



## Digital Services Committee

**Date:** WEDNESDAY, 13 NOVEMBER 2024  
**Time:** 2.00 pm  
**Venue:** COMMITTEE ROOMS - WEST WING, GUILDHALL

**Members:** Deputy Dawn Wright (Chair) Caroline Haines, Policy & Resources Committee (Ex-Officio Member)  
Eamonn Mullally (Deputy Chairman) Judith Pleasance  
Deputy Randall Anderson Alderman Sir William Russell, Barbican Centre Board (Ex-Officio Member)  
Ian Bishop-Laggett Deputy James Thomson, City Bridge Foundation Board (Ex-Officio Member)  
Deputy Timothy Butcher James Tumbridge

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Whilst we endeavour to livestream all of our public meetings, this is not always possible due to technical difficulties. In these instances, if possible, a recording will be uploaded following the end of the meeting.

**Ian Thomas CBE**  
**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 5<sup>th</sup> September 2024.

**For Decision**  
(Pages 7 - 12)

4. **ENTERPRISE RESOURCE PLANNING (ERP) PROGRAMME UPDATE**

Report of the Chamberlain.

**For Information**  
(Pages 13 - 18)

5. **WOMEN IN TECH**

Report of the Chamberlain.

**For Information**  
(Pages 19 - 22)

6. **DIGITAL, INFORMATION AND TECHNOLOGY SERVICE (DITS) - SERVICE DELIVERY SUMMARY**

Report of the Chamberlain.

**For Information**  
(Pages 23 - 28)

7. **DIGITAL, INFORMATION AND TECHNOLOGY SERVICE (DITS) BUSINESS PLAN - QUARTERLY UPDATE**

Report of the Chamberlain.

**For Information**  
(Pages 29 - 32)

8. **ANNUAL REVIEW OF THE TERMS OF REFERENCE OF THE DIGITAL SERVICES COMMITTEE**

Report of the Town Clerk.

**For Decision**  
(Pages 33 - 36)

9. **CITY OF LONDON POLICE (COLP) ORGANISATIONAL LEVEL AGREEMENT**

**For Information**  
(Verbal Report)

10. **CO - PILOT DEMONSTRATION**

The Chamberlain to be heard.

**For Information**  
(Verbal Report)

11. **MEMBER IT PROTOCOL**

The Town Clerk to be heard.

**For Information**  
(Verbal Report)

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

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

14. **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**

15. **NON-PUBLIC MINUTES**

To agree the non-public minutes of the meeting held on 5<sup>th</sup> September 2024.

**For Decision**  
(Pages 37 - 42)

16. **IT NETWORK SEGREGATED TUNNELLING PROJECT**

Report of the Chamberlain.

**For Decision**  
(Pages 43 - 52)

17. **IT SERVICE TRANSITION PROGRAMME**

Report of the Chamberlain.

**For Decision**  
(Pages 53 - 62)

18. **ORACLE PROPERTY MANAGER REPLACEMENT PROGRAMME - MRI HORIZON**

Report of the City Surveyor.

**For Information**  
(Pages 63 - 84)

19. **SECURE CITY PROGRAMME (SCP) ISSUES REPORT**

Joint report of the Executive Director of Environment, and the Commissioner, City of London Police.

**For Information**  
(Pages 85 - 110)

20. **CYBER BREACH ACTIONS**

Report of the Chamberlain.

**For Information**  
(Pages 111 - 114)

21. **CYBER SECURITY UPDATE**

Report of the Chief Information Security Officer.

**For Information**  
(Pages 115 - 148)

22. **REPORT OF ACTION TAKEN**

Report of the Town Clerk.

**For Information**  
(Pages 149 - 152)

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

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

**Confidential Items**

25. **INDEPENDENT REVIEW - OUTCOME REPORT**  
Report of the Commissioner of Police.

**For Information**

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## DIGITAL SERVICES COMMITTEE

Thursday, 5 September 2024

Minutes of the meeting of the Digital Services Committee held at Guildhall, EC2 on Thursday, 5 September 2024 at 2.00 pm

### Present

#### Members:

Deputy Dawn Wright (Chair)  
Eamonn Mullally (Deputy Chairman)  
Deputy Randall Anderson  
Ian Bishop-Laggett  
Deputy Timothy Butcher

#### Officers:

Caroline Al-Beyerty	- The Chamberlain
Zakki Ghauri	- Chamberlain's Department
Sam Collins	- Chamberlain's Department
Simon Gray	- Chamberlain's Department
Shoid Islam	- Chamberlain's Department
Samantha Kay	- Chamberlain's Department
Charlotte Rendle	- Chamberlain's Department
Dawn Polain	- Chamberlain's Department
Ricardo Fajardo	- Chamberlain's Department
Gary Brailsford-Hart	- City of London Police
Jonathan Chapman	- City of London Police
Melissa Richardson	- Town Clerk's Department
Mark Gettleson	- Town Clerk's Department
Kate Doidge	- Town Clerk's Department

#### 1. APOLOGIES

Apologies were received from Caroline Haines and Deputy James Thomson.

Caroline Haines and James Tumbridge observed the meeting virtually.

#### 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 24<sup>th</sup> July 2024 be approved as an accurate record.

#### 4. DATA LIGHTHOUSE PROJECT UPDATE

The Committee received a report of the Chamberlain, concerning an update to the Data Lighthouse Project and the proof-of-concept exercise.

The Committee noted that the Head of Campaigns and Community Engagement was a new role, to create a universal model for engagement, and had expanded into areas such as marketing. This could include messages from Members to effectively reach constituents digitally, and thus was linked with the creation of a Customer Relationship Management (CRM) within the Data Lighthouse Project.

The proof-of-concept exercise had been well received and would be expanded across the organisation, starting with a pilot exercise within one department. Pre-existing data held by different departments could be exported and absorbed into the new CRM system. The access controls to the system would be explored at the implementation stage of the project, acknowledging that it could contain sensitive data sets and had to adhere to the UK Data Protection Act.

It explained that activities, ranging from City Banquets to volunteer events, were being organised across different platforms. The aspiration was to create a single system which managed all individual customer experiences, which provided insight into how customers were engaging, mapping out customer journeys, and using data to identify where the City Corporation's priorities lay with its customer engagement. The creation of a single system linked with a strand of the DITS Strategy for technology convergence, as well as being more data driven.

The business case and financial implications were in development. It was noted that there would be a level of spend with the acquisition of the software. Much of current spend was on the manual effort to gather data, and much of the direct cost savings would be on the spend for consultants or temporary staff to gather data for consultations or engagement exercises.

Members of the Committee requested that climate implications and the security implications be better articulated when reporting back on the progress of the project, noting that all software would have a carbon footprint, and access restrictions formed part of the requirements from regulations such as GDPR.

It was queried what the relationship would be between the Strategic Engagement and Events Management (SEEMS) database and the CRM. It was explained that the proof-of-concept had a one-way connection between SEEMS and CRM, but the benefits of a two-way connection could be explored. It was further explained that it was wished for all systems used at the City Corporation be interconnected, such as with the Enterprise Resource Planning (ERP) programme. It could further relate to the City Corporation's responsibility to engage with its citizens with regards to elections and determine whether a relationship had been established with a business who may be eligible to vote.

RESOLVED – That the report be received, and its contents noted.



5. **ENTERPRISE RESOURCE PLANNING (ERP) PROGRAMME UPDATE**

The Committee received a joint report of the Chief People Officer and the Chamberlain, concerning an update in the advancements of the Enterprise Resource Planning (ERP) Programme.

Relating to Members queries in interfacing with other platforms, the Committee heard that there had been engagement with SAP to ensure that the technology platforms could work together. This had not yet reached the configuration stage, as the core platform needed to be running before interfacing could be implemented.

On the recruitment for the HR programme roles, interviews were being conducted, and there were continuing conversations to backfilling roles and additional recruitment as necessary to ensure the delivery of business-as-usual responsibilities.

RESOLVED – That the report be received, and its contents noted.

6. **DIGITAL, INFORMATION, AND TECHNOLOGY SERVICE (DITS) - SERVICE DELIVERY SUMMARY**

The Committee received a report of the Chamberlain, concerning the service delivery summary for the Digital, Information and Technology Service (DITS).

RESOLVED – That the report be received, and its contents noted.

7. **CITY OF LONDON CORPORATION APP**

The Committee received a verbal report of the Chamberlain, concerning a City of London Corporation App. The Committee heard that there had been an investigation in the number of applications ('apps') representing the Corporation, following which it had been discovered that there were eight apps commissioned by different areas of the organisation. Many of these had not been updated or were not currently supported. One strand of the DITS Strategy was technology convergence, and thus officers aimed to create a single app for all stakeholders. Further work would be carried out and reported back to the Committee.

It was suggested that, at the highest level, there needed to be clear leadership using purchase control for matters such as apps. The Committee heard that there was an internal technology category board, which has sign off for any technology spend decisions, such as requests for websites. It was further noted that the piecemeal nature of the apps linked with the silos at the Corporation, emphasising the need to set collective parameters and principles for technology.

Officers confirmed the aspiration that the Communications and Engagement team would control the app, whilst DITS ran the associated technology. A communications strategy was in development, to ensure that content was co-ordinated, and noted the benefits of sharing information across the organisation.

A security concern was raised for those apps which were still active but not maintained. Officers considered it a priority to contact developers to update or remove those apps.

RESOLVED – That the verbal report be received.

8. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE 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.

11. **NON-PUBLIC MINUTES**

RESOLVED - That the non-public minutes of the meeting held on 24<sup>th</sup> July 2024 be approved as an accurate record.

12. **HR, PAYROLL, AND FINANCE SOLUTION: ENTERPRISE RESOURCE PLANNING (ERP)**

The Committee received a report of the Chamberlain, concerning the Enterprise Resource Planning (ERP) project.

13. **DATA PROTECTION - 2023 ANNUAL REPORT**

The Committee received a report of the Comptroller and City Solicitor and Deputy Chief Executive, concerning the annual report in respect of corporate and departmental compliance with the Data Protection Act 2018 and UK General Data Protection Regulation (GDPR).

14. **DIGITAL, INFORMATION, AND TECHNOLOGY SERVICE (DITS) - RISK UPDATE**

The Committee received a report of the Chamberlain, concerning an update on the risks faced by the Digital, Information and Technology Service (DITS).

15. **CYBER SECURITY UPDATE**

**NOTE – During this item, the Committee agreed that, under Standing Order No.40, the meeting be extended in order to conclude its business.**

The Committee received a report of the Chief Information Security Officer, concerning an update on cyber security.

16. **VETTING POLICY**

The Committee heard a verbal report, concerning an update on the vetting policy at the City of London Police.

**17. REPORT OF ACTION TAKEN**

The Committee received a report of the Town Clerk, concerning details of decisions taken under urgency between Committee meetings.

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

There were no non-public questions.

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

There were no other non-public items of urgent business.

**The meeting ended at 4.15 pm**

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Chairman

**Contact Officer: Kate Doidge  
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## City of London Corporation Committee Report

<b>Committee(s):</b> Digital Services Committee	<b>Dated:</b> 13 <sup>th</sup> November 2024
<b>Subject:</b> Enterprise Resource Planning (ERP) Programme Update Report	<b>Public</b> For Information
<b>This proposal:</b> <ul style="list-style-type: none"> <li>• delivers Corporate Plan 2024-29 outcomes</li> <li>• provides statutory duties</li> <li>• provides business enabling functions</li> </ul>	7,9,10
<b>Does this proposal require extra revenue and/or capital spending?</b>	NO
<b>If so, how much?</b>	N/A
<b>What is the source of Funding?</b>	N/A
<b>Has this Funding Source been agreed with the Chamberlain’s Department?</b>	N/A
<b>Report of:</b>	Caroline Al-Beyerty, The Chamberlain
<b>Report author:</b>	Simon Gray, ERP Programme Manager

### Summary

This report provides an update on the progress made on the Enterprise Resource Planning (ERP) Programme.

The ERP is a significant transformational project for the City of London Corporation to replace its current legacy systems; City People (Midland i-Trent) for HR & Payroll and Oracle R12 for both strategic and operational finance. The new ERP Solution will modernise the technology we rely upon to deliver back-office services.

The ERP Programme is continued to plan as agreed at the Gateway 5 Milestone previously approved by this Committee. The programme is now fully mobilised with a System Integrator (SI) partner onboarded and the delivery commencing. The programme is also planning to relaunch as “PROGRAMME SAPPHIRE” to the organisation

### Recommendation(s)

Members are asked to:

- Note the report

## **Main Report**

### **Background**

1. The City of London Corporation has embarked on implementing an Enterprise Resourcing Planning (ERP) System that will replace the ageing Finance, HR, Payroll and Procurement systems.
2. The same core back-office systems have been utilised for over 20 years. The systems are now either out of support (Oracle) or an unsupported platform (City People) which causes the City of Corporation the need to procure third-party support and invest staff time in prolonging their life to deliver critical services.
3. The current HR and Finance systems currently work in isolation and require significant manual interventions or manipulations to support our business-as-usual operations. Creating inefficiencies and impacting data-supported business decision-making.

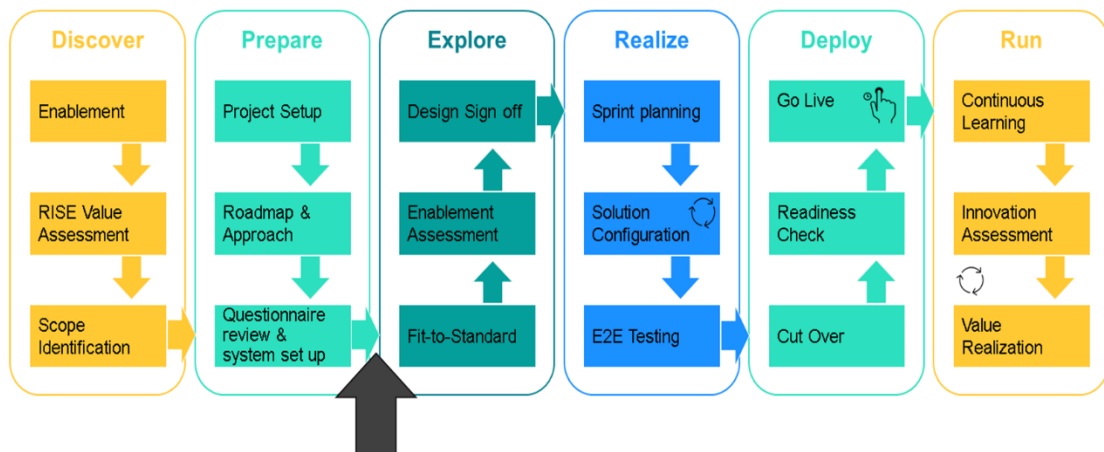
### **Current Position**

#### **System Integration Partner (SI)**

4. As previously reported SAP were awarded preferred bidder status, with the Court of Common Council approving the award to the preferred bidder in November 2023. Contract negotiations commenced in January 2024; the Financial Services Director led weekly review calls with the Executive team from February.
5. Hindustan Computers Limited (HCL or HCL Tech) were made preferred bidder after approval at July Committee and the contract was approved at September Committee for final award by the ERP Programme's Senior Responsible Officer (SRO); The Chamberlain.
6. The contract is aligned to the published notice on scope and price and was awarded on XX/XX/XXXX

#### **Programme Update**

7. The Discovery / Prepare phases are now complete, and the Corporation (with the SI) will embark on the Export Phase which includes the design workshops following the "Adopt not adapt" principle. These workshops are termed "Fit-To-Standard" as shown in the graphic below and will run between Nov – Feb.



### Programme Branding

8. The programme will launch revised branding as part of the initial communication launch to the organisation. The new branding will help the programme establish an identify and build awareness for the change programme
9. In recognition of the hard work that went into the procurement exercise, those stakeholders who supported that process were invited to participate in the selection of the brand. This ensured representation was in place across the Corporation
10. The group were asked to vote on a shortlist of names that would best align to the Corporation and Programme vision
11. The clear winner, which was recommended to the Board, was “Programme **Sapphire**” – see below

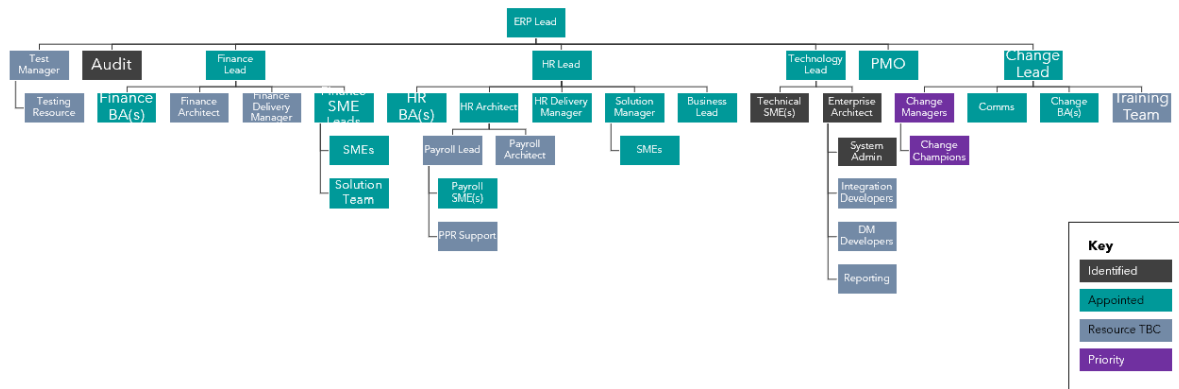
# PROGRAMME SAPPHIRE

Improved Efficiency | Increased Capacity | Improved Information

12. Committee is asked to review the above decision

### Programme Resourcing

13. As previously reported the majority of roles are now appointed to across the programme



14. The key remaining roles to appoint to are the expansion of the change team which is underway now with the Change Lead in position
15. There has been fantastic engagement from across the Corporation with excitement, passion and expertise being displayed by those members of the Corporation seconded to the programme
16. The plan is to complete recruitment for the next committee of all Wave 1 roles with an update to committee

### Programme Next Steps

17. The programme will commence the “Fit-To-Standard” workshops with the next planned gateway being the extend of the “Explore” phase with design-sign off
18. Changes to scope, cost or design will be flagged to the Board, Member Steering Group and Committee as part of the agreed governance for review / approval,
19. Progress with establishing the wider Project Team and commence the wider governance for the programme by establishing/continuing the project boards for both functional and institutional representation.

### Corporate & Strategic Implications

**Strategic implications** - The ERP Programme supports the Corporate Initiatives to deliver brilliant basics and mitigates the risk of unsupported legacy systems.

**Financial implications** - Finance and Policy and Resources Committees have approved the budget envelope to bring in the relevant resources including backfills.

**Resource implications** - The requirement of resourcing updated in this paper and consistent with previous updates.

**Legal implications** - All staff resourcing, and employment contracts will comply with statutory requirements and be in line with best practice.

**Risk implications** – Failure to deliver the programme scope has the potential to massively impact our staff and the delivery of our services. A key risk as



communicated is the Corporation fails to get the change right and fails in the “Adopt not Adapt” approach which requires ongoing monitoring and leadership.

**Equalities implications** - An Equalities Impact Assessment was done initially and is currently being updated and will be brought back for review. This will be routinely updated throughout the life of the programme.

**Climate implications** - None

**Security implications** - None (other than standard vetting requirements)

## **Conclusion**

20. The award of the SI ends the procurement / mobilisation phase of the programme

21. The ERP Programme continues to make good progress against the plan and now entering the key design phase. The level of change and communication now needs to accelerate in line with the plan and it is expected the level of challenge will also increase

## **Simon Gray**

ERP Programme Manager

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## **Appendices**

N/A

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## City of London Corporation Committee Report

<b>Committee(s):</b> Digital Services Committee	<b>Dated:</b> 13/11/2024
<b>Subject:</b> Women in Tech Update	<b>Public report:</b> For Information
<b>This proposal:</b> <ul style="list-style-type: none"> <li>delivers Corporate Plan 2024-29 outcomes</li> </ul>	Providing Excellent Services
<b>Does this proposal require extra revenue and/or capital spending?</b>	No
<b>If so, how much?</b>	n/a
<b>What is the source of Funding?</b>	n/a
<b>Has this Funding Source been agreed with the Chamberlain's Department?</b>	n/a
<b>Report of:</b>	Caroline Al-Beyerty, The Chamberlain
<b>Report author:</b>	Tara Crombie, Head of Project Delivery, DITS

### Summary

This report provides an update on the recently created DITS Women in Tech network, which will work collaboratively with internal and external networks.

The network has representation across the Women's Inclusive Network (WIN), and the Women Pivoting to Digital Taskforce and is collaborating closely with both on the activity and outcomes.

This network will enable women in digital, data and technology across the City Corporation and its institutions to connect, encouraging networking and mentoring opportunities. It will support women's progression and support DITS ambitions to attract more women into IT roles

### Recommendation(s)

Members are asked to:

- Note the report.

## **Main Report**

### **Background**

1. DITS recently co-hosted Hays recruitment agency's Women in Tech Connect networking event at Guildhall. The network aims to encourage women working in IT roles to connect and share ideas.
2. Speakers at the event were from COL, and included Zakki Ghauri, Director of IT, who welcomed the network to Guildhall and spoke about advocacy for such networks; Caroline Haines, who discussed her role as the Chair of the Women Pivoting to Digital Taskforce and the ambitions of the Taskforce; and Tara Crombie, who spoke about mentoring and supporting women's career progression.
3. Following the success of this event, an internal Women in Tech (WiT) network has been created to connect women working in digital, data and technology roles across the Corporation and its institutions, to encourage networking, knowledge sharing, and mentoring opportunities.

### **Current Position**

4. DITS has ambitions to attract more women into IT roles and has been putting foundations in place to support this over the past few months. The first step has been to review recruitment practices, including the following:
  - Gather statistics on female representation across DITS – currently 29% (slightly above the industry average, which is 20%)
  - Review job descriptions, person specifications and job advertisements to ensure the use of gender-neutral language and avoidance of biases towards specific genders
  - Include skills-based assessments in hiring practices to complement the competency-based interview approach
  - Create career-graded roles where possible to enable progression
  - Run a pilot in the DITS Portfolio Management Office (PMO) before rolling out more widely across the department
5. Discussions with HR are ongoing and following the launch of Ambition 25 these approaches will be reviewed to align with the launch of role profiles to encourage movement and progression based on skills.
6. Discussions are ongoing with Hays, the recruitment partner for DITS to:
  - Review where jobs are advertised to attract more women to apply
  - Encourage a more diverse candidate pool for every role
7. The WiT network will work closely with the COL Women's network to ensure visibility and to pool resources. Updates are provided at each WIN Leads meeting.
8. The WiT network and Women Pivoting to Digital Taskforce will have cross-representation, as the ambitions of both align very closely.

9. DITS has been liaising with other organisations and external networks to gather insights into similar schemes, and what has been successful.
10. Women in non-technical roles in DITS have enrolled in the Tech for Her scheme run by Microsoft to upskill in technical areas, such as Cloud concepts, Security and AI as a precursor to certification.
11. DITS recently onboarded another female apprentice, continuing its ambitions to bring more women into IT roles

### **Options**

12. The Women in Tech network will continue to reach out across all areas of the organisation to encourage women in digital, data and technology to be part of the network.
13. WiT will continue working with other organisations and external networks to arrange insight events and knowledge sharing.

### **Proposals**

14. DITS will run a pilot scheme and be a best practice case study for the Women Pivoting to Digital Taskforce.
15. Feedback will be provided to the Taskforce to help inform the Business Case and Toolkit workstreams.
16. DITS will investigate the potential to bring in apprentices across more teams in the department, including mid-career apprenticeships, to encourage women to pivot into new roles

### **Key Data**

17. Predicted to be 1 woman in every 115 tech roles by 2025
18. Industry average of women in tech roles 20% - DITS representation is at 29%

### **Corporate & Strategic Implications**

Strategic implications – Providing Excellent Services. The Corporation will have a more diverse and balanced workforce, and upskilling people into new roles has been shown to reduce staff turnover.

Equalities implications – to increase female representation in IT roles.

Financial implications – none

Resource implications – none

Legal implications – none

Risk implications – none

Climate implications – none

Security implications – none

## **Conclusion**

19. DITS will continue working towards its goal of bringing more women into IT roles, whilst working closely with both internal and external networks. Evidence of pilot schemes and successes will be fed into the Taskforce.

## **Appendices**

None

### **Tara Crombie**

Head of Project Delivery, DITS, Chamberlain's

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## City of London Corporation Committee Report

<b>Committee(s):</b> Digital Services Committee	<b>Dated:</b> 13 <sup>th</sup> November 2024
<b>Subject:</b> Digital Information Technology Service (DITS) –Service Delivery Summary	<b>Public report:</b> For Information
<b>This proposal:</b> <ul style="list-style-type: none"> <li>• <b>delivers Corporate Plan 2024-29 outcomes</b></li> </ul>	<b>Providing Excellent Services</b>
<b>Does this proposal require extra revenue and/or capital spending?</b>	No
<b>If so, how much?</b>	N/A
<b>What is the source of Funding?</b>	N/A
<b>Has this Funding Source been agreed with the Chamberlain’s Department?</b>	N/A
<b>Report of:</b>	The Chamberlain
<b>Report author:</b>	Dawn Polain – Head of Service Delivery (CoL/CoLP)

### Summary

This is an overview of the current service provision as managed by DITS. Performance is measured monthly therefore for the purposes of this report, the most recent reporting month is September 2024.

The services managed by DITS for the City of London (CoL) have been stable, however we have seen an increase in the number of P1 Incidents reported for the City of London Police (CoLP). Further details regarding these outages are provided within section 1.0 of this report.

Customer Satisfaction levels are high with 89% of CoL and CoLP employees providing a score of 8 or above.

## Recommendation(s)

That Members note the report..

### Main Report

#### Background

1. General performance across all CoL/CoLP Incident Response and Resolution KPIs remains positive.

September performance figures for CoL and CoLP were:

CoL: Incident Response 94% Met, Incident Resolve 98% Met

CoLP: Incident Response 85% Met, Incident Resolve 94% Met

#### Current Position

2. There were no P1 Incidents reported for CoL during this reporting period.

The following P1 Incidents were reported for CoLP during this reporting period. These incidents were within the responsibility of DITS Resolver Groups

- 1.1. Numerous CCTV Issues reported across multiple tickets (50171)  
Resolution was to restart the Barracuda Firewalls.

- 1.2. CCTV Data loss (56159)  
Resolution was to restart the Barracuda Firewalls.

NB: As a result of these P1s and other reported issues, the Barracuda Firewalls have since been upgraded and performance has improved.

- 1.3. No VPN Connection (57696)  
Root cause was found to be due to the removal of the PDNS (scheduled change).  
The DNS was set to use a static IP address, which did not update when moving to a new location.  
Resolution: A script was created which allowed the remote reset of devices so that the DNS could be set to auto.

- 1.4. WiFi/AoVPN/CCTV latency (58292)  
Issues related to the scheduled New Street power down.  
Root cause was due to a failure of a breaker switch and failure of back up power with UPS and generator.

- 1.5. In order to resolve the issues that have been observed with the stability of the CCTV system, a Resolver Group has been set up and meets fortnightly to discuss and action improvements.



### **Key service provider status:**

3. Roc had no P1 incidents closed in September
4. British Telecom (BT) reported 1 service affecting P1 incident in September which affected Heathrow Animal Reception Centre (HARC). Service resumed without intervention, and no fault was found during the investigation.

### **Service improvements and highlights**

5. The Service Management team are working with the Project team to ensure that the Configuration Management Database (CMDB) is fully enabled to manage new Configuration Items (CI's) when the new device roll out project commences.
6. A review of CoL/CoLP Critical Applications is currently underway to facilitate the prioritisation of the recovery of applications in the event of a Business Continuity/Disaster Recovery scenario

### **Service Metrics**

7. The Service Management team continue to support the Resolver Teams in the achievement of our KPIs.  
A "Best Practice" session is held place monthly where recommendations for better use of our ITSM tool are shared, and where Resolver's also have an opportunity to raise queries concerning the use of the tool.
8. The CoL P4 Resolution KPI continues to be consistently achieved.  
The CoLP P4 Resolution KPI has been achieved for the past 6 months.
9. The CoL Standard Service Request KPI was achieved in September (99%).  
The CoLP Standard Service Request KPI was also achieved in September (96%).

### **Options**

10. None to advise this reporting period.

### **Proposals**

11. None to advise this reporting period.

### **Key Data**

12. As detailed in Appendix 1

## **Corporate & Strategic Implications - None**

### **Conclusion**

13. The DITS Service Management team continue to monitor our Resolver Teams' Performance and constantly highlight areas for improvement aligned to best practice.

It is intended that this continual effort and support will guide our services towards a state of continual development and refinement.

### **Appendices**

- Appendix 1 – CoL and CoLP Performance Stats

#### **Dawn Polain**

DITS Head of Service Delivery

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Appendix 1 – Current Performance against Service Metrics

COL/LC In House Incident Performance

Executive Performance Metrics | COL/LC In House

CoL/LC	KPI Metrics	April 2024		May 2024		June 2024		July 2024		August 2024		September 2024	
		Total	KPI %	Total	KPI%	Total	KPI%	Total	KPI%	Total	KPI%	Total	KPI%
Service Performance Measure (In House)	Total Incidents (Logged)	695	-	569	-	586	-	636	-	528	-	540	-
	Total Incidents (Closed)	743	-	563	-	540	-	674	-	570	-	484	-
	98% of all P1 Incidents responded < 15 minutes	0	-	0	-	0	-	0	-	0	-	0	-
	98% of all P2 incidents responded to < 15 minutes	10	10%	3	33%	1	100%	0	-	0	-	0	-
	95% of all P3 incidents responded to < 2 hours	171	74%	129	78%	145	76%	92	71%	99	86%	29	83%
	95% of all P4 incidents responded to < 8 hours	562	96%	431	94%	393	96%	582	95%	471	95%	455	95%
	98% of all P1 Incidents resolved < 2 hours.	0	-	0	-	0	-	0	-	0	-	0	-
	98% of all P2 Incidents resolved < 4 hours	10	60%	3	100%	1	100%	0	-	0	-	0	-
	90% of all P3 incidents resolved < 8 hours	171	76%	129	81%	145	87%	92	75%	99	87%	29	90%
	90% of all P4 incidents resolved < 5 business days	562	97%	431	94%	393	96%	582	97%	471	97%	455	98%

Page 27



CoLP In House Incident Performance

Executive Performance Metrics | COLP In House

Page 28

COLP	KPI Metrics	April 2024			May 2024			Jun 2024			July 2024			August 2024			September 2024		
		Total	KPI %		Total	KPI %		Total			Total	KPI %			KPI %		Total	KPI %	
Service Performance Measure (In House)	Total Incidents (Logged)	818	-	-	767	-	-	832	-	-	746	-	-	679	-	-	911	-	-
	Total Incidents (Closed)	890	-	-	727	-	-	834	-	-	828	-	-	652	-	-	760	-	-
	98% of all P1 Incidents responded < 15 minutes	4	0%	→	1	0%	→	3	0%	→	0	-	↑	0	-	→	4	0%	↓
	98% of all P2 incidents responded to < 15 minutes	13	38%	↑	15	27%	↓	1	0%	↓	3	0%	→	0	-	↑	1	100%	↑
	95% of all P3 incidents responded to < 2 hours	217	53%	↑	180	61%	↑	221	56%	↓	74	32%	↓	46	50%	↑	42	45%	↓
	95% of all P4 incidents responded to < 8 hours	656	83%	↑	531	86%	↑	609	88%	↑	751	86%	↓	595	89%	↑	713	88%	↓
	98% of all P1 Incidents resolved < 2 hours.	4	50%	↑	1	0%	↓	3	0%	→		-	↑	2	-	→	4	0%	↓
	98% of all P2 Incidents resolved < 4 hours	13	69%	↑	15	67%	↓	1	0%	↓	3	33%	↑	9	-	↑	1	0%	↓
	90% of all P3 incidents resolved < 8 hours	217	71%	↑	180	74%	↑	221	81%	↑	74	54%	↓	46	57%	↑	42	62%	↑
	90% of all P4 incidents resolved < 5 business days	656	96%	↑	531	96%	→	609	97%	↑	751	97%	→	595	96%	↓	713	96%	→



## City of London Corporation Committee Report

<b>Committee(s):</b> Digital Services Committee	<b>Dated:</b> 13 <sup>th</sup> November 2024
<b>Subject:</b> Digital, Information and Technology Service (DITS) Business Plan – Quarterly Update	<b>Public report:</b> For Information
<b>This proposal:</b> <ul style="list-style-type: none"> <li>delivers Corporate Plan 2024-29 outcomes</li> </ul>	
<b>Does this proposal require extra revenue and/or capital spending?</b>	No
<b>If so, how much?</b>	N/A
<b>What is the source of Funding?</b>	N/A
<b>Has this Funding Source been agreed with the Chamberlain’s Department?</b>	N/A
<b>Report of:</b>	Caroline Al-Beyerty, The Chamberlain
<b>Report author:</b>	Zakki Ghauri, Director of Digital & IT

### Summary

This report provides an update on progress against the 2024/25 Business Plan for the Digital & IT Service which falls within the remit of the Digital Services Committee.

The intention is to provide the Committee with a clearer line of sight to our progress, and it was agreed in May 2024’s Digital Services Committee that we will update this Committee quarterly going forwards.

### Recommendation(s)

Members are asked to note this report and our progress towards implementing our 2024/25 Business Plans.

### Main Report

#### Background

1. The Corporate Services Committee approved the 2024/25 Business Plan for DITS, at Digital Services Committee on 17 January 2024. The plan was then presented to Finance Committee 23 January 2024 where it was also agreed. As explained at that meeting, our plan represents our own continual improvement is key to supporting the Corporation’s overall agility, effectiveness and impact, as the work DITS does reaches all parts of the organisation.

2. These Business Plans included our Key Workstreams for 2024/25 (**Appendix 1**), and are reported on regularly.

### **Current Position**

3. Our Plans for 2024/25 were designed to be ambitious but achievable. This section covers some of the performance highlights to date against our Key Workstreams (**Appendix 1**).
4. We have insourced all 10 Agilisys Services which were previously outsourced, delivering reoccurring savings of £903k to the organisation.
5. Work to update our Digital, Data and Technology Strategy has now completed, with a single strategy covering the Corporation including the institutions now agreed at Digital Services Committee, Policy and Resources Committee and Court of Common Council.
6. A Lighthouse project was carried out earlier in the year, which demonstrated the value of Data to the organisation. Following on from this, we have secured transformation funding to build a single CRM for the wider organisation.
7. We have agreed a direction of travel for our future network and will be carrying out a full refresh with a “wireless first” approach. Work is continuing to ensure effective procurement of the new solution.
8. This solution will be a blueprint for our wider organisation, allowing colleagues across the Corporation – including Institutions, to connect without friction to a network regardless of which building they are working from.
9. Work around our Managed Print solution is continuing, with a focus on having the right solution in place for the wider organisation, and to allow the flexibility for our partners and colleagues from other parts of the organisation to print no matter where they are based.
10. Our SharePoint migration has now completed. We are sharing best practice around this migration and lessons learnt with our Institutions.

### **Corporate & Strategic Implications –**

Strategic implications – The cross-cutting nature of our Department’s work means that we provide leadership and support to a number of our Corporate Plan deliverables. Embedded into our DITS work is our support of the following Corporate Plan outcomes: safety (outcome 1) through our Cyber Security work; innovation in professional services (outcome 8); accessing skills and talent (outcome 9); digitally and physically well-connected (outcome 10), and to inspire excellence and collaboration (outcome 11).

Financial implications – None arising from this report.

Resource implications – None arising from this report.

Legal implications – None.

Risk implications - None arising from this update report. Our Departmental risks are captured and managed per the Corporation's framework.

Equalities implications – None.

Climate implications – None.

Security implications - None arising from this report, however it should be noted that we are continuing work to enhancing the security posture of the organisation.

## **Conclusion**

11. At the end of Q2, good progress has been made against the 2024/25 Business Plans for DITS.

12. The focus for much of our work is to bring together the wider organisation, and to provide a consistent Digital, Data and Technology experience, no matter which part of the Corporation colleagues are a part of, or where they are based.

13. Our new Digital, Data and Technology Strategy has been approved and will be published in the next quarter.

14. Following on from the approval of the Strategy, we are carrying out a review of our existing structure to ensure that it is optimal for the effective delivery of our strategy.

15. Work will continue to converge and bring together the wider organisation.

## **Appendices**

- Appendix 1 – Key Workstreams from our 2023/24 Business Plans

### **Zakki Ghauri**

Director of Digital & IT

[zakki.ghauri@cityoflondon.gov.uk](mailto:zakki.ghauri@cityoflondon.gov.uk)

## Appendix 1 – Key Workstreams from our 2024/25 Business Plans

• Workstream Name	• Dependencies	• Outcomes/ Impacts
• DITS Strategy Implementation	• Recruitment to permanent SLT roles	• Clear strategy and priorities, inform service direction and redesign
• ERP Programme	• Successful Software Tender and Service Integrator Tender	• Replacement of legacy systems and opportunity for Finance / HR Transformation
• Managed Print Service	• Successful Tender for new Print Service	• Improved managed print service and new supplier
• Network Refresh	• Dependent upon successful tender outcome and secure of funding	• New, high performing and streamlined Network
• SharePoint Migration (COL and COLP)	• Completion of SharePoint Migration in COL	• Reduction in Azure file directories and £ savings on storage
• Data Maturity Programme	• Dependent upon successful recruitment to permanent data roles	• Better use and management of data across COL



## City of London Corporation Committee Report

<b>Committee(s):</b> Digital Services Committee	<b>Dated:</b> 13 <sup>th</sup> November 2024
<b>Subject:</b> Annual Review of Terms of Reference for the Digital Services Committee	<b>Public report:</b> For Decision
<b>Does this proposal require extra revenue and/or capital spending?</b>	No
<b>If so, how much?</b>	N/A
<b>What is the source of Funding?</b>	N/A
<b>Has this Funding Source been agreed with the Chamberlain's Department?</b>	N/A
<b>Report of:</b>	Town Clerk
<b>Report author:</b>	Kate Doidge, Governance Officer

### Summary

This report concerns the annual review the Terms of Reference of the Digital Services Committee, to provide time for considering and discussion of any changes before they are submitted to the Policy & Resources Committee, in time for the annual reappointment of Committees by the Court of Common Council. Therefore, this report is initially being brought before the Committee at its November meeting to allow time for proposed changes to be considered and developed at subsequent meetings.

The Terms of Reference for the Digital Services Committee are attached at Appendix 1.

### Recommendation(s)

It is recommended that Members consider any changes to the Digital Services Committee's Terms of Reference (set out at Appendix 1).

### Main Report

1. The current Terms of Reference, as approved by the Court of Common Council in April 2024, are listed at Appendix 1.
2. There have been no suggestions for changes in the interim to be considered by the Committee since its last Annual Review.
3. Following consideration of any changes to the Committee's Terms of Reference, the Terms of Reference shall be received by the Committee at its

meeting in January 2025, to be approved for onward submission to the Policy & Resources Committee, and subsequently the Court of Common Council.

### **Appendices**

- Appendix 1 – Court Order 2024/2025 – Digital Services Committee

### **Kate Doidge**

Governance Officer

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MAINELLI, Mayor	<b>RESOLVED:</b> That the Court of Common Council holden in the Guildhall of the City of London on Thursday 25 <sup>th</sup> April 2024, doth hereby appoint the following Committee until the first meeting of the Court in April, 2025.
-----------------	---

**DIGITAL SERVICES COMMITTEE**

**1. Constitution**

A Committee consisting of,

- up to 8 Members of the Court of Common Council
- the Chairman and Deputy Chairman (or the Chairman's nominees) of the Policy & Resources Committee (ex-officio)
- the Chairman and Deputy Chairman (or the Chairman's nominees) of the Finance Committee (ex-officio)
- the Chairman (or their nominee) of the City of London Police Authority Board (ex-officio)
- the Chairman (or their nominee) of the City Bridge Foundation (ex-officio)
- the Chairman (or their nominee) of the Barbican Centre Board (ex-officio)
- the Chairman (or their nominee) of the Board of Governors of the Guildhall School of Music and Drama (ex-officio)
- a Chairman (or their nominee) of the City of London Independent Schools<sup>1</sup>

**2. Quorum**

The quorum consists of any four Members.

**3. Membership 2024/25**

- 3 (3) Judith Lindsay Pleasance, *for three years*
- 3 (3) James Richard Tumbridge, *for three years*
- 3 (3) Dawn Linsey Wright, *for three years*
- 3 (3) Randall Keith Anderson, Deputy
- 2 (2) Eamonn Mullally, *for two years*
- 3 (1) Ian Bishop-Laggett
- 1 (1) Madush Gupta, Deputy

*Vacancy*

Together with the Members referred to in paragraph 1 above.

**4. Terms of Reference**

To be responsible for:-

- a) overseeing the risk management and risk assessment of all digital services to ensure that the services provided allow the effective delivering of the Corporation's and the Police's business operations;
- b) overseeing IT and both physical and computer based Data Protection compliance;
- c) ensuring the appropriateness and effectiveness of the Digital Infrastructure and services for the City of London Corporation and the City of London Police;
- d) ensure that all appropriate actions are taken to assure the security, resilience and sustainability of all Digital systems;
- e) operating as an intelligent client for all major IT outsourcing arrangements which have been contracted to third parties;
- f) overseeing effectiveness and value for money of the digital services provision in all departments and delivery of major digital projects;
- g) approving the annual budget and capital programme for IT and Digital projects;
- h) overseeing the delivery and progress of digital skills and culture change in the organisation;
- i) overseeing the review and implementation of Digital, Information and Technology Strategies;
- j) overseeing the delivery of the organisation's information management programme;
- k) overseeing arrangements in respect of information governance;
- l) leading arrangements for cross-departmental informal workshops, designed to provide an opportunity to help identify departmental IT and Digital requirements and give in-depth scrutiny to IT and Digital Services projects;
- m) to act as the lead for digital services across the City of London Corporation and its institutions, including the City of London Police, Barbican Centre, Guildhall School of Music and Drama, and City of London Schools; and
- n) To act as the lead Committee for the Enterprise Resource Planning (ERP) programme.

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<sup>1</sup> (To be agreed by those Chairmen)

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