



Digital Services Committee

Date: WEDNESDAY, 25 JANUARY 2023
Time: 1.45 pm
Venue: COMMITTEE ROOMS - WEST WING, GUILDHALL

Members:

Dawn Wright (Chair)	Deputy Madush Gupta
Deputy Randall Anderson (Deputy Chairman)	Alderman Timothy Hailes
Deputy Rehana Ameer	Eamonn Mullally
Aaron Anthony Jose Hasan D'Souza	Judith Pleasance
Mary Durcan	Paul Singh
Alderman Professor Emma Edhem,	James Tumbridge
Alderman Sir Peter Estlin	

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Michael Cogher
Acting Town Clerk and Chief Executive

AGENDA

NB: Certain items presented for information have been marked * and will be taken without discussion, unless the Committee Clerk has been informed that a Member has questions or comments prior to the start of the meeting.

Part 1 - 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 21 November 2022.

For Decision
(Pages 5 - 10)

4. **MATTERS ARISING**

5. ***DITS RISK UPDATE**

Report of the Chief Operating Officer.

For Information

6. **SERVICE TEAM DEMONSTRATION**

To receive a presentation of the Chief Operating Officer.
(Verbal Update).

For Discussion

7. **DITS SERVICE DELIVERY SUMMARY**

Report of the Chief Operating Officer.

For Discussion
(Pages 11 - 16)

8. **REVENUE BUDGETS - LATEST APPROVED 2022/23 AND ORIGINAL ESTIMATES 2023/24**

Joint report of the Chamberlain and the Chief Operating Officer.

For Decision
(Pages 17 - 24)

9. **DEPARTMENT OF THE CHIEF OPERATING OFFICER BUSINESS PLANS 2023/24**

Report of the Chief Operating Officer.

For Decision
(Pages 25 - 42)

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

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

12. **EXCLUSION OF THE PUBLIC**

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

For Decision

Part 2 - Non-Public Items

13. **NON-PUBLIC MINUTES**

To agree the non-public minutes of the meeting held on 21 November 2022.

For Decision
(Pages 43 - 46)

14. **MATTERS ARISING**

15. **IT CONSOLIDATION**

Presentation of the Chief Operating Officer.
(Verbal Update).

For Discussion

16. **MINIMUM SECURITY BASELINE**

Presentation of the Chief Operating Officer.
(Verbal Update).

For Discussion

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

18. **ANY OTHER BUSINESS THAT THE CHAIR CONSIDERS URGENT AND WHICH THE COMMITTEE AGREES SHOULD BE CONSIDERED WHILST THE PUBLIC ARE EXCLUDED**

Part 3 - Confidential Items

19. **MINUTES**

To agree the confidential minutes of the meeting held on 21 November 2022.

For Decision

20. ***SERVICE TRANSITION PROGRAMME**

Report of the Chief Operating Officer.
(Confidential Item to be Circulated Separately).

For Information

DIGITAL SERVICES COMMITTEE

Monday, 21 November 2022

Minutes of the meeting held at Guildhall at 11.00 am

Present

Members:

Dawn Wright (Chair)
Deputy Randall Anderson (Deputy Chairman)
Alderman Sir Peter Estlin
Deputy Madush Gupta
Eamonn Mullally (Ex-Officio Member)
Judith Pleasance
James Tumbridge

Officers:

Emma Moore	- Chief Operating Officer
Gary Brailsford-Hart	- Chief Information Security Officer, Chamberlains
Zakki Ghauri	- Director of Digital Information and Technology
Sam Collins	- Department of the Chief Operating Officer
Matt Gosden	- Department of the Chief Operating Officer
Samantha Kay	- Department of the Chief Operating Officer
Melissa Richardson	- Town Clerk's Department
Julie Mayer	- Town Clerk's Department

1. APOLOGIES

Apologies were received from Rehana Ameer, Aaron D'Souza, Emma Edhem, Mary Durcan, Tim Hailes and Paul Singh.

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

There were no declarations.

3. MINUTES

RESOLVED, That – the public minutes and non-public summary of the meeting held on 22nd September 2022 be approved as an accurate record, subject to recording James Tumbridge apologies but noting that he joined the meeting on line.

4. MATTERS ARISING

There were no items.

5. *FORWARD PLAN FOR FUTURE MEETINGS

The Committee received a joint report of the Town Clerk and the Chamberlain which provided updates of outstanding actions from previous meetings. The report also provided information of the Sub-Committee's proposed work plan for forthcoming meetings.

RESOLVED, That –the report be noted.

6. VERBAL UPDATE OF THE DIGITAL, INFORMATION AND TECHNOLOGY DIRECTOR

The new Director of Information and Technology (DITS) addressed the Committee setting out his ambitions for the department; highlighted below:

- a) The role of the Department of Information and Technology in making a positive impact on people's lives, and the opportunity it presents to serve the City of London Corporation, which has both national and London-wide focus.
- b) Over past few weeks, the Director had met with colleagues from across the organisation; including the Schools, the City of London Police and the Barbican Centre, and had been very pleased to note the appetite for joint working. DITS would seek to enable this via improved infrastructure, digital data and technology; making processes leaner, and reaching staff in the field, offices or working hybrid.
- c) Enhancing data to support decision making and exploring machine learning and data science best practice to help address the City's key challenges.
- d) To make the best use of our existing investments, and seek a more modern approach to training, regardless of where colleagues are based.
- e) To mitigate cyber risk to the lowest possible level, by strengthening the working relationship with the Cyber Team in the City of London Police, and collaborating with the National Crime Agency and National Cyber Security centre

During questions from the Committee, the following points were noted :

- a) There are currently some 400 applications within the organisation, including different versions of the same one. DITS have been set a target to reduce this by half, thereby making efficiency savings and reducing cyber risk to the organisation.
- b) One key deliverable, in the short term, is a target state architecture for the City. A recruitment exercise is underway and, in the future, the architecture will be based on business requirements, rather than presented in a technical format. Work was underway on a data maturity assessment.
- c) The Communications Team currently manage the web site and control the content. For a while during the pandemic, the Comms Team were adding more information on the landing page. However, due to technical limitations, some items that Members considered important were lost. Members asked if this could be investigated and suggested that the teams work more collaboratively in the future. Members also asked about the various mini sites, which are not under the control of the Comms Team and would welcome greater understanding in terms of ownership. The Deputy

Chairman suggested that the next time a site is procured, it should be a DITS Project, with the relevant Department as the Client. The Director advised that there is DITS oversight in terms of cyber security.

- d) Web standards are about a decade out of date but, as government guidance has not been updated for some time, it remains an issue across national and local government. It was suggested that a risk based approach might drive up the standard; presenting information in a more agile and helpful way.
- e) Members agree that security is very strong in the organisation and view the Digital Services Committee as an enabler, with the same weighting as the Finance Committee. However, they remain disappointed at poor Wi-Fi performance in the City Corporation, particularly issues over the past couple of weeks where connections to meeting were lost. The Director agreed that the organisation needs a strong basic programme in terms of the provision of new devices, wi-fi reliability, enablement and problem resolution and will be focussing on these areas.

7. *DITS SERVICE UPDATE

The Committee received a report of the Chief Operating Officer which provided the latest DITS Service update.

Members welcomed the latest high-level iteration of this report, which was by exception. Members noted some lapse from the time of reporting the September statistics to the time of the agenda publication, and that P1 and P2 in the report related to third party and older technologies. The Director explained that the organisation has legacy technology, which is both expensive and difficult to support. In order to resolve this, one site had been closed on 31st October 2022, making a saving of £100,000 per annum. Members also noted that the PSNN IT health check generally shows an improvement, year-on-year. The Director further explained that the integration between I-Trent and the Active Directory would iron out bugs in contact details.

RESOLVED, that – the report be noted.

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

There were no questions.

9. ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT

There were no items of urgent business.

10. EXCLUSION OF THE PUBLIC

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

Item No.	Paragraph(s) in Schedule 12A
11-18	3
21-22	1,2 & 3

11. NON-PUBLIC MINUTES

RESOLVED, That – the non-public minutes of the meeting held on 22nd September 2022 be approved as an accurate record.

12. MATTERS ARISING

There were no items.

13. *SECURE CITY PROGRAMME (SCP) ISSUES REPORT

The Committee received a joint report of the Executive Director, Environment and the Commissioner, City of London Police.

14. CYBER SECURITY

The Committee received a report of the Chief Information Officer.

15. GATEWAY REPORTS

The Town Clerk advised that reports 15.1 and 15.2 on this agenda had been moved to non-public, with the reasons for the exemption (commercial sensitivity) included on the Committee’s web page. The decisions would be recorded in full in the non-public set of minutes.

The Committee considered and approved the following two reports of the Chief Operating Officer:

15.1 DITS Local Area Network Security Project

15.2 Segregated Tunnelling Project

16. *DITS RISK REPORT

The Town Clerk advised that the following report had been moved to non-public, with the reasons for the exemption (commercial sensitivity) included on the Committee’s web page. The decisions would be recorded in full in the non-public set of minutes.

The Committee received a report of the Chief Operating Officer.

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

There were no non-public questions.

18. 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.

Confidential agenda

19. **MINUTES**

RESOLVED, that – the confidential minutes of the meeting held on 22nd September 2022 be approved.

20. **DITS SERVICE TRANSITION PROGRAMME UPDATE**

The Committee received a report of the Chief Operating Officer.

The meeting ended at 12.30 pm

Chairman

Contact Officer: julie.mayer@cityoflondon.gov.uk

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Committee(s)	Dated:
Digital Services Committee – For Discussion	25th January 2023
Subject: Digital Information Technology Service –Service Delivery Summary	Public
Which outcomes in the City Corporation’s Corporate Plan does this proposal aim to impact directly?	8, 9, 10
Does this proposal require extra revenue and/or capital spending?	N
If so, how much?	£
What is the source of Funding?	
Has this Funding Source been agreed with the Chamberlain’s Department?	N/A
Report of: The Chief Operating Officer	For Discussion
Report author: Eugene O’Driscoll – Agilisys Client Director. Dawn Polain – Service Delivery Manager, COL/CoLP	

Summary

Services managed by DITS have been stable and reliable over the last 3 months. No IT outages were experienced over the Christmas and New Year Period

Recommendation(s)

No recommendations to advise during this reporting period

Main Report

Background

This is an overview of the current service provision as managed by DITS.

Current Position

1. Incident statistics for services under the direct management and control of DITs or DITs Service Management - December 2022

1.1. P1 and P2 incidents in December included:

- 1.1.1. 1 incident affecting DCCS files which were affected by malware. No files were lost or believed to have been exfiltrated from the CoL environment. The source of the malware was removed and files restored from backup for complete confidence.
- 1.1.2. 1 incident for CoLP Control Room telephony which was resolved by the 3rd party, Daisy.
- 1.1.3. 1 incident for Service Desk telephony in CoL and CoLP which was resolved by the 3rd party, 8x8.
- 1.2. Total outage time for services managed by DITS was 11 days and 30 minutes (mostly in the DCCS files incident).
- 1.3. Key service provider status:
- 1.4. DITS in-house services had 1 P1 (Security) incident in December related to a security incident in City of London.
- 1.5. Agilisys continued to meet all 36 of its SLAs. There was 1 outage for Service Desk telephony in December.
- 1.6. Roc had 0 P1/P2 incidents reported for City of London/City of London Police in December.
- 1.7. Konica had 0 P1/P2 incidents reported for City of London/City of London Police in December.
- 1.8. Daisy had 1 P1 incident reported for City of London Police in December which affected calls via the Control Room.
- 1.9. BT had 0 P1/P2 incidents reported for City of London/City of London Police in December.
- 1.10. Microsoft & Agilisys Cloud services continue to provide a stable service in relation to Storage, Computing and Tooling Services.

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

- 2.1. There were no P1 or P2 incidents reported for City of London/City of London Police in December.

3. Service improvements and highlights

- 3.1. Agilisys services which have successfully transferred to CoL/P management since the last report:
 - 3.1.1. Field Engineering (30/09/2022)
 - 3.1.2. Telephony (31/10/2022)
 - 3.1.3. SQL database (CoL, 30/09/2022; CoLP 31/12/2022)
- 3.2. Agilisys services which will transfer to CoL/P management by the end of January:

- 3.2.1. Cloud server management (31/01/2023)
- 3.2.2. End User Computing including device patching and packaging of applications (31/01/2023).
- 3.2.3. ITSM tool (31/01/2023)
- 3.2.4. Configuration Management (31/01/2023)

3.3. From 31st January most technical services shall be operated directly by the DITS team and its 3rd party suppliers. Agilisys services from 31st January will continue to be provided for Service Desk, Account and Service Management functions until the 31st August 2023.

3.4. At the request of DITS, Agilisys have extended the provision of an Enterprise Architect resource until March 2023 to assist DITS in the implementation of their IT Strategy.

3.5. A Proposal is being reviewed by DITS from Agilisys on the implementation of a Modern Management solution for London Councils in Q1 2023.

Options

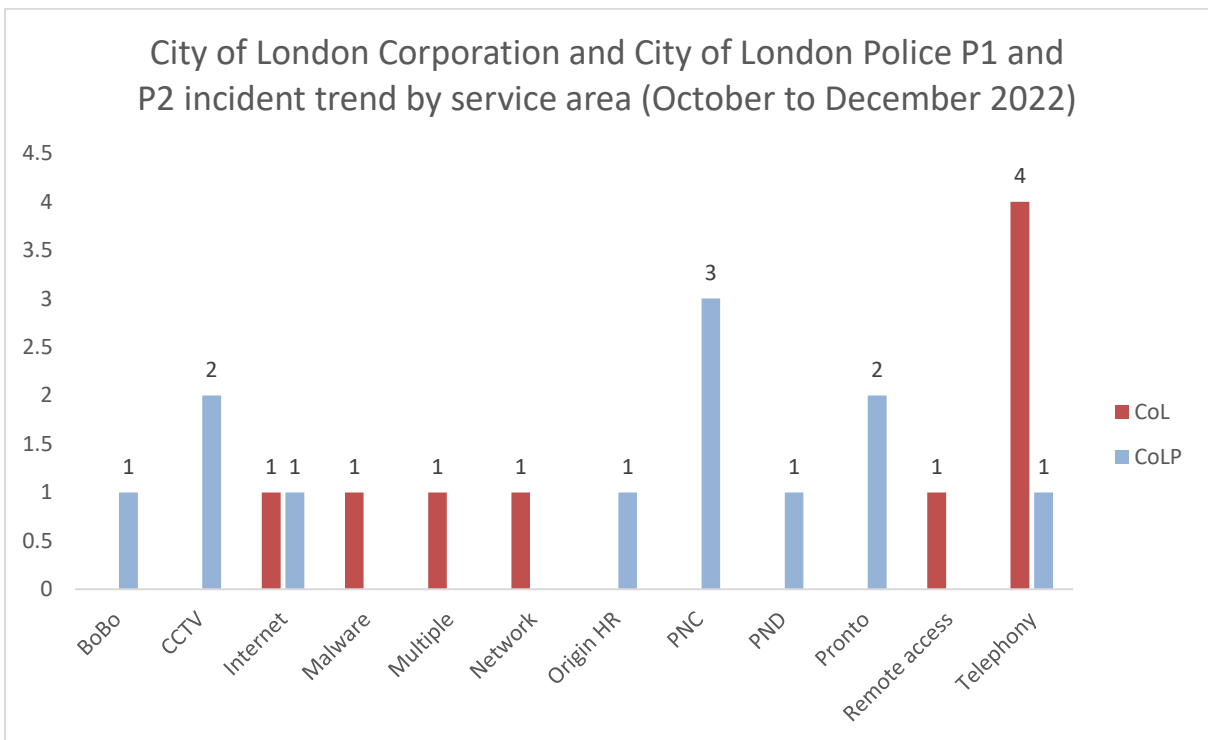
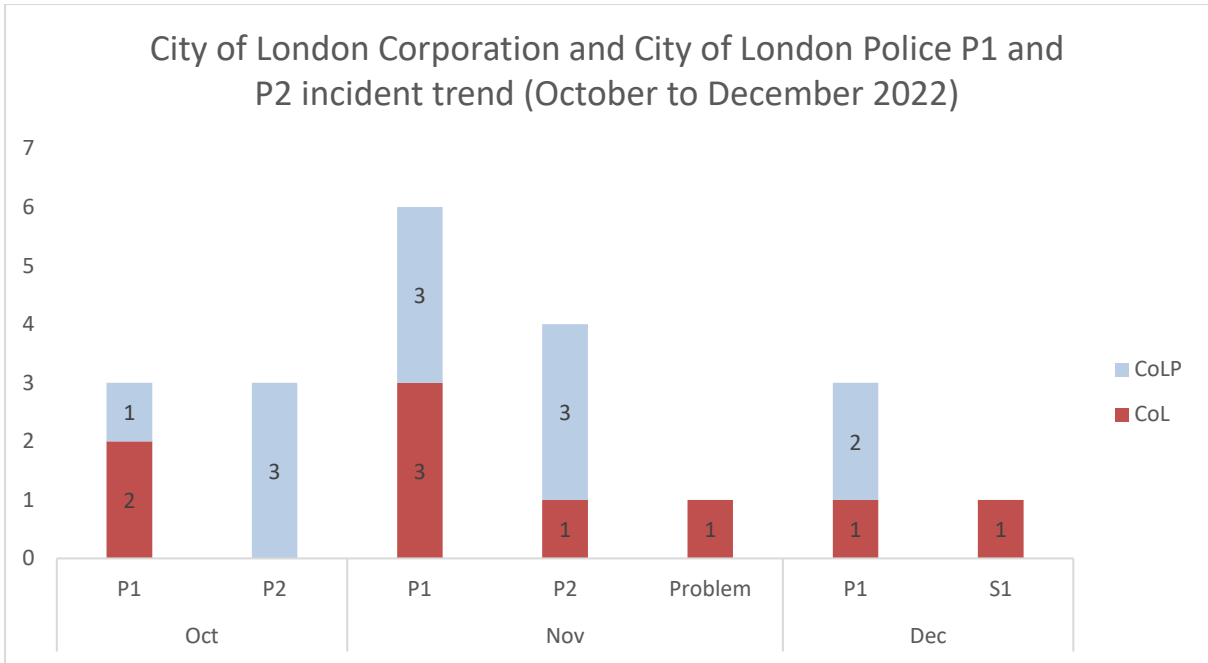
None to advise this reporting period

Proposals

None to advise this reporting period

Key Data

Trend reports and graphs



Corporate and Strategic Implications

None to advise this reporting period

Conclusion

DITS managed services continue to be stable.
Work continues on transitioning managed services from the Agilisys service provider to an in house service provision.

Appendices

None

Dawn Polain

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Agenda Item 8

Committee	Dated:
Digital Services Committee	25 th January 2023
Subject: Revenue Budgets - Latest Approved 2022/23 and Original Estimates 2023/24	Public
Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?	1, 2, 3, 4, 12
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: The Chamberlain The Chief Operating Officer	For Decision
Report author: John James, Chamberlain's Department	

Summary

This report presents the annual submission of the revenue budgets overseen by your committee. It is asking Members to note the 2022/23 latest revenue budget and the approve the draft revenue budget for 2023/24 for subsequent submission to the Finance Committee.

The latest budget for 2022/23 totals £8.869m a net increase of £849,000 compared to the original budget. This is principally due to a carry-forward of budget from 2021/22 to fund the cost of E5 computer licences, four additional posts identified as part of the Target Operating Model (ToM) review, changes in the anticipated recovery of staff costs from capital projects and to the July 2022 pay award.

The draft 2023/24 original budget has been compiled in accordance with the overall budget policy guidelines agreed by Resource Allocation sub-committee. It totals net expenditure of £8.940m a net increase of £920,000 compared with the original budget for 2022/23. This is principally due to additional staffing, both the four new posts identified as part of the ToM review and as a result of the ending of the Agilisys contract and bringing the service 'in house', changes in the anticipated recovery of staff costs from capital projects and the July 2022 pay award.

The estimates exclude funding for a data rationalisation team or for development of on-line forms and other improvements both of which will need to be the subject of separate bids.

Recommendations

The Committee is requested to:-

- i) note the latest approved revenue budget for 2022/23;

- ii) review the proposed 2023/24 draft revenue budget to ensure that it reflects the Committee’s objectives and, approve the budget for onward submission to the Finance Committee; and
- iii) note the committee’s capital budgets for 2023/24, set out in Appendix 2, for onward submission to Finance Committee

Main Report

Background

1. The report sets out the latest budget for 2022/23 and the draft revenue budget for 2023/24 for your committee. This is under the control of the Chief Operating Officer, and is analysed between:
 - i) **Local Risk Budgets** – these are budgets deemed to be largely within the Chief Officer’s control.
 - ii) **Central Risk Budgets** – these are budgets comprising specific items where a Chief Officer manages the underlying service, but where the eventual financial outturn can be strongly influenced by external factors outside his/her control or are budgets of a corporate nature.
 - iii) **Support Services** – these cover budgets for services provided by one activity to another. The control of these costs is exercised at the point where the expenditure or income first arises as local or central risk.
2. For the tables presented in this report, figures in brackets denote expenditure, increases in expenditure, or shortfalls in income. Income, increases in income, and reductions in expenditure are shown as positive balances.
3. The latest 2022/23 and draft 2023/24 budget position for the Digital Services Committee is summarised in Table 1 below. net cost of the service is recovered from the users the service.

Table 1 – Digital Services Committee - Revenue Budgets 2022/23 & 2023/24			
Chief Operating Officer Summary Revenue Budgets All Risks	Original Budget 2022/23 £'000	Latest Budget 2022/23 £'000	Original Estimate 2023/24 £'000
Local Risk	(7,610)	(7,768)	(8,492)
Central Risk	0	(691)	0
Support Services	(410)	(410)	(448)
Net Expenditure (all risks)	(8,020)	(8,869)	(8,940)
Recovery of cost from services	8,020	8,869	8,940
Net	-	-	-

Latest Revenue Budget for 2022/23

4. Overall, there is a net increase in expenditure between the Committee’s original and latest budget for 2022/23. Table 2 summarises the position.

Table 2 – Latest Revenue Budgets 2022/23			
Chief Operating Officer Summary Revenue Budgets All Risks	Original Budget 2022/23 £'000	Latest Budget 2022/23 £'000	Movement Better/ (Worse) £'000
Local Risk			
<i>Expenditure</i>			
Employee Costs	(3,022)	(3,430)	(408)
Transport Related	(2)	0	2
Supplies and Services	(5,627)	(5,477)	150
Unidentified Savings	0	226	226
<i>Sub Total</i>	(8,651)	(8,681)	(30)
<i>Income</i>			
Fees and Charges	212	200	(12)
Recharge staff to capital projects	829	713	(116)
<i>Sub Total</i>	1,041	913	(128)
Total Local Risk	(7,610)	(7,768)	(158)
Central Risk			
Employee Costs	0	(98)	(98)
Supplies and Services	0	(593)	(593)
Total Central Risk	0	(691)	(691)
Support Services			
City Procurement	(21)	(21)	0
Insurance	(18)	(18)	0
Premises	(371)	(371)	0
<i>Sub Total</i>	(410)	(410)	0
Net Expenditure	(8,020)	(8,869)	(849)
Recovery of cost from Services	8,020	8,869	849
Net	0	0	0

5. There is a net increase of £849,000 between the 2022/23 original and the latest budget. The principal reasons for this are:

- An increase in staff costs of £506,000 due to pay award and to four additional posts identified as result of the ToM review.
- Additional expenditure of £593,000 on E5 computer licences. The majority is an agreed carry-forward from 2021/22 of £453,000 with the balance funded from local risk (see below)
- A reduction in staff costs being recovered from capital projects of £116,000 to reflect the revised planned project work being undertaken in 2022/23

Offset in part by

- A decrease of £150,000 in supplies and services due to transfer of budget to central risk to fund E5 licence implementation costs
- Inclusion of a £226,000 unidentified savings line as a result of the reorganisation of the service. These savings have been attributed to specific budget lines in the 2023/24 original budget.

Proposed Revenue Budget for 2023/24

6. The 2023/24 draft budget overseen by the Committee has been prepared in accordance with the overall budget policy guidelines as agreed by the Policy and Resources and Finance Committees. These are

- 4% allowance for inflation
- 2% efficiency squeeze
- an allowance for the full year effect of the July 2022 pay award

In addition

- an allowance for the four new posts approved as part of the ToM process.

7. It should be noted that the estimates exclude funding for a data rationalisation team and for development of on-line forms and other improvements, both of which will need to be the subject of separate bids.

Table 3 – Draft Budget 2023/24			
Chief Operating Officer Summary Revenue Budgets All Risks	Original Budget 2022/23 £'000	Estimate 2023/24 £'000	Movement Better/ (Worse) £'000
Local Risk			
<i>Expenditure</i>			
Employee Costs	(3,022)	(3,952)	(930)
Transport Related	(2)	0	2
Supplies and Services	(5,627)	(5,341)	286
<i>Sub Total</i>	(8,651)	(9,293)	(642)
<i>Income</i>			
Fees and Charges	212	213	1
Recharge staff to capital projects	829	588	(241)
<i>Sub Total</i>	1,041	801	(240)
Total Local Risk	(7,610)	(8,492)	(882)
Support Services			
City Procurement	(21)	(21)	0
Insurance	(18)	(16)	2
Premises	(371)	(411)	(40)
<i>Sub Total</i>	(410)	(448)	(38)
Net Expenditure	(8,020)	(8,940)	(920)
Recovery of cost from Services	8,020	8,940	920
Net	0	0	0

Note there are no central risk budgets elements in either of the original budgets as all licences are now shown in local risk

8. The net increase of £920,000 between the 2022/23 original and the 2023/24 proposed budget is shown in Table 3. The principal reasons for this are:

- An increase in staff costs of £930,000 due to the four new posts identified in the ToM process, the pay award and to additional

posts added in as a result of bring the service 'in house' following the end of the Agilisys contract

- A reduction in staff costs being recovered from capital projects of £241,000 to reflect the planned project work being undertaken in 2023/24

Offset in part by

- A £286,000 decrease in supplies and services principally due to reduced cost as a result of the ending of the Agilisys contract

Staffing Statement

9. The table below shows the movement in the Chief Operating Officer's manpower and related staff costs for 2022/23 and 2023/24.

Table 4 Manpower Statement	Original Budget 2022/23		Original Budget 2023/24	
	Manpower full-time equivalent	Estimated Cost £'000	Manpower full-time equivalent	Estimated Cost £'000
Total Chief Operating Officer	41.0	(3,022)	51.0	(3,952)

10. The increase in staffing reflects the four additional posts agreed as part of the ToM review plus posts being brought back 'In house' as a result of the decision not to renew the Agilisys contract.

Capital Project Budgets for 2023/24

11. The latest estimated costs of the Board's current approved capital projects are summarised in Appendix 2. The latest forecast expenditure on these schemes will be presented to the Court of Common Council for formal approval in March 2023

Appendices

- A1: Brief Overview of the Service
- A2: Capital Projects

Contacts

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Samantha Kay

Chief Operating Officer's Department

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DIGITAL SERVICES COMMITTEE
SERVICE OVERVIEW

Digital Information and Technology Services (DITS)

The name of the team changed on 1st April from IT to Digital, Information and Technology Services in order to reflect the wider digital remit that the division now has responsibility for delivering for the organisation.

The role of the Digital and IT Services Division, reporting into the Chief Operating Officer, is now to provide:-

- stable and secure digital and information infrastructure and solutions; and
- innovative digital and information solutions.

The DITS Division provides services to the Corporation, City of London Police and London Councils.

DITS do this through a multi-sourcing model making the best use of internal resources where this is strategically necessary and third party suppliers for agility or specialist capability. The DITS team manage multi-million pound non-staff revenue and capital budgets which are tightly managed with a strong focus on value for money in the provision of customer focussed digital and information solutions and services.

Draft Capital Budgets

The latest estimated costs of the Committee's current approved capital projects are summarised in the tables below.

	Project	Exp. Pre 01/04/222 £'000	2022/23 £'000	2023/24 £'000	2024/25 £'000	Later Years £'000	Total £'000
CITY'S CASH							
	<u>Recharges Between Funds</u>						
	I.T Computer Operating	-	(25)	(25)	-	-	(50)
	<u>Authority to start work granted</u>						
IT Schemes:	Oracle Property Manager	(85)	(869)	-	-	-	(954)
	IT – Managed Service	-	(645)	(1,323)	-	-	(1,968)
	IT – Member Device Refresh 2022	-	(300)	-	-	-	(300)
	Personal Device Replacement	(1,775)	(475)	-	-	-	(2,250)
	HR Payroll, Finance, ERP	(163)	(391)	-	-	-	(554)
	TOTAL CITY'S CASH	(2,023)	(2,705)	(1,348)	-	-	(6,076)

	Project	Exp. Pre 01/04/22 £'000	2022/23 £'000	2023/24 £'000	2024/25 £'000	Later Years £'000	Total £'000
CITY FUND							
	<u>Authority to start work granted:</u>						
	Oracle Property Manager	(159)	(346)	-	-	-	(505)
	TOTAL CITY FUND	(159)	(346)	-	-	-	(505)

	TOTAL DIGITAL SERVICES	(2,182)	(3,051)	(1,348)	-	-	(6,581)
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1. Pre-implementation costs comprise feasibility and option appraisal expenditure which has been approved in accordance with the project procedure, prior to authority to start work. These figures exclude the implementation costs of those schemes which have yet to receive authority to start work.
2. There are a significant number of schemes in flight which have received authority to start work - mainly relating to IT projects.
3. The latest Capital Project forecast expenditure on approved schemes will be presented to the Court of Common Council for formal approval in March 2023.

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Committee(s): Digital Services Committee	Dated: 25 January 2023
Subject: Department of the Chief Operating Officer Business Plans 2023/24	Public
Does this proposal require extra revenue and/or capital spending?	Approval would be subject to RPR process and budget estimates
What is the source of Funding?	N/A
Has this Funding Source been agreed with the Chamberlain’s Department?	N/A at this stage
Report of: Emma Moore, Chief Operating Officer	For Decision
Report author: Emma Moore, Chief Operating Officer	

Summary

This report presents Members with the Business Plan for the Department of the Chief Operating Officer (COO) for the 2023/24 Financial Year. It also presents the Divisional plan for the Digital, Information and Technology Service (DITS), which sits under the COO Plan and provides more detail.

Recommendation(s)

Members are asked to:

- Note the direction of travel within the Department of the COO and the associated transformation planning within DITS.
- Approve the Department of the COO Business Plan for 2023/24 (**Appendix 1**).
- Approve the DITS Business Plan for 2023/24 (**Appendix 2**)

Main Report

Department of the COO Business Plan

1. The Department of the COO came into existence in summer 2021, as a result of the Target Operating Model (TOM) changes. This Department unites the following divisions under the COO:
 - a. Commercial Service
 - b. Corporate Health and Safety (H&S)
 - c. Digital and Information Technology Service (DITS)
 - d. Equality, Diversity and Inclusion (ED&I)
 - e. Human Resources (HR)
 - f. Markets
 - g. Project Governance

The focus for the COO in the 2021/22 and 2022/23 Financial Years has been on putting the right structures in place and building the team, particularly at the Senior Leadership level, and on completing TOM implementation.

2. Whilst the TOM gave the Corporation a strong platform for change, and much has been achieved this year, it is clear that there is more to do to support the Corporation's transformation journey and the necessary cultural shift which is required to continue improving the Corporation's agility, effectiveness and impact. COO functions are key to this shift, as our work reaches all parts of the organisation.
3. The plan for 2023/24 therefore marks the first year of our own multi-year transformation plan, structured around four key themes.
 - a. Transparency
 - b. Credibility
 - c. Partnership, and
 - d. Enablement.

The detail behind these themes is set out in the COO Business Plan. We consulted Chief Officers and Institution leads on these themes when setting our transformation agenda so that we were certain that they resonated, and that we are delivering what our clients expect from us.

4. These four themes provide the golden thread that runs through all of our COO Business Plans. We are united in pursuit of the key workstreams and aims in the Departmental Plan, and so these flow down into the more detailed divisional Business Plans for each team and promote cross-working. Each of the workstreams within these divisional Plans contributes to one of these four themes.
5. Key Performance Indicators (KPIs) can be found in each plan to ensure that we are able to track and report back on our progress. For many of our teams, this is the first time that structured KPIs have been put in place: therefore, these KPIs may need to evolve throughout the year, to ensure that we are measuring the right things and that our targets are appropriately stretching and delivering the right results. Over time, we will be moving to formalised service standards and "shared service" agreements to increase clarity and accountability.
6. The KPIs will also enable us to communicate our progress and achievements to our staff. The Business Plans have already all been shared in draft with our team and those undertaking similar roles in the wider Corporation family. We presented them at the COO Conference on 4 November so that our teams had a chance to discuss them and provide feedback, in line with our 'transparency' theme.
7. As well as achieving our KPIs, success will be evidenced by the following outcomes:
 - a. An improvement in our productivity and effectiveness
 - b. Our clients will feel supported and understood, will know the value of the services we provide, and trust us to deliver them

- c. Our clients will involve us early enough for our advice to make a difference.

This will be reflected in positive feedback from our clients and other partners.

8. Our plans are ambitious, which we believe mirrors the ambition and vision of our Committee Members. Working together, internally and with key partners, we will drive the necessary changes that will future proof the Corporation, setting us up for long term, sustainable success.

Divisional Business Plan: Digital, Information and Technology Service

9. As explained above, each division within the Department of the COO has its own Business Plan which tracks back to the overarching COO Plan. This enables us to have both a unifying transformation plan as well as more detailed team level plans. These plans will also support objective setting with our teams: every member of staff will be able to see how their work is contributing to our overall aims.
10. Each Plan also contains an assessment of the current maturity level of the function, as well as where we intend to be by the end of 2023/24 if we are successful in delivering the Plan.
11. Within the COO Department, the area of relevance to this Committee's remit is the **Digital, Information and Technology Service (DITS)**.
12. The DITS Business Plan sets out the activity we will undertake to deliver on our vision of providing cost-effective digital, information and technology service through digitally-enabled collaboration, continuous improvement and great customer service.
13. To achieve this, our key workstreams next year will include:
 - IT Service transformation, as we transition away from our managed service provider and move to the most appropriate delivery mechanism for our services.
 - The provision of a new IT Service Management Tool built in MS PowerApps, which complements the DITS strategy of deploying common workplace applications through MS Teams.
 - Reviewing and updating our Digital Service, Information Management and Network Strategies.
 - Reviewing and potentially expanding the Digital, Information and Technology Shared Service across CoL and CoLP.
 - Agreeing OLAs and KPIs with all service consumers.To do this, we will work with internal and external partners and service users to co-design our future in order to realise the value for money benefits of digitally-enabled services, and continually improve those services through regular performance analysis, stakeholder feedback and change methods.
14. Much work has taken place during 2022/23 to lay the groundwork for delivering our plans for the coming year. This has included the agreement and implementation of the DITS TOM; strengthening the relationship between

DITS and CoLP; securing funding for IT Service Transition; and a change in Director-level leadership. However, 2022/23 also saw significant budget reductions (in particular around engagement, communications and training) and miscalculations, which has materially affected our budget adherence and left us in a highly constrained financial position for 2023/24.

15. In addition, there are two areas where we feel we have significant capability gaps at present, and we would strongly recommend investing in these even though they are currently unfunded:
 - **Data team:** we need to improve our understanding of data in order to both aid service delivery and commercialise. A data team would: support our extensive analyst network to provide data and insights for decision making, planning and operational performance; take a cloud first approach to our data and modernise our data warehouse; establish data pipelines and leverage unstructured data; use data science to help us to address key policy challenges; and enable our Smart City ambitions. This would cost c. £280,000pa.
 - **Change team:** the adoption of new and current technology is not consistent or modern enough in the Corporation. There are also opportunities to move to online forms and other capability to improve productivity. This team would: support the organisation to enhance collaboration; reduce email traffic; increase and better support mobile working; increase productivity through tool adoption and utilisation; reduce storage costs; and enhance security and governance. This would cost c.£260-310,000pa.
16. Investing in resource and capability in these areas would support the direction of travel of our digital transformation, which we have already set out and discussed with this Committee, and the delivery of the DITS Business Plan. Not investing in data would mean that the organisation isn't able to make data-driven decisions, impacting service design, service delivery and internal policy. Not investing in a change team would mean that the new technologies being introduced to the organisation aren't adopted at the pace expected, which would mean continued siloed working and ultimately inefficiencies across the organisation. We will be bringing detailed business cases to the 22 March Digital Services Committee meeting in relation to both.
17. With Cyber Security transitioning back to the corporation in March, there is also an opportunity to strengthen our Security offering across the Corporation through a redesign of the service. This will be done collaboratively with the various parts of the Corporation including the Police, Schools and Barbican to ensure we have consistent standards which can be tailored as appropriate for different parts of the organisation as required. This will need to be a 24/7 service and may require further investment.
18. The Business Plans for the COO Department and DITS can be found at **Appendices 1 and 2.**

Corporate & Strategic Implications

19. Strategic implications – Strategic priorities and commitments are expressed in the Department of the COO Business Plan at **Appendix 1**.
20. Financial implications – Additional data and change teams would cost c.£540-590k pa, as noted in this report. However, these are unfunded and would be subject to RPR process.
21. Risk implications – Each COO division’s key risks are captured in the team business plans. The highest scoring risks across the Department have then been captured in the Departmental Business Plan. Risks will continue to be managed in line with Corporation policy.
22. Resource implications – None at this stage.
23. Equalities implications – The Department’s EDI data is captured in the Departmental Business Plan. In addition, the ED&I Business Plan sets out our more detailed plans and approach to embedding ED&I across the whole Corporation.
24. Climate implications – There are no climate implications to the proposals put forward in these business plans.
25. Security implications – There are no security implications to the proposals put forward in these business plans.
26. Operational property implications – All operational property in the Department of the Chief Operating Officer falls either into the Corporate Estate – i.e. Guildhall, or as market sites. There is a formal operational property plan and assessment in place for all works through City Surveyors for current market sites and the decision by Court to move two of the three markets from their current sites to Barking and Dagenham sets out a timeline for vacating and then disposing/retaining those sites as part of the Market Co-location Programme (“Major Project”).

Proposals

27. We recommend that the Committee approves the COO Department and DITS Business Plans for 2023/24.

Appendices

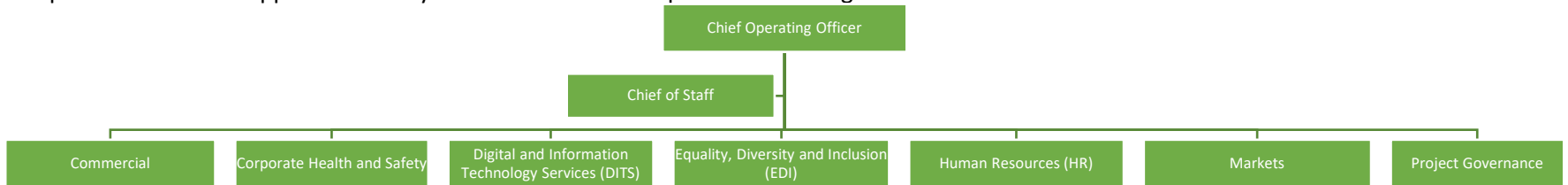
- **Appendix 1** – Department of the Chief Operating Officer Business Plan 2023/24
 - **Appendix 2** – DITS Business Plan 2023/24

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Department of the Chief Operating Officer

The Department of the Chief Operating Officer exists to enable the City of London Corporation to deliver its aims and objectives, through providing corporate and wider support to our key functions. It is made up of the following teams:



Our aims and objectives

Whilst the TOM gave us a much-needed platform for change, it is clear that there is more to do to stabilise, embed and grow the Department over the coming years and to ensure that we are meeting our clients' needs. We have therefore set out the following aims for a multi-year transformation plan:

Transparency

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

Credibility

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

Partnership

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

Enablement

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

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

Each priority workstream within the COO team-level business plans has been mapped to one or more of these transformation objectives.

Key Performance Indicators

#	KPIs 2023/24	Current Performance	Direction of Travel/Target
1	Transparency: All seven COO teams have an Operating Level Agreement (OLA) or other service agreement in place with all Chief Officer departments and institutions	N/A	100% by Year End
2	Credibility: All COO department employees have completed mandatory training	N/A	95%
3	Credibility: Forecasts to be increasingly accurate: +/- 10% at Period 6; +/- 5% at Period 9 and +/-1% by Year End.	N/A	99% forecast accuracy by Year End
4	Partnership: Client pulse survey showing a % satisfaction with COO Department services – in P5 and P12	N/A	10% improvement over the year (baseline to be set in Q4 2022/23)
5	Partnership: All queries responded to within defined timelines (which vary across the COO Department)	N/A	95%
6	Enablement: Productivity increase from continuous improvement (excluding EDI, which will have different measures)	N/A	-100 hours per COO area per year



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

Department of the COO Transformation

Our major cross-cutting workstreams this year will be...

- **Priority 1:** Ensure the successful delivery of each COO division's priorities, as set out in their own Business Plans
- **Priority 2:** Following recruitment in 2022/23, build a collaborative and non-siloed approach across all COO teams, including across the Senior Leadership Team. Increased staff engagement leading to a better engagement and identification as the Department of the COO
- **Priority 3:** Work with colleagues across CoLC to embed our refreshed organisational priorities, and in particular to support the organisation in seeking opportunities for greater income generation and embedding a more commercially focused approach across all areas of operation
- **Priority 4:** Put in place a performance management approach which ensures that we are able to track our progress and communicate this to stakeholders. This will be supported by robust KPIs, refreshed risk registers and insightful data
- **Priority 5:** Ensure Member Committee confidence and understanding of our approach, and that it aligns with their expectations

What's changed since last year

- Successful recruitment of full COO Senior Leadership Team, including new leaders for DITS, EDI, Health and Safety and HR and new Chief of Staff
- Completion and implementation of all TOMs
- Corporate Services Committee approval of additional Health and Safety and HR resource for transformation
- Agreement to bring support provided by Agilisys in house
- Detailed reviews of our periodic financials and budget position, leading to greater grip on our expenditure
- Reward Refresh and Project Governance Review commenced
- Approval for uplifted delegation limits in HR, procurement and projects
- Creation of Corporate Health and Safety capability

Maturity index update

In February 2022, the COO carried out maturity index assessments of each division within the Department of the COO. As part of our planning for 2023/24, each COO division has produced a high level transformation plan for the next three years. Our business plans for 2023/24 therefore represent the first 12 months of this transformation.

To track our progress, we are using maturity index assessments. Each team's assessment can be found within their business plan. This shows where we currently are, where we have moved to in 2022/23 and where we hope to get to by the end of 2023/24.

The Corporate Plan outcomes we have a direct impact on are...

Due to the cross-cutting functions within Operations and the nature of our work, we support and enable the delivery of all Corporate Plan outcomes. In particular, we have a key role to play in achieving the following outcomes:

- **Outcome 2:** People enjoy good health and wellbeing
- **Outcome 3:** People have equal opportunities to enrich their lives and reach their full potential
- **Outcome 8:** We have access to the skills and talent we need
- **Outcome 9:** We are digitally and physically well-connected and responsive
- **Outcome 10:** We inspire enterprise, excellence, creativity and collaboration.

Our strategic commitments

We feed into the following Corporation-wide programmes:

- **Resources and Priorities Refresh:** many of the themes of this work are dependent on COO Department activity and action
- **Major Projects:** as well as project governance sitting within the COO Department, the COO is the Senior Responsible Officer for the Markets Co-Location Programme
- **Reward Refresh:** managed out of HR but having organisation-wide outcomes and impact
- **Climate Action Strategy:** in particular the actions relating to Scope 3 emissions, which the Commercial team is responsible for delivering

Our Team

Our People

Staffing levels posed a major challenge in 2022/23, due to the need to recruit into new EDI and Health and Safety teams, and a number of resource gaps across HR and DITS. Across Operations, 29 vacancies are currently out for recruitment. 2023/24 will therefore focus on building these teams; developing and retaining talent; and growing the sense of one team across the Department of the COO, all in pursuit of improved engagement and delivery of our transformation objectives.

In the 2022 Staff Survey, the engagement score for the COO Department was 47%, compared to the Corporation's overall engagement score of 52%. Our Staff Survey participation rate was 53% (compared to a Corporation overall participation rate of 51%).

Our plans to increase engagement include the continuation of a six-monthly COO Conference series for all staff within the Department (following a successful first in-person event in May 2022); and the embedding and developing of a Department-specific communications and engagement plan. Demonstrating action on feedback from the Staff Survey will also be crucial.

To support and develop our talented people, we have team skills and talent plans in each area. We will also continue to provide our in-house Learning and Development offer, ensuring that this meets the core needs of staff.

During 2023/24, we will bring to life the Head of Profession roles by developing communities across the breadth of the Corporation, with the COO Department acting as the central hub for professional expertise within the linked enabling functions.

Equality, Diversity and Inclusion

Operations has the corporate and Head of Profession lead for EDI across the whole of the City of London Group. To ensure the necessary focus on this critical area, a new EDI Director and team was recruited in 2022/23, reporting directly to the COO rather than sitting within HR (where it sat before the TOM.) Please see the EDI 2023/24 business plan for the detail on our focus over the coming year and beyond.

The make-up of the COO Department (as at 30 September 2022) is as follows:

- Total numbers: c.200 members of staff, with a turnover rate of 27.49% (of which 17.93% were voluntary leavers.)
- Gender: 39.82% female and 60.18% male. Of our 26 new starters in the past year, 53.85% were female, and all four new staff members recruited at Grades G and above were female.
- Working patterns: 210 full time staff and 16 part time staff (equating to 9.2 FTE)
- Age: 11.06% of our team are aged 30 and under, with 47.34% aged between 31 and 50 and 41.59% aged 51 and over.
- Disability: 83.63% of our staff state that they do not have a disability, with 5.31% declaring a disability and 11.06% not declaring either way.
- Sexual orientation: 70.80% of the Department declared themselves to be heterosexual, with 3.09% LGBTQIA+ and 26.11% not known or declined to specify.
- Religious beliefs: Five major religions are represented in the Department, as well as non-religious and spiritual beliefs. The largest staff groups are Christian (37%) and non religious (32.60%).
- Ethnic Groups: the ethnic make up of the Department is as follows: 58.41% White; 17.26% Black/Black British; 11.50% Asian/Asian British; 3.98% Mixed and Other Ethnic Groups (with 8.85% not known).

The data tells us that we have further to go in some areas to build a team that is representative of the wider communities we serve and collaborate with. Ethnicity in the COO teams is broadly comparable to that of London, and our LGBTQIA+ representation is in line with the national average. However women, young people and disabled colleagues are underrepresented. In future, we would also be keen to look at social mobility as a measure, and how this intersects with our other measures, to ensure that we are truly a diverse and inclusive Department.

Key Risks

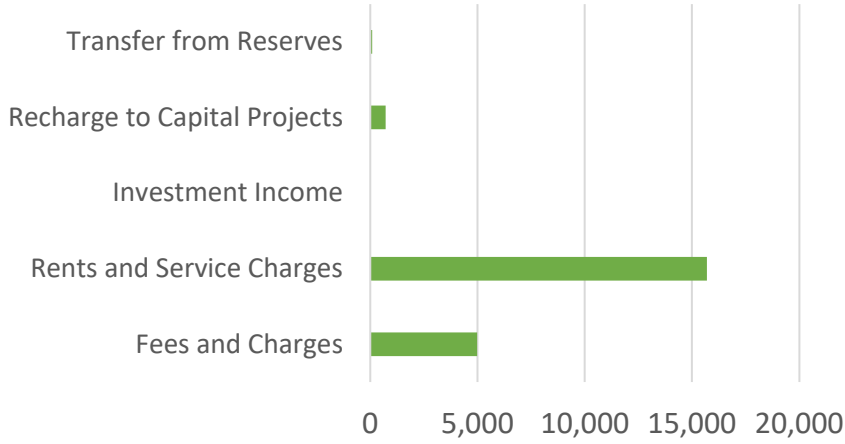
The table below shows the top scoring residual risks across the Department of the COO:

Division	Risk Title	Score
Health & Safety	Increase in major and/or extreme accident outcome, enforcement agency action, reputational and financial risk due to inability to meet legal requirements and other requirements, H&S objectives and continually improve	24
DITS	CR16 Information Security	16
Health & Safety	Inadequate planning and implementation of the strategic change for the new Corporation health and safety management system	16
Health & Safety	Decrease in risk management assurance/visibility for senior leaders	16
Markets	Wholesale Markets – Traffic Management	12
Health & Safety	Inadequate management of statutory wellbeing requirements	12
Commercial	Risk of provider failure due to ongoing impact of lockdown and economic downturn	12
Commercial	Supply chain issues and labour shortages impact the market's ability to/ interest in responding to tenders	12

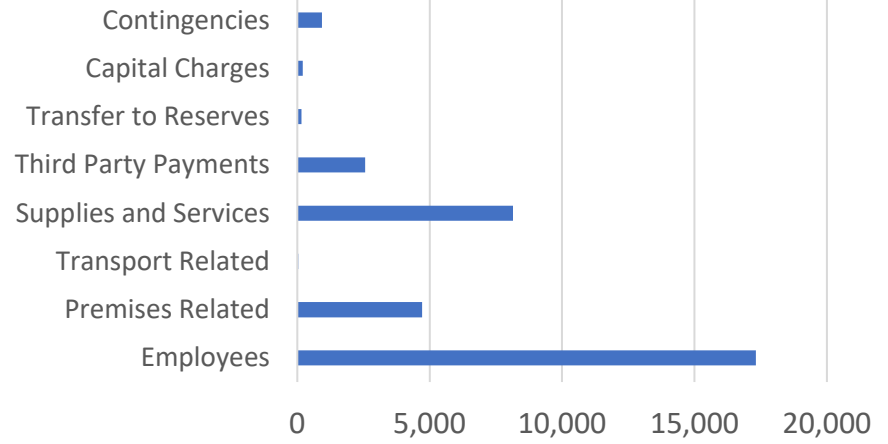


Our Finances (P6 2022/23)

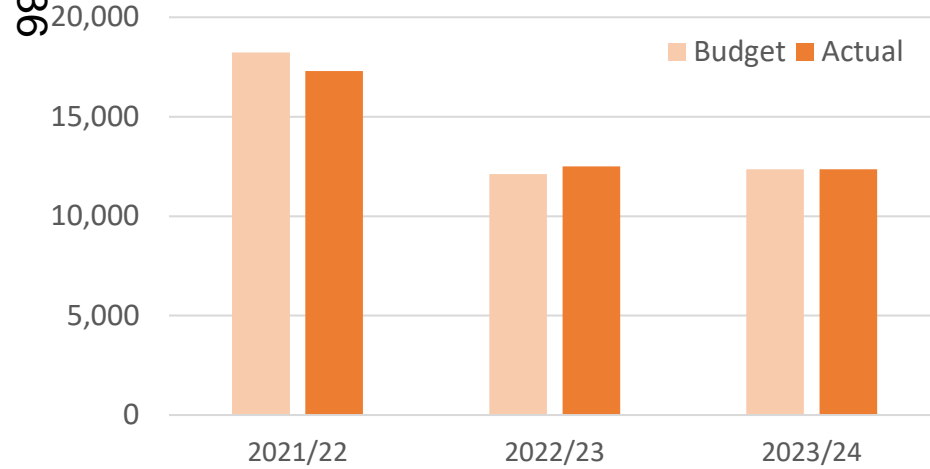
Where our money comes from (£'000)



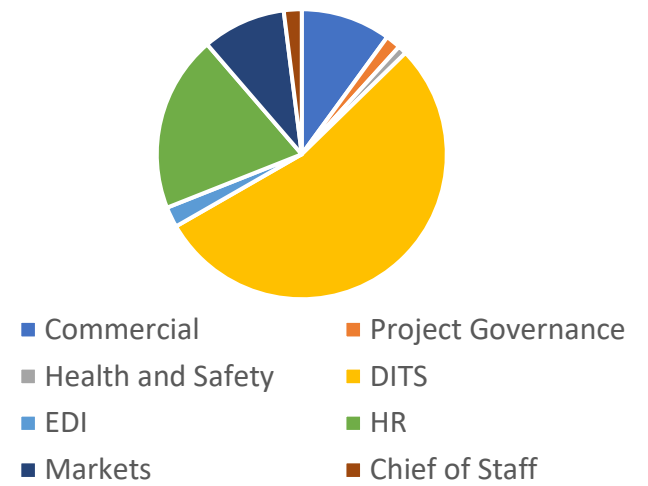
Where our money is spent (£'000)



Budget vs Actual (£'000)



2023/24 Local Risk Budget



Appendices

The more detailed 2023/24 planning for each Directorate within Operations can be found in each team's business plans. These plans therefore form appendices to this overarching Operations plan:

Appendix 1: Commercial Service Business Plan 2023/24

Appendix 2: Corporate Health and Safety Business Plan 2023/24

Appendix 3: Digital and Information Technology Service Business Plan 2023/24

Appendix 4: Equality, Diversity and Inclusion Business Plan 2023/24

Appendix 5: Human Resources Business Plan 2023/24

Appendix 6: Markets Business Plan 2023/24

Appendix 7: Project Governance Business Plan 2023/24

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Digital, Information and Technology Service (DITS)

‘Providing cost-effective digital, information and technology services through digitally-enabled collaboration, continuous improvement and great customer service.’

Our aims and objectives are...

Our digital services vision sees our team working with external partners to service users and partners combining their individual expertise and capabilities as they collaborate:

- to realise the value-for-money benefits of convenient, responsive, digitally-enabled services; and
- to continually improve those services through regular performance analysis, stakeholder feedback and Agile change methods.

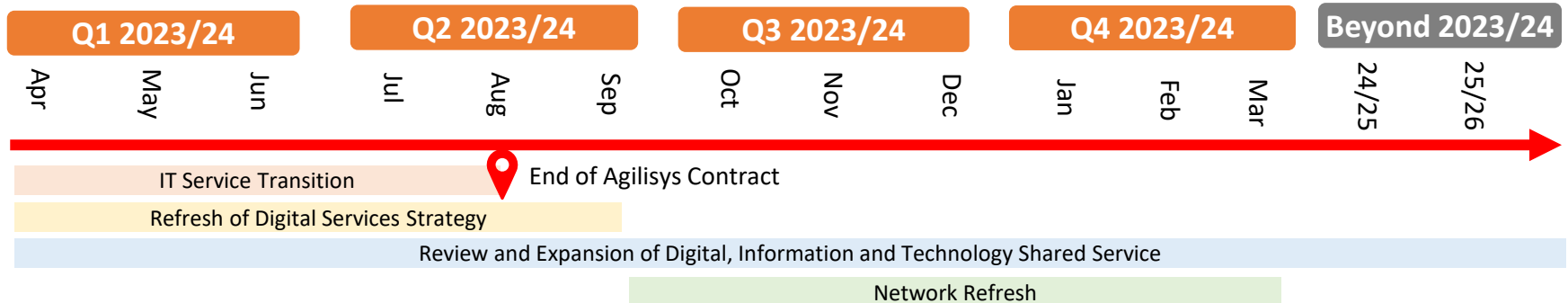
What’s changed since last year...

- Agreement and implementation of the IT Division TOM
- Significant budget reductions and loss of capacity and capability, in particular around engagement, communications and training
- Increase in Self Service for IT Service Desk to around 65% in COL and 50% in COLP
- Funding secured for IT Service Transition to transfer functions away from current IT Managed Service Provider by August 2023
- Contract Change Notice signed with Agilisys to transition services ahead of contract end in August 2023

Our major workstreams this year will be...

- **Priority 1 – Transparency, Credibility, Partnership:** IT Service Transition - transfer of I services from our managed service provider back in house or to an alternative supplier by **August 2023**
 - Capital Programme with funding of £1.517m
 - Forecast to deliver significant annual revenue savings from August 2023 through Agilisys Transition
 - Provision of new IT Service Management Tool, with opportunity for automation and improved self service
 - TUPE Transfers of circa 20 staff
 - Implement new Azure toolsets for monitoring
- **Priority 2 – Partnership:** Review and Update of Digital Services Strategy and Information Management Strategy by September 2023.
- **Priority 3 – Partnership, Enablement:** Future Opportunity for review and expansion of Digital, Information and Technology Shared Service across COL and COLP. Agreed OLAs and KPIs with all service consumers. Potential to expand or build new capabilities to support service transformation and new ways of working. Ongoing.
- **Priority 4 – Enablement:** Review of Network Strategy and refresh / update required. End of Q4 2023/24.

Our timeline planner



Our Strategic Commitments

Strategy 1 Digital Services Strategic Roadmap

This vision will be realised through *service digitalisation* – i.e. transforming services digitally;

- Digitise for efficient and effective agile working
- Simplify and Automate
- Deliver Secure and stable solutions accessible anywhere
- Greater collaboration through insight

Strategy 2 Information Management

- **Technical:** Implement the required information management infrastructure.
- **Policy and skills:** Implement skills training for improved information and data literacy, identifying champions in each department/team.
- **Culture and ways of working:** Work with Senior Officers to see how objectives can be translated to departmental business plans and individual’s objectives.

Medium Term Plans under consideration(2024/25 and 2025/26)

Priority list (Include any known changes you are preparing for, e.g. new legislation, services, projects, automation)	Funded or Unfunded
IT Service Transition Programme – move to a predominantly insourced delivery model	Funded
Consolidation and expansion of Digital, Information and Technology Shared Service	Partially Funded
Investment in Digital Skills and Adoption capability to drive value from technology investment	Unfunded
Review and expansion of shared Security capabilities	Unfunded
Expansion of Digital Service Transformation capabilities, including Service Design and User Experience	Unfunded
Implement capabilities and capacity around innovation and emerging technologies	Unfunded
Focus on Business Intelligence and greater adoption of Corporate BI Tool	Unfunded

Key Performance Indicators

KPI	Direction of Travel / Target
Ticket Capture (logged within 30mins)	98%
First Line Fix (Resolved at Service Desk)	87.5%
Priority 1 Time to Respond (within 15mins)	98%
Priority 1 Time to Restore (within 2 hrs)	98%
Priority 2 Time to Respond (within 15mins)	98%
Priority 2 Time to Restore (within 4 hrs)	98%
Priority 3 Time to Respond (within 15mins)	95%
Priority 3 Time to Restore (within 8hrs)	95%
Priority 4 Time to Respond (within 15mins)	95%
Priority 4 Time to Restore (within 30hrs)	95%
Service Request Fulfilment (within 5 days)	95%
Aged Tickets (tickets resolved within SLA)	98%
SML (resolved within 3 days)	98%
Assets and Data Information (Accuracy)	98%
Project Requests (Scoped within 10 days)	99%
Project Resource (provided within 10 days)	99%
Critical Apps and Services (availability)	99%
Agreed COLO Service Availability	99.5%
Customer Satisfaction (Net Promoter Score)	Above 50
Patch Management (latest release +1)	98%

N.B. All KPIs / SLAs are being reviewed as part of the Service Transition Programme to focus more on the user experience of using the Digital, Information and Technology Service

Our People

Engagement Plans

- Weekly Team Messages
- Fortnightly Townhall Meetings
- Regular Team Meetings and 121s
- Identify opportunities to inform and consult on key programmes and direction of travel
- Currently 17 vacancies, of which 9 roles out to recruitment
- No of Apprentices 3
- No of Apprenticeships completed 2
- Promotion of UDEMY and available Microsoft Training to ensure that staff maintain core skills and develop knowledge of new technology and opportunities

Key Risks

	Minor	Serious	Major	Extreme	
Likelihood	0	0	0	0	Likely
	1	2	0	0	Possible
	2	1	0	1	Unlikely
	0	0	0	0	Rare
	Impact				

Our Impacts

4,809 users supported across COL, COLP and LC



1680 new devices provided in COL



1800 users moving to Teams Telephony



W: Drive Removed



92% customer satisfaction



Projects and Programmes

Currently 169 Projects across COL and COLP

DITS Owned Gateway Projects

- Device Refresh (GW5)
- Service Transition Programme (GW5)
- Corporate Telephony Replacement (E5 Implementation Funding)
- Members Device Refresh (GW5)
- Server Upgrade (Review)
- IT Security (Review)
- IT BMS Network Segregation (Review)

Other Key Programmes / Projects with DITS Involvement

- ERP Programme (Finance / HR)
- COLP Accommodation Programme (COLP)
- COLP FCCRAS Programme (COLP)
- Secure City Programme (COLP)
- Payment System Implementation (City Revenues)
- HR Service Desk (HR)






Risk Title	Score
CR16 Information Security	16
COO DITS 040 Resilience & Complexity	8
CR29 Information Management	6
COO DITS 031 IT Revenue Budget	4
COO DITS 034 IT Capacity & Change	3
COO DITS 037 Service Transition (Time & Quality)	2
COO DITS 035 Recruitment and retention	2

DITS Maturity Assessment

• Pre TOM - February 2021

• Now - 2022/2023

• Future – 2023/24

	 E-Government 1 Initial	 Open 2 Developing	 Data-Centric 3 Defined	 Fully Digital 4 Managed	 Smart 5 Optimizing
Value Focus	Compliance	Transparency	Constituent Value	Insight-Driven Transformation	Sustainability
Service Model	Reactive	Intermediated	Proactive	Embedded	Predictive
Platform	IT-Centric	Customer-Centric	Data-Centric	Learning-Centric	Ecosystem-Centric
Ecosystem	Government-Centric	Service Co-creation	Aware	Engaged	Evolving
Leadership	Technology	Data	Business	Information	Innovation
Technology Focus	Service Oriented Architecture	System Integration Management	Open Any Data	Modularity	Intelligence
Key Metrics	Percentage of Services Online	Number of Open Datasets	Percentage Improvement in Outcomes, KPIs	Percentage of New and Retired Services	Number of New Service Delivery Models

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Current Assessment

- The TOM sought to protect core support services, at the expense of ‘change capacity’ DITS’ pro-active capability. In particular, engagement levels with departmental services have been greatly impacted, and reduced DITS’ ability to respond, extending timescales and reduced capacity.
- There is an increasing risk that strategic technology decisions are being made without DITS involvement, which may not align with the corporation technology strategy and may be unsupportable.

Future Risks and Opportunities

- There are opportunities to move towards better architecture capability, data management and capacity monitoring but these are key risk areas which would be reliant upon additional capacity and funding
- Information management and data still remains a key corporate risk, which again is currently under resourced
- There are significant technology projects on the horizon including the ERP Programme and the Service Transition Programme which provide an opportunity to reset culture and approaches to data and technology
- DITS remains under-invested to meet the full digital aspirations of the Corporation. Much of the benefit accrues outside of DIT, although will be expected to be budgeted within DIT.

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A of the Local Government Act 1972.

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