

DIGITAL SERVICES SUB (FINANCE) COMMITTEE

Friday, 28 January 2022

Minutes of the meeting of the Digital Services Sub (Finance) Committee held at Guildhall, EC2 on Friday, 28 January 2022 at 11.00 am

Present

Members:

Randall Anderson (Chairman)
Rehana Ameer
John Chapman
Alderman Prem Goyal
Deputy Jamie Ingham Clark
Jeremy Mayhew
Dawn Wright

Officers:

Emma Moore	- Chief Operating Officer
Sean Green	- IT Director
Gary Brailsford-Hart	- City of London Police
Melissa Richardson	- Town Clerk's Department
James Gibson	- Chief Operating Officer's Department
Janet Laban	- Department of the Built Environment
Matt Gosden	- Chief Operating Officer's Department
Ruth Kocher	- Department of the Built Environment
Phil Pettit	- City of London Police
Sam Collins	- Chief Operating Officer's Department
Brendan Crowley	- City Surveyor's Department
Adam Fielder	- Chief Operating Officer's Department
Paul Goodwin	- Chief Operating Officer's Department
Mohamed Hussain	- Community and Children's Services Department
Eugene O'Driscoll	- Chief Operating Officer's Department

1. APOLOGIES

Apologies were received from Alderman Sir Peter Estlin, James Tumbridge and Andrew Mayer.

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

There were no declarations.

3. MINUTES

a) Minutes of the previous meeting

RESOLVED: That the public minutes and non-public summary of the Digital Services Sub-Committee meeting held on 4 November 2021 be approved as an accurate record.

b) Outstanding actions

The Sub-Committee considered a joint report of the Town Clerk and the Chamberlain which provided updates of outstanding actions from previous meetings.

RESOLVED: That the Sub-Committee notes the report.

4. WORK PROGRAMME FOR FUTURE MEETINGS

The Sub-Committee received a joint report of the Town Clerk and Chief Operating Officer providing a work programme and forward plan of items for consideration.

The Chairman questioned the ongoing support for streaming of Committee meetings. The IT Director confirmed that his team continued to support this function, with the intention being to hand this over to the Committee Team in time for the new municipal year. New functionality was being introduced to Microsoft Teams that would provide a simplified process for streaming direct from Teams to YouTube, with this process no longer requiring technical proficiency as a result.

RESOLVED: That the work programme be noted.

5. IT PRIORITY PROGRAMMES AND CAPITAL BIDS 22/23 PRESENTATION

The Sub-Committee received a presentation updating Members on Core Programme Themes during 2021-23 and IT Capital Bids 2022-23, with bids being subject to Capital Programme Approval by Court of Common Council in February 2022.

Members noted that a refresh of Member devices would take place following the City-wide elections being held in March 2022. Security and compliance remained a key focus for the team with an upgrade to E5 Microsoft licensing a significant step forward in this regard and mitigating against the ongoing threat. Efforts remained ongoing in looking to enhance the range of services on offer through IT.

It was noted that a number of capital and annual cycle bids had been submitted from across a number of IT areas focussed on priorities against agreed criteria, but with there being no official view on this until approval of the budget by Court of Common Council.

The Chairman questioned whether the plans included tools to reflect the new ways of working e.g., home working. In response, it was explained how the IT service had now been set up to offer direct provision and set up of new IT equipment direct from the supplier to speed up service deployment. This was part of a look ahead to the next generation in serving and supporting people in

a range of different settings including the office, out on site or at home and was innovative in a public sector space.

A Member, also Chairman of Finance Committee, stressed how it was vital to get the right level of oversight and to understand how IT provision would interact with the Energy Reduction Programme (ERP) moving forward.

Members noted the presentation was intended to offer a high-level overview showing the current portfolio of work, how it was being funded and its current status. It was explained that IT has a key supporting role in providing the necessary tech for the organisational vision for new ways of working as part of the Target Operating Model. The next 3-6 months would see the team focus on a core programme of activities in responding to more agile and flexible working patterns.

Members stressed the importance of a lead officer for Modern.gov in support of the move to paperless working moving forward, which the IT Director agreed to follow up on. The IT Director assured Members that Modern.gov training would be a key feature of the new Member induction programme following the City-wide elections. The Chairman added that there was a need to look at providing access to confidential papers through modern.gov as part of a move to paperless working.

The update was noted.

6. **SMART CITY PROGRESS AND PLAN PRESENTATION**

The Sub-Committee received a presentation updating Members on the Smart City Programme and key areas relating to Climate Action Strategy – Cool Streets and Greening (Outside), Corporation Premises (Inside) and Intelligent Edge Technology and Data Strategy.

The Chairman referred to security being increasingly important and with this likely to be an integral part of the specification for the Climate Action Strategy Cool Streets and Greening network. In response, it was explained how the network would be communicating on a public network and so would be treated as an untrusted device; as such, there was very little risk from a City Corporation perspective.

Members noted there had been a focus on a number of IT initiatives looking internally at the City Corporation in an effort to understand where the organisation can take advantage of and capture more data e.g., through installing energy, air quality and humidity sensors, thereby allowing corporate performance monitoring and targeting of specific areas and helping towards the City Corporation reaching its net zero target.

Members welcomed the additional technology and the increased capacity this allowed for capturing data. The IT Director remarked on the presentation being intended to offer Members a sense of where IT investment was being made and to demonstrate the impact technology can make.

The update was noted.

7. DATA STORAGE REVIEW AND CHALLENGES PRESENTATION

The Sub-Committee received a presentation updating Members on IT storage related activity, projects and programmes that were ongoing at the City Corporation and City of London Police.

It was noted that that the City Corporation had migrated and optimised storage, having moved from fast expensive storage to a slower more cost-efficient form of storage hosted externally. City Corporation storage was considered to be in a stable position in terms of growth.

City of London Police has double the storage demand to the City Corporation with its different demand for video storage, police evidence storage and also the amount of time data needs to be retained. City of London Police storage over the next 18 months could see the demand increase tenfold, with some of this data requiring fast access and this coming at a cost. City of London Police storage would need to be governed and managed closely and recharged as appropriate.

Members agreed on a need for City of London Police to review and understand any data that can potentially go to cold storage, with their data requirements needing to be managed very carefully. It was clarified that City of London Police were progressing a project that was looking at reducing costs and new ways of working e.g., Secure City cameras and recordings and length of time these would need to be retained. City of London Police were aware of the extra costs associated with their storage requirements and were taking steps to understand and manage it more efficiently. A report from the City of London Police data storage project would be coming to the next meeting.

The Chairman welcomed the update providing Members with an overview of the level of risk involved in each programme of work, with this allowing an understanding of the budget, implementation timelines and areas of risk. The Chairman added that receiving an overview on a regular basis would be very helpful to Members.

The update was noted.

8. SERVICE MANAGEMENT AUTOMATION PRESENTATION

The Sub-Committee received a presentation updating Members on service management through automation

Members were introduced to four types of automation as defined by IBM being Basic, Process, Advanced, and Intelligent. Members noted automation tools were already available through Microsoft, with these currently being utilised in a number of areas at the City Corporation and having started to see efficiencies gained as a result.

Members noted how the Covid pandemic had seen an increase in the use of automated services with the results proving these a success. There were

historic processes with potential for automation that would see the customer experience and service delivery being enhanced, but it would take time to implement and would not be straightforward. It was stressed how it was important to drive the most value from the tools available to City of London Police and the City Corporation through Office365 and the Power BI platform.

Work needed to take place with departments to understand and review their processes and requirements; people become used to how they work, and it was important not to replicate bad process and automate these. IT Division had limited resources it could allocate to identifying opportunities for automation and redesigning services.

Members acknowledged that automation of processes was an important area of work to understand, working through automation of business processes, preparing a business case and budgeting for it. It was stressed how an important area to understand would be the efficiencies achieved through any automation of service, any improvements and impact on the stakeholder and how much resource was released back to local risk budgets as a result.

The IT Director confirmed that the IT Division budget would pay for automation of services, with resourcing and opportunity work with colleagues and priorities being one of the key factors. Part of the challenge would be having the level of resource to develop a business case, identify cashable savings and user improvements; resourcing issues would present an issue when looking to challenge and scrutinise a service.

Members noted the update.

9. IT DIVISION - IT SERVICE DELIVERY SUMMARY

The Sub-Committee received a report of the Chief Operating Officer providing an IT service delivery summary of incidents for the City Corporation and City of London Police in December 2021.

RECEIVED

10. IT DIVISION RISK UPDATE - JANUARY 2022

The Sub-Committee received a report of the Chief Operating Officer providing an update on IT Division risks and likely impacts of these.

A Member remarked on CR16 Information Security risk due to expire in the next six months and suggested time should be taken to refresh the risk and with it being more ambitious in looking to get it down to green rather than amber, which the Chairman agreed with. The IT Director noted the point and responded explaining it had been debated whether it was achievable to get the Information Security Risk down to green but with it having been accepted that amber was more realistic.

RESOLVED: That the report be received, and its content noted.

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

There were no questions.

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

There were no items of urgent business.

13. **EXCLUSION OF THE PUBLIC**

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

14. **NON-PUBLIC MINUTES**

The Sub-Committee approved the non-public minutes of the Digital Services Sub-Committee meeting held on 4th November 2021 as an accurate record of the meeting.

15. **CYBER SECURITY**

The Sub-Committee received a report of the Chief Information and Security Officer providing an update on Cyber Security risks.

16. **GATEWAY REPORTS**

a) Gateway 3-4 - Secure City Programme (SCP) - CCTV & Telecommunications Workstream GW3-4

The Sub-Committee considered a joint report of the Director of the Built Environment and Commissioner of City of London Police.

b) Gateway 1-5 - CoLP PowerBI Phase 1

The Sub-Committee considered a report of the Commissioner of City of London Police.

c) Gateway 1-5 - End User Device Refresh

The Sub-Committee considered a report of the Chamberlain.

d) Red Report: Housing Management System Upgrade

The Sub-Committee considered a report of the Director of Community and Children's Services.

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.

19. **CONFIDENTIAL MINUTES**

RESOLVED: That the confidential minutes of the Digital Services Sub-Committee meeting held on 4th November 2021 be approved as an accurate record.

20. **IT TARGET OPERATING MODEL FINAL REPORT**

The Sub-Committee received a report of the Chief Operating Officer.

Any other business

Members considered a confidential resolution to Finance Committee and Policy and Resources Committee.

The meeting ended at 1.00pm

Chairman

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