the Digital, Information and Technology Team, Chief Officers being provided with local SIRO training **23 Jun 2022**	*Likelihood / Impact matrix*	6	31-Dec-2022	—

7

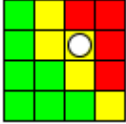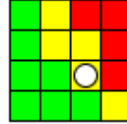| John Barradell | • Vulnerability to personal data and other information rights breaches and non-compliance with possible ICO fines or other legal action

• Waste of resources storing information beyond usefulness | | | | | | 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
COO DITS 17 Service transition (time) 19-May-2022 Matt Gosden	**Cause:** Information is not forthcoming, or decisions are not made in a timely fashion, at the appropriate level. **Event:** A consensus on the future critical service elements is not reached, or decisions on these are not made in time to ensure delivery by the end of the current contract. **Effect:** on the future critical service elements is not reached, or decisions on these are not made in time to ensure delivery by the end of the current contract. Further detail is documented in the CPO Risk Register for the programme.		12	A RACI for the design, decision and approval process, alongside a key decision milestone plan should be produced to ensure the right approvals are obtained from the right people at the right time to ensure progress. **23 Jun 2022**		2	31-Aug-2023 Constant	

Risk no, title, creation date, owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date/Risk Approach	Current Risk score change indicator
COO DITS 039 Service transition (quality) 19-May-2022 Matt Gosden	**Cause:** The new service design (Future Operating Model) is not based on the right information or does not allow for the advancements and investments in technology or processes made by the organisation. **Event:** The future technology service being designed and delivered by the programme does not evolve through the adaptation of the new technology and/or new processes we have, or will have available. **Effect:** The service continues to be sub-optimal during and beyond transition, or the Agilisys contract needs to be extended as-is, rather than driving modernisation and cost reduction. Further detail is documented in the CPO Risk Register.		12	Degradation of service during transition and beyond into the FOM; in customer satisfaction, service availability; contract extensions. **23 Jun 2022**		2	31-Aug-2023	Constant

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Risk no, title, creation date, owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date/Risk Approach	Current Risk score change indicator
COO DITS 040 Resilience and complexity 19-May-2022 Matt Gosden	**Cause**: A lack of end-to-end resilience of critical services remain, or technology areas remain complex. **Event**: There is a major failure in critical parts of the IT infrastructure, which is difficult to avoid, remediate or recover from. **Effect**: Significant incident could lead to an impact to productivity of the business with loss of access to Critical systems. Could lead to financial and reputational impact		12	Although most critical systems are now in the cloud, there remain some elements of our connectivity or technology which remain complex or non-resilient. There is a Business Continuity Plan for IT. The DITs team will plan and deliver a DR test for the next 12 months, consisting of a series of tests of the main areas of risk. **23 Jun 2022**		8	30-Jun-2023	Constant

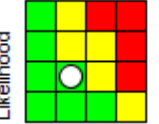| Risk no, title, creation date, owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date/Risk Approach	Current Risk score change indicator
COO DITS 034 IT Capacity 19-May-2022 Sam Collins	*Cause:* The DITS TOM has resulted in several critical vacancies. There has also been two leadership team resignations with the incumbents leaving CoL in June 22. *Event:* It is likely to take 3-6 months to fill vacancies which will need contractors to back-fill where this is authorised. Contractor costs will place additional pressures on the DITS budget *Effect:* Staff in post are more stretched. They experience stress and the DITS team fail to deliver against all their requires priorities and SLA's.		8	Recruitment for all vacancies to be accelerated during June 2022. Monitor stress levels of team and report back to HR Business Partner for mitigating support **23 Jun 2022**		3	31-Oct-2022	Constant

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

Risk no, title, creation date, owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date/Risk Approach	Current Risk score change indicator
COO DITS 035 Recruitment and retention 19-May-2022 Sam Collins	Cause: The recent Target Operating Model exercise and ongoing uncertainty within the Division has led to a number of vacant posts and key individuals leaving the organisation. Event: That the Division fails to successfully recruit to the vacant posts and departing staff result in a significant loss of corporate knowledge and expertise Effect: This results in a general loss of capacity, expertise and knowledge within the division, severely limiting the ability of the division to provide a stable and secure IT Service and Key Programmes of work are disrupted or put at risk.		6	3 days a week and getting the right people 23 Jun 2022		2	30-Sep-2022	Constant

Risk no, title, creation date, owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date/Risk Approach	Current Risk score change indicator
COO DITS 044 Head of profession 20-May-2022 Sam Collins	**Cause:** Failure to establish a Head of Profession role in Corporation due to the Director leaving **Event:** Disparate technology and standards applied across the Corporation **Effect:** Wasted investment, lack of economies of scales and increased cyber threats		6	The role needs to influence stakeholders with Digital and Technology responsibilities and apply consistent good practice and standards across the Corporation and Institutions **23 Jun 2022**		4	31-Mar-2023	Constant

Committees: Chief Officer [*for decision*] Digital Services Committee (*for information*) Culture Heritage and Libraries (*for information*) Community and Children's Services Committee *[for information]*	Dates: 23 June 2022 12 July 2022 18 July 2022 20 July 2022
Subject Library Management System **Unique Project Identifier:** *N/A*	**Gateway 3/4/5: Options Appraisal and Authority to Start Work (**Regular)
Report of: Director of Community & Children's Services **Report Author:** Sarah Greenwood	**For Information**
PUBLIC	

Explanatory Note for Members: The Corporate Projects Board agreed that the project should proceed under delegation until such a time that it was determined whether the project would reach the thresholds of the gateway process. Proceeding under delegation means that all usual Gateway reports are submitted to the Chief Officer who may then choose to share the reports with Committee for information. The recommendations of this Gateway report conclude the project is below Gateway thresholds and the report is shared with Members for information.

1. Status update	**Project Description:** IT system designed to manage the records of the Barbican and Community Libraries including stock details, availability, fines, payments and membership details
	RAG Status: Green (Green at last report to Committee)
	Risk Status: Low (Medium at last report to committee)
	Total Estimated Cost of Project (excluding risk): £153,755
	Change in Total Estimated Cost of Project (excluding risk): Decrease of £171,245 since the last report to Committee. £48,500 capital costs will no longer be incurred as the supplier is the current provider of the service and a reduction in projected revenue costs of £122,745 through negotiation with the supplier.
	Funding Source:
	Spend to Date: £1,500 (local risk budget)

		Costed Risk Provision Utilised: £0 (of which £0 has been drawn down since the last report to Committee);
		Slippage: none
2.	**Next steps and requested decisions**	**Next Gateway:** Gateway 6: Outcome Report
		Next Steps:
		Development of contractual documentation
		Requested Decisions:
		1. Note the total cost of the project at £153,755 (excluding risk) for all five years including contract cost of £27,609.42 for year 1 increasing by 4.9% per annum for each subsequent year (revenue only); 2. That Option **1c (Direct Award to Sirsi Dynix)** is approved
3.	**Budget**	*For recommended option 1c:*

Item	Reason	Funds/ Source of Funding	Cost (£)
Revenue Costs	Contractual Costs including annual licences, hosting, maintenance and managed service costs	Local risk budget	£152,255
Staff Costs	Development of required specification, Market engagement and options appraisal	Existing Local risk funding	£ 1,500
Total			£153,755

No Costed Risk Provision is requested for this Gateway:

4.	**Overview of project options**	1. Outsource to a third party a. open market tender, b. mini competition with a framework and c. direct award through a framework 2. In source via in house delivery

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		3. Join with another Local Authority (either as a procurement or join with another Local Authority's system) 4. Not have a system. This option was ruled out at Gateway 2 and has therefore not been included within the options appraisal matrix.
5.	**Recommended option**	Option 1c: Outsource to a third party and direct award through a framework (procurement route recommended by IT Category Board).
6.	**Risk**	One new risk has been identified and realised since Gateway 2: Risk 5: insufficient funding. A capital funding bid was submitted for the capital costs for potential change of supplier, estimated at £20k. Chamberlains confirmed that this amount was below the capital bid threshold and should be funded through departmental budgets. One new risk (R6) was included on the register : the impact on resources (mainly staff time and capacity) of the TOM recruitment freezes and Covid 19 (in particular staff sickness) which could impact up on the timeframe. Further information available in the Risk Register (Appendix 2) and Options Appraisal.
7.	**Procurement approach**	A procurement options report (see appendix 3) was discussed at the January and May IT Category Board meetings. IT Category Board agreed with the recommended approach to outsource to a third party. After consideration of the procurement options, the Board agreed to direct award to Sirsi Dynix, the current supplier, using the ESPO framework. Further details are included within the attached procurement options report at appendix 3.
8.	**Design summary**	Barbican and Community Libraries use a library management system to manage its library activities including a library catalogue, stock availability, overdue items, fines and payments and membership details. The library management system is the backbone of the library service and enables service users to have joined up services. The system integrates with the e-books contract, the public network and the self-service kiosks. The catalogue function is also used by Guildhall Library and London Metropolitan Archives and it also provides a gateway to online resources for users of the Small Business Research and Enterprise Centre
9.	**Delivery team**	The project board consists of Carol Boswarthack, the Head of Barbican and Community Libraries (the Senior Responsible Officer), Jonathan Gibbs, the Operations and IT Librarian and with additional representation from IT, Comptroller and City

	Solicitor and City Procurement. The project is managed by the Commissioning Manager Sarah Greenwood.
10. Success criteria	1. The system enables the CoLC to deliver its library services flexibly through a variety of devices. Quality is managed through regular contract monitoring and the performance against the Service Level Agreement
	2. The system has proven capability and capacity to manage the current (and future potential) requirements of library users including flexibility to respond to changing Government, Covid and technological requirements
	3. The system enables a safe and professional experience for library staff and users with co-ordination of all records in relation to stock
11. Progress reporting	Progress reports will be submitted to the delivery team Library senior management team.

Appendices

Appendix 1	Project Coversheet
Appendix 2	Risk Register (for recommended option)
Appendix 3	PT3/8 Procurement Form

Contact

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Options Appraisal Matrix

Option Summary	Option 1	Option 2	Option 3
Brief description of option	Outsource to a third party	In source via in house delivery	Join with another Local Authority and form a new consortium or join an established consortium
1. **Scope and exclusions**	Includes a) open market tender, b) mini competition and c) direct award through a framework (recommended)	Resourcing including staffing, design and testing of new system and ongoing hosting, support and maintenance	Joining to procure or share a bespoke in house Local Authority's system
Project Planning			
2. **Programme and key dates**	Contract awarded June 2022 Mobilisation June 2022 – July 2022 Overall project: Completion and go live by 31 July 2022 Gateway 6 report September 2022	This option would not be complete by the expiry date of the current contract	The cost of joining an established consortium is currently prohibitive at this time.

Option Summary	*Option 1*	*Option 2*	*Option 3*
3. **Risk implications**	Overall project option risk: Low Further information available within the Risk Register (Appendix 2).	• Departmental budgets do not account for the cost of an internal service • City of London is not a specialist case management provide – potential risks to quality outcomes for service users and clients	• Considerably high cost implications to this option even if the provider remains the same due to exclusions and price band requirements
4. **Stakeholders and consultees**	The project board consists of Carol Boswarthack, the Head of Barbican and Community Libraries (the Senior Responsible Officer), Jonathan Gibbs, the Operations and IT Librarian and with additional representation from IT, Comptroller and City Solicitor and City Procurement. The project is managed by the Commissioning Manager Sarah Greenwood. Library staff and users have been consulted through user forums		
5. **Benefits of option**	• Provider expertise across the market • Competitively source and leverage appropriate expertise from the market • Direct Award procedure on the basis of being able to identify the most	No contract required	• City shares many services with other neighbouring Local Authorities. • Reduced procurement costs

v.April 2019

Option Summary	Option 1	Option 2	Option 3
	economically advantageous provider without conducting a further competition. • Continuity of supplier (no need for a mobilisation period) • Supplier current system knowledge and set up		
6. Disbenefits of option	• Potential time and cost implications for a competitive procurement	• The Corporation does not have the required expertise to deliver the service and would need to recruit • Increase in staff costs (for example, via recruitment; salaries; on-costs; pension liabilities; & training etc.) • Does not comply with the City's policy of buy not build	• Neighbouring Local Authorities (e.g. Westminster) would be preferable given potential for other shared services • Preferred Local Authorities would be those with whom the City shares service users • Westminster not currently in a position to consider a shared service or consortium approach to procurement

Option Summary	Option 1	Option 2	Option 3
Resource Implications			
7. Total estimated cost	Direct award costs *£153,755* (excluding risk) for all five years at a cost of £27,609.42 for year 1 increasing by 4.9% per annum for each subsequent year (revenue only);	N/A	£250k for five years (£50,000 minimum expenditure for libraries Consortium) plus a requirement to join inter-library courier service costing £40k pa
8. Funding strategy	Local risk budget for direct award option. Capital bid submitted for potential capital funding if a procurement exercise was required and another supplier was awarded the contract.	N/A	Potential capital costs requiring a capital funding bid and local risk budget for revenue costs
9. Investment appraisal	Options considered at the IT Category Board including value for money		
10. Estimated capital value/return	N/A	N/A	N/A

Option Summary	Option 1	Option 2	Option 3
11. Ongoing revenue implications	The direct award costs an additional £2,609.42 pa in year 1 compared to the current budget rising by an additional 4.9% in subsequent years. The budget holder has confirmed there is sufficient budget	Not quantified as discounted above	There is currently insufficient local risk budget to fund this option
12. Affordability	The additional annual cost can be managed within the local risk budget	N/A as option discounted	N/A as option discounted
13. Legal implications	Comptroller has been consulted on G Cloud framework terms	N/A as option discounted	N/A as option discounted
14. Corporate property implications	None		
15. Traffic implications	None		
16. Sustainability and energy implications	None		
17. IS implications	DITS Architect and business Partner have been consulted on the specification	Does not meet the IS strategy requirements	DITS Architect and business Partner have been consulted

Option Summary	Option 1	Option 2	Option 3
	requirements and framework options		on the specification requirements.
	IT category Board has received the options and has agreed this is the preferred option.		IT category Board have received the options and have agreed this is not the preferred option.
	Option meets the IS policy of a hosted cloud based system, a full support agreement and SLA		
18. Equality Impact Assessment	N/A	N/A	N/A
19. Data Protection Impact Assessment	New DPIA completed		
20. Recommendation	Recommended	Not recommended	Not recommended

.

Project Coversheet

[1] Ownership & Status

UPI: N/A
Core Project Name: Library Management System
Programme Affiliation (if applicable): N/A
Project Manager: Sarah Greenwood, Commissioning Manager
Definition of need: The contract for the current IT system is due to expire in July 2022
Key measures of success:

1.   The system enables the CoLC to deliver its library services.
2.   The system has proven capability and capacity to manage the current (and future potential) requirements of library users including flexibility to respond to changing Government, Covid and technological requirements
3. The system enables a safe and professional experience for library staff and users with c ordination of all records in relation to stock 4. The solution can be configured to meet local and national reporting requirements and Ci data intelligence 5. The system supports flexible working on a variety of devices

Expected timeframe for the project delivery: July 2022

Key Milestones:

- Invitation to tender: December 2021
- Selection of contractor: March 2022
- Data Migration: March 2022 – July 2022 (period may not be required if existing supplier is winning bidder)
- Overall project: Completion and go live by July 2022

Are we on track for completing the project against the expected timeframe for project delivery? Yes
Has this project generated public or media impact and response which the City of London has needed to manage or is managing?
no

[2] Finance and Costed Risk

Headline Financial, Scope and Design Changes:

'Project Briefing' G1 report (as approved by Chief Officer September 2021):

- Total Estimated Cost (excluding risk): £40,000 one off/capital + £125,000 revenue
- Costed Risk Against the Project: nil
- Estimated Programme Dates:
   i. contract start – March 2022
   ii. month contract negotiation/data migration and mobilisation period April – July 2022
   iii. existing contract ends July 2022
 	
Scope/Design Change and Impact:

V14 July 2019

'Project Proposal' G2 report (as approved by Chief Officer September 2021):
- Total Estimated Cost (excluding risk): £50,000 one-off/capital + £275,000 revenue.
- Resources to reach next Gateway (excluding risk) £1,500 staff costs
- Spend to date:
- Costed Risk Against the Project: nil
- CRP Requested: nil
- CRP Drawn Down: nil
- Estimated Programme Dates:

   i. Invitation to tender: December 2021
   ii. Selection of contractor: March 2022
   iii. Data Migration: March 2022 – July 2022 (period may not be required if existing supplier is winning bidder)
   iv. Overall project: Completion and go live by July 2022

Scope/Design Change and Impact: The Corporate Projects Board agreed that the project should proceed under delegation until such a time that it was determined whether the project would reach the thresholds of the gateway process. Potential Revenue costs increased to match framework costs.

'Options Appraisal and Design' G3-4 report (as approved by PSC xx/yy/zz):
- Total Estimated Cost (excluding risk):
- Resources to reach next Gateway (excluding risk
- Spend to date:
- Costed Risk Against the Project:
- CRP Requested:
- CRP Drawn Down:
- Estimated Programme Dates:

Scope/Design Change and Impact:

'Authority to start Work' G5 report (as approved by PSC xx/yy/zz):
- Total Estimated Cost (excluding risk):
- Resources to reach next Gateway (excluding risk
- Spend to date:
- Costed Risk Against the Project:
- CRP Requested:
- CRP Drawn Down:
- Estimated Programme Dates:

Scope/Design Change and Impact:

Total anticipated on-going commitment post-delivery [£]:£ 152,255 revenue across 5 years
Programme Affiliation [£]:N/A

City of London: Projects Procedure Corporate Risks Register

Project name:	*Library Management System*
Unique project identifier:	*TBA*
Total est cost (exc risk)	*£153755*

Corporate Risk Matrix score table

	Minor impact	Serious impact	Major impact	Extreme impact
Likely	4	8	16	32
Possible	3	6	12	24
Unlikely	2	4	8	16
Rare	1	2	4	8

PM's overall risk rating	Low
Avg risk pre-mitigation	7.3
Avg risk post-mitigation	4.7
Red risks (open)	0
Amber risks (open)	4
Green risks (open)	2

Costed risks identified (All)	£0.00	0%	*Costed risk as % of total estimated cost of project*
Costed risk pre-mitigation (open)	£0.00	0%	*" "*
Costed risk post-mitigation (open)	£0.00	0%	*" "*
Costed Risk Provision requested	£0.00	0%	*CRP as % of total estimated cost of project*

	Number of Open Risks	Avg Score	Costed impact	Red	Amber	Green
(1) Compliance/Regulatory	0	0.0	£0.00	0	0	0
(2) Financial	1	8.0	£0.00	0	1	0
(3) Reputation	0	0.0	£0.00	0	0	0
(4) Contractual/Partnership	1	8.0	£0.00	0	1	0
(5) H&S/Wellbeing	0	0.0	£0.00	0	0	0
(6) Safeguarding	1	8.0	£0.00	0	1	0
(7) Innovation	0	0.0	£0.00	0	0	0
(8) Technology	3	6.7	£0.00	0	1	2
(9) Environmental	0	0.0	£0.00	0	0	0
(10) Physical	0	0.0	£0.00	0	0	0

	Extreme	Major	Serious	Minor
Open Issues	0	1	0	0
All Issues	0	1	0	0

Issues (open)	1
All Issues	1

Cost to resolve all issues (on completion)	£20,000.00
Total CRP used to date	£0.00

City of London: Projects Procedure Corporate Risks Register

Project Name:	Library Management System		PM's overall risk rating:	Low		CRP requested this gateway:		Average unmitigated risk	7.3		Open Risks	6
Unique project identifier:	TBA		Total estimated cost (exc risk):	£ 153,755		Total CRP used to date	£ -	Average mitigated risk score	4.7		Closed Risks	0

Risk ID	Gateway	Category	Description of the Risk	Risk Impact Description	Likelihood Classification pre-mitigation	Impact Classification pre-mitigation	Risk score	Costed impact pre-mitigation (£)	Costed Risk Provision requested Y/N	Confidence in the estimation	Mitigating actions	Mitigation cost (£)	Likelihood Classification post-mitigation	Impact Classification post-mitigation	Costed impact post-mitigation (£)	Post-Mitigation risk score	CRP used to date	Use of CRP	Date raised	Named Departmental Risk Manager/Coordinator	Risk owner (Named Officer or External Party)	Date Closed OR/Realised & moved to Issues	Comment(s)
R1	2	(6) Safeguarding	The system does not support libraries best practice. City of London work and is not compliant with s regulatory compliance nor IT requirements	The City of London could not fulfil its statutory obligations leading to reduction in stock availability, nonpayment of fines and have an impact on library usage and reputational risk for the City.	Unlikely	Major	8	£0.00	N	B – Fairly Confident	Steering group consisting of representatives from Barbican and Community Libraries, IT, Comptroller and City Solicitor who are involved in developing the specification . Specifications and good practice from other boroughs will be used to inform the specification and will include flexibility to meet future identified requirements	£0.00	Rare	Major	£0.00	4	£0.00		17/08/2021	Sarah Greenwood			
R2	2	(4) Contractual/Partnership	Limited market for the project , or City of London contract is deemed too low value and no bids are received for the Invitation to tender,	no system available for use at the end of the current contract, leading to a reputation risk (see R1 above)	Unlikely	Major	8	£0.00	N	B – Fairly Confident	Pre tender market engagement to scope the likely interest in the tender. Current provider is one of the market leaders in the market . Four providers are available to call off from a framework to ensure a suitable pool of potential bidders	£0.00	Rare	Extreme	£0.00	8	£0.00		17/08/2021	Sarah Greenwood			
R3	2	(8) Technology	Data not migrated to potential new system in time or accurately	Data within the system is not accurate, which could lead to a reputational risk (see R1) or migration of data is not completed before the end of the current contract, leading to a potential gap in service. The mobilisation period would not be required should the current provider be the winning bidder for the new contract.	Unlikely	Serious	4	£0.00		B – Fairly Confident	5 months mobilisation factored into project timetable and project management costs factored into budget estimation. A dedicated IT librarian is employed by DCCS who would support the data migration process.	£0.00	Unlikely	Serious	£0.00	4	£0.00		17/08/2021	Sarah Greenwood			
R4	2	(8) Technology	system is not sufficiently flexible to meet future needs within the lifetime of the contract	the system becomes obsolete and does not allow for mobile working or future changes to recognised good practice	Possible	Major	12	£0.00		B – Fairly Confident	requirement for provider/system to meet changing requirements during the lifetime of the contract is built into the specification through IS involvement. Contract will be performance managed to ensure that roadmap and upgrades include good practice changes and that user groups are a feature of the contract	£0.00	Rare	Serious	£0.00	2	£0.00		17/08/2021	Sarah Greenwood			
R5	2	(2) Financial	insufficient funding a) The contract is won by a new supplier requiring capital funding at the start of the contract for system purchases, system setup and data cleansing/mobilisation or b) insufficient revenue funding due to increase in contract costs	potential for the contract to not be awarded if sufficient funds cannot be allocated. This could lead to reputational concerns (see R1). Capital funding would only be required should the current provider not be the new provider	Unlikely	Major	8	£0.00		B – Fairly Confident	risk raised to DCCS DLT for information and included within Gateway risk register. A capital bid will be submitted prior to the tender process. No commitment to enter into a contract will be made until the outcome of the capital bids.	£0.00	Unlikely	Major	£0.00	8	£0.00		17/08/2021	Carol Boswarthack			
R6	3	(8) Technology	insufficient resources to complete documentation and commssioning /procurement process before July 2022 due to TOM recruitment freeze and Covid impacts including staff sickness	insufficient mobilisation time to set up new contract (especially if a new provider) before july 2022	Unlikely	Serious	4	£0.00		B – Fairly Confident	potential for short term extension to current contract if extenuating circumstances	£0.00	Unlikely	Minor	£0.00	2	£0.00		10/12/2021	Carol Boswarthack			
R7								£0.00				£0.00			£0.00		£0.00						
R8								£0.00				£0.00			£0.00		£0.00						
R9								£0.00				£0.00			£0.00		£0.00						
R10								£0.00				£0.00			£0.00		£0.00						
R11								£0.00				£0.00			£0.00		£0.00						
R12								£0.00				£0.00			£0.00		£0.00						
R13								£0.00				£0.00			£0.00		£0.00						
R14								£0.00				£0.00			£0.00		£0.00						
R15								£0.00				£0.00			£0.00		£0.00						
R16								£0.00				£0.00			£0.00		£0.00						
R17								£0.00				£0.00			£0.00		£0.00						
R18								£0.00				£0.00			£0.00		£0.00						
R19								£0.00				£0.00			£0.00		£0.00						
R20								£0.00				£0.00			£0.00		£0.00						
R21								£0.00				£0.00			£0.00		£0.00						
R22								£0.00				£0.00			£0.00		£0.00						
R23								£0.00				£0.00			£0.00		£0.00						
R24								£0.00				£0.00			£0.00		£0.00						
R25								£0.00				£0.00			£0.00		£0.00						
R26								£0.00				£0.00			£0.00		£0.00						
R27								£0.00				£0.00			£0.00		£0.00						
R28								£0.00				£0.00			£0.00		£0.00						
R29								£0.00				£0.00			£0.00		£0.00						
R30								£0.00				£0.00			£0.00		£0.00						
R31								£0.00				£0.00			£0.00		£0.00						

R32							£0.00			£0.00		£0.00	£0.00			
R33							£0.00			£0.00		£0.00	£0.00			
R34							£0.00			£0.00		£0.00	£0.00			
R35							£0.00			£0.00		£0.00	£0.00			
R36							£0.00			£0.00		£0.00	£0.00			
R37							£0.00			£0.00		£0.00	£0.00			
R38							£0.00			£0.00		£0.00	£0.00			
R39							£0.00			£0.00		£0.00	£0.00			
R40							£0.00			£0.00		£0.00	£0.00			
R41							£0.00			£0.00		£0.00	£0.00			
R42							£0.00			£0.00		£0.00	£0.00			
R43							£0.00			£0.00		£0.00	£0.00			
R44							£0.00			£0.00		£0.00	£0.00			
R45							£0.00			£0.00		£0.00	£0.00			
R46							£0.00			£0.00		£0.00	£0.00			
R47							£0.00			£0.00		£0.00	£0.00			
R48							£0.00			£0.00		£0.00	£0.00			
R49							£0.00			£0.00		£0.00	£0.00			
R50							£0.00			£0.00		£0.00	£0.00			
R51							£0.00			£0.00		£0.00	£0.00			
R52							£0.00			£0.00		£0.00	£0.00			
R53							£0.00			£0.00		£0.00	£0.00			
R54							£0.00			£0.00		£0.00	£0.00			
R55							£0.00			£0.00		£0.00	£0.00			
R56							£0.00			£0.00		£0.00	£0.00			
R57							£0.00			£0.00		£0.00	£0.00			
R58							£0.00			£0.00		£0.00	£0.00			
R59							£0.00			£0.00		£0.00	£0.00			
R60							£0.00			£0.00		£0.00	£0.00			
R61							£0.00			£0.00		£0.00	£0.00			
R62							£0.00			£0.00		£0.00	£0.00			
R63							£0.00			£0.00		£0.00	£0.00			
R64							£0.00			£0.00		£0.00	£0.00			
R65							£0.00			£0.00		£0.00	£0.00			
R66							£0.00			£0.00		£0.00	£0.00			
R67							£0.00			£0.00		£0.00	£0.00			
R68							£0.00			£0.00		£0.00	£0.00			
R69							£0.00			£0.00		£0.00	£0.00			
R70							£0.00			£0.00		£0.00	£0.00			
R71							£0.00			£0.00		£0.00	£0.00			
R72							£0.00			£0.00		£0.00	£0.00			
R73							£0.00			£0.00		£0.00	£0.00			
R74							£0.00			£0.00		£0.00	£0.00			
R75							£0.00			£0.00		£0.00	£0.00			
R76							£0.00			£0.00		£0.00	£0.00			
R77							£0.00			£0.00		£0.00	£0.00			
R78							£0.00			£0.00		£0.00	£0.00			
R79							£0.00			£0.00		£0.00	£0.00			
R80							£0.00			£0.00		£0.00	£0.00			
R81							£0.00			£0.00		£0.00	£0.00			
R82							£0.00			£0.00		£0.00	£0.00			
R83							£0.00			£0.00		£0.00	£0.00			
R84							£0.00			£0.00		£0.00	£0.00			
R85							£0.00			£0.00		£0.00	£0.00			
R86							£0.00			£0.00		£0.00	£0.00			
R87							£0.00			£0.00		£0.00	£0.00			
R88							£0.00			£0.00		£0.00	£0.00			
R89							£0.00			£0.00		£0.00	£0.00			
R90							£0.00			£0.00		£0.00	£0.00			
R91							£0.00			£0.00		£0.00	£0.00			
R92							£0.00			£0.00		£0.00	£0.00			
R93							£0.00			£0.00		£0.00	£0.00			
R94							£0.00			£0.00		£0.00	£0.00			
R95							£0.00			£0.00		£0.00	£0.00			
R96							£0.00			£0.00		£0.00	£0.00			
R97							£0.00			£0.00		£0.00	£0.00			
R98							£0.00			£0.00		£0.00	£0.00			
R99							£0.00			£0.00		£0.00	£0.00			
R100							£0.00			£0.00		£0.00	£0.00			

City of London: Projects Procedure Corporate Issues Log

Project Name:	Library Management System
Unique project identifier:	TBA

General issue classification							Ownership & Action							
Issue ID	Risk ID (where previously identified)	Category	Description of the Issue	Issue Impact Description	Impact Classification	Control actions	Date raised	Named Departmental Issue Manager/ Coordinator	Issue owner (Named Officer or External Party)	Dependencies	Status	Cost to resolve [£] on completion	Date Closed	Comment(s)
I.01	R5	(2) Financial	insufficient funding a) The contract is won by a new supplier requiring capital funding at the start of the contract for system purchases, system setup and data cleansing/mobilisation or b) insufficient revenue funding due to increase in contract costs	potential for the contract to not be awarded if sufficient funds cannot be allocated. This could lead to reputational concerns (see R1). Capital funding would only be required should the current provider not be the new provider	Major	risk raised to DCCS DLT for information and included within Gateway risk register. A capital bid will be submitted prior to the tender process. No commitment to enter into a contract will be made until the outcome of the capital bids.	10-Dec-21	Sarah Greenwood	Carol Boswarthack	funding	Open	£ 20,000.00		a contract will not be entered into unless funding is sufficient for the contract.
I.02		(9) Environmental	(9) Environmental	(9) Environmental	(9) Environmental									
I.03		(9) Environmental	(9) Environmental	(9) Environmental	(9) Environmental									
I.04		(9) Environmental	(9) Environmental	(9) Environmental	(9) Environmental									
I.05		(9) Environmental	(9) Environmental	(9) Environmental	(9) Environmental									
I.06		(9) Environmental	(9) Environmental	(9) Environmental	(9) Environmental									
I.07		(9) Environmental	(9) Environmental	(9) Environmental	(9) Environmental									
I.08		(9) Environmental	(9) Environmental	(9) Environmental	(9) Environmental									
I.09		(9) Environmental	(9) Environmental	(9) Environmental	(9) Environmental									
I.10		(9) Environmental	(9) Environmental	(9) Environmental	(9) Environmental									
I.11		(9) Environmental	(9) Environmental	(9) Environmental	(9) Environmental									
I.12		(9) Environmental	(9) Environmental	(9) Environmental	(9) Environmental									
I.13		(9) Environmental	(9) Environmental	(9) Environmental	(9) Environmental									
I.14		(9) Environmental	(9) Environmental	(9) Environmental	(9) Environmental									
I.15		(9) Environmental	(9) Environmental	(9) Environmental	(9) Environmental									
I.16		(9) Environmental	(9) Environmental	(9) Environmental	(9) Environmental									
I.17		(9) Environmental	(9) Environmental	(9) Environmental	(9) Environmental									
I.18		(9) Environmental	(9) Environmental	(9) Environmental	(9) Environmental									
I.19		(9) Environmental	(9) Environmental	(9) Environmental	(9) Environmental									
I.20		(9) Environmental	(9) Environmental	(9) Environmental	(9) Environmental									

PT3/8 - Procurement Options and Award Report: Services and Goods

This document is used to identify the Procurement Strategy and Purchasing Routes associated with a project and only considers the option recommended on the associated Gateway report.

City Procurement Project Reference:	**TBC**		
Project / Contract Title:	**Library Management System**		
Category Board:	**IT**		
Category Board date:	**Offline approval**		
Project Lead & Contract Manager:	**Sarah Greenwood**	**Lead Department:**	**Community and Children's Services**
Category Manager:	**Chris Mulhall/Loredana Sandu**	**Other Contact:**	**David Clelland – IT Solution Architect** **Christina Paraskevaidou – Category Officer**
Total Contract Value (excluding VAT and inc. extension options):	**£152,255**	**Contract Duration (inc. extension options):**	**5 years – This would include an initial period of 3 years plus 2 x 12 month period)**
Revenue Budget Value:	**£152,255 (to be funded from local risk budget)**	**Approved:**	Yes – Budget already in place for current contract
Capital Budget Value:	**N/A**	**Approved:**	N/A
Capital Project/project vision reference (if applicable):	**N/A**		
Agreed Savings Baseline (£):	£125k (excluding capital set up costs)		

Gateway Approval Process
- **Is this project subject to the Gateway process?**
Yes under delegated authority
- **If so, what was the last Gateway report, and date of approval, and what is the next Gateway report and scheduled date** for recommendation for approval?
Gateway 2 approved under delegated authority (and shared with Committee members for information**)**

Opportunity for Inter-City Collaboration (is there another site/department that could benefit from this project)?
The London Metropolitan Archives (LMA), Guildhall Music Library and the Small Business Research and Enterprise Centre are partners and their requirements are already included within the specification

Procurement Strategy Recommendation

City Procurement team recommended option
Outsource to a third party

Route to Market Recommendation

City Procurement team recommended option
Direct Award to Sirsi Dynix via ESPO Framework Framework 350_19

Specification and Evaluation Overview

Summary of the main requirements:
The City of London Corporation has a statutory duty to provide a "comprehensive and efficient" public library service including the free loan of books to those who live, work or study within the area. The legislation governing the City's library provision is [The Public Libraries and Museums Act 1964](#) (amended by the Local Government Act 1972) .
Barbican and Community Libraries use a library management system to manage its library activities including a library catalogue, stock availability, overdue items, fines and payments and membership details. The library management system is the backbone of the library service and enables service users to have joined up services. The system integrates with the e-books contract, the public network and the self-service kiosks.

The catalogue function is also used by Guildhall Library and London Metropolitan Archives and it also provides a gateway to online resources for users of the Small Business Research and Enterprise Centre.	
Technical and Pricing evaluation ratio **Direct Award**	
Overview of the key Evaluation areas (if known at this stage): **N/A**	
Does contract delivery involve a higher than usual level of Health & Safety, Insurance, or Business risk to be allowed in the procurement strategy? - No	
Is there a requirement for a Performance Bond on this Project and if so, on what grounds? **N/A**	
Is the contract likely to require financial uplifts? (Please describe what method will be used to calculate the uplift and whether this will be capped) Inflationary uplifts only of 4.9% annually and these have been factored into the pricing	
Will the procurement process require a financial assessment? Yes ☐ No ☒ **If yes, please indicate recommended assessment: Finance Check ☐ Financial Appraisal ☐** **Please indicate reasons for this recommendation** (please include in this section information on project being rated low/not low)**: direct award through a framework where bidders have met financial checks , current provider and risk assessment completed gave a score of 11.**	
Are there any accompanying documents with this report? *e.g. PT0/outlined project plan identifying roles and responsibilities as appropriate* **If yes, please include information in the appendices section below.**	Yes ☐ No ☒
Will this project require the winning supplier(s) to process personal data on our behalf?	Yes ☒ No ☐
If yes, please make sure you've defined roles and responsibilities within your project specification. For more information visit Designing Specifications under GDPR. You may include your Data Protection Impact Assessment or other relevant report as an appendix to this PT form when submitting to category board (for information). **DPIA and G1 data processing authorisation form approved by the City's DPO**	
Evaluation Panel – Please enter Names of evaluators and Departments below (if known)	

No evaluation panel, due to direct award but the following have designed the specification Sarah Greenwood Carol Boswarthack Jonathon Gibbs Charlotte Jones David Clelland	 Commissioning Manager Head of Barbican and Community Libraries IT and Operational Librarian Music Librarian Projects & Data Manager, Chamberlains

Procurement Timeframes

Target tender live date (to market)	N/A	Notification of outcome / intention to award date	07/03/2022
Target contract start date	31/07/2022		
Are there any time, quality, or cost constraints which need to be taken into consideration? New contract to start immediately from the end of the current contract.			

Policy and Compliance Considerations

How will the Procurement meet the City's:
Responsible Procurement Strategy: N/A as direct award but social value to be investigated with Sirsi Dynix
TUPE/Pension liabilities that need to be considered (including future exit provisions where applicable)? N/A
Will this procurement be split into Lots? No – direct award
Other: N/A

Baseline Savings Calculation: *This section should include how the baseline figure for savings has been calculated against the Efficiency and Savings Process Manual in accordance with paragraph 3.1, including any suggested savings or efficiencies e.g. reduced service.*

Agreed Baseline (£):	£125k (£25k pa over 5 years revenue only excluding initial capital set upcosts)

Summary of Baseline Calculations / Savings Proposal

Note: Typically, the baseline is an existing price but may also be a budget value, estimate, forecast, standard cost or planned expense.

Please confirm the **Baseline Calculation** that has been applied below to establish the **Agreed Baseline**:

- **Previously Contracted Costs** (where there is an existing contract): ☒
- **Previously Contracted Costs** (where there are multiple contracts): ☐
- **Attributed Costs:** ☐
- **Target Cost:** ☐
- **Other methodology**** (agreed with Finance Representative) and explained below: ☐
- **   e.g. BAFO for under OJEU contracts

There may be cost avoidance savings identified dependent up on the route to market.

Preferred /recommended option of direct award to Sirsi using the ESPO framework has a cost profile of :

Year 1: £ 27,609.42 with each subsequent year increased by 4.9% which will be met by local risk budget

Procurement Strategy Options: *This could include inter-departmental usage, external collaborative opportunities, existing contracts integrated once expired or adding it to an existing contract. Options for Make (In-house delivery) versus Buy (Outsource) decision to be considered; also indicate any discarded or radical options.*

Option 1: Outsource to a third party (preferred option)
Advantages to this Option: (include savings opportunity of the option)
• Provider expertise across the market • Competitively source and leverage appropriate expertise from the market • Potential for product and service development to meet good practice
Disadvantages to this Option:
• Potential time and cost implications for a competitive procurement
Please highlight and possible risks associated with this option:
• Time and capital cost implications to change providers
Option 2: Insource via in-house delivery
Advantages to this Option: (include savings opportunity of the option)
• No contract required
Disadvantages to this Option:
• The Corporation does not have the required expertise to deliver the service and would need to recruit • Increase in staff costs (for example, via recruitment; salaries; on-costs; pension liabilities; & training etc.)   Does not comply with the City's policy of buy not build
Please highlight and possible risks associated with this option:
• Departmental budgets do not account for the cost of an internal service • City of London is not a specialist case management provider – potential risks to quality outcomes for service users and clients
Option 3: join with another Local Authority (e.g. Westminster)
Advantages to this Option: (include savings opportunity of the option)
• City shares many services with other neighbouring Local Authorities. • Potential reduced costs of service • Potential access to the London Libraries Consortium services
Disadvantages to this Option:
Westminster would be the preferable service given we currently share service users but are not currently in a position to consider a shared service and do not yet know when they might be
Please highlight and possible risks associated with this option:
• Timescales might not be aligned

N.B. Additional advantages/disadvantages may apply if a waiver is the recommended route. If recommending an extension, please make sure that CCM has been consulted (where appropriate) and that we include information on contract terms.

Route to Market Options: *Route to market is the way in which the City will invite suppliers to bid for the procurement.*

Option 1: Open Tender
Advantages to this Option:
• An increase in competition due to more suppliers having the opportunity to bid opposed to a closed supplier list under a Framework Agreement
• Organisations of all sizes have the opportunity to submit a tender, increasing the opportunity for a number of innovative proposals/solutions
• Providing full tender documentation (at the outset) enables candidates to make an informed decision as to whether they can satisfy the requirements or choose to discount themselves from the competition
Disadvantages to this Option:
• All tenders must be evaluated; therefore, there can be resource implications of a potentially lengthy tender evaluation (due to a high volume of responses)
• Increases the risk of challenge - more responses and time invested/transaction costs in preparing a tender as opposed to a Selection Questionnaire
• Poor quality bids, typically due to the fact there is an increased chance of being unsuccessful and a limited timescale
• No opportunity to discuss / refine bids
• No guarantee wider market engagement will deliver better options than ESPO framework
Please highlight and possible risks associated with this option:
• Large number of tenders submitted all requiring evaluation.
• Proportionate minimum requirements, thresholds and weightings being applied to the pre-determined evaluation criteria can help mitigate the risk of an excessive response rate. Furthermore, such risk can be further minimised where there are a small number of specialist suppliers who can meet the specific requirements of the Corporation.
• Capital resource implications for implementation and data migration
Option 2: Direct Award to Sirsi Dynix using an established multi-Supplier Framework Agreement (ESPO) (preferred option)
Advantages to this Option:
• Direct Award procedure on the basis of being able to identify the most economically advantageous provider without conducting a further competition.
• Continuity of supplier (no need for a mobilisation period)
• The other 2 providers within the ESPO Framework do not meet the City's requirements (primarily they do not provide a managed service – this function was required as a result of a post redundancy)
• Supplier current system knowledge and set up
• Cost avoidance – potential saving of £20k of capital costs (capital costs of product, data migration, training)
• Allows time for discussion with Westminster regarding longer term joint tender
• Framework Due diligence completed in 2019 (for ebooks contract but is still valid**)**
• Price negotiation has taken place with the approval of ESPO to reduce the framework cost
Disadvantages to this Option:
• None identified
Please highlight and possible risks associated with this option:
• Potential for challenge by other competitors although this is minimal. The City can justify direct award via ESPO using value for money basis and the other 2 providers do not meet the City's needs.
Option 3: Mini Competition within an established multi-Supplier Framework Agreement (e.g. CCS)
Advantages to this Option:
• Instant route to bidding phase
• Reduced administrative burden in terms of the time and transaction costs (both supplier and Corporation) compared to running a full procurement process
• Suppliers have been identified, vetted, and quality checked via a competitive procurement process
•
Disadvantages to this Option:
• Closed competition thus limited to the appointed suppliers under the Framework Agreement
• The bespoke needs of the Corporation might not be reflected, and the Framework Agreement will be limited in variation to any resultant call-off contract
Please highlight and possible risks associated with this option:
• Risk of capital resources and Library staff time to configure, test and implement new system including workflows and reporting, migration of data and training
Option 4: London Wide Contract – Join the Libraries Consortium

A group of 17 LAs jointly procured a single provider framework and each LA signs an individual call off contract.

Advantages to this Option:
- Reduced administrative burden in terms of the time and transaction costs (both supplier and Corporation) compared to running a full procurement process
- Supplier has been identified, vetted, and quality checked via a competitive procurement process
- Continuity of supplier (no need for a mobilisation period) as the consortium supplier is the City's current supplier
- Cost avoidance – potential saving of £20k of capital costs (capital costs of product, data migration, training)

Disadvantages to this Option:
- Closed competition thus limited to the appointed suppliers under the Framework Agreement
- The bespoke needs of the Corporation won't be reflected (The LLC won't agree to unique cataloguing)
- No flexibility on base costs for small Local Authority – likely to be more expensive at £50,000 pa minimum access for first 4 years plus £2.5k pa to manage the contract which is considerably higher than the cost of a direct award
- Requirement to joint with the inter-library van service at a cost of £40,000

Please highlight and possible risks associated with this option:
- Risk of capital resources and Library staff time to configure, test and implement new system including workflows and reporting, migration of data and training

Outline of appendices

o N/A

Report Sign-offs (prior to Category Board approval)

Senior Category Manager	Oli Watling	Date	
Finance Representative	Graham Nickless	Date	31/03/2022
Departmental Stakeholder	Carol Boswarthack	Date	29/03/2022

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