

## DIGITAL SERVICES COMMITTEE

Wednesday, 4 May 2022

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

### Present

#### Members:

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

#### Officers:

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

### 1. APOLOGIES

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

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

Alderman Hailes declared two interests as follows:

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

3. **ORDER OF THE COURT OF COMMON COUNCIL**

Members received the Order of the Court of Common Council from Thursday 21 April 2022 to appoint the Committee and receive its Terms of Reference.

4. **ELECTION OF CHAIR**

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

5. **ELECTION OF DEPUTY CHAIR**

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

6. **MINUTES**

**Minutes of the previous meeting**

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

**RESOLVED:**

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

7. **MATTERS ARISING**

There were no matters arising from the minutes.

8. **WORK PROGRAMME FOR FUTURE MEETINGS**

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

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

**RESOLVED:**

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

9. **DIGITAL SANDBOX UPDATE**

Members received a report of the Director of Innovation and Growth, following which the following issue was discussed:

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

**RESOLVED, that:**

the update be noted.

10. **ENTERPRISE RESOURCE PLANNING (ERP) PROGRAMME REVIEW AND TIMELINE**

Members received a report of the Chief Operating Officer, following which several points were made.

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

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

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

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

**RESOLVED, that:**

the update be noted.

**11. I.T. SERVICE UPDATE**

Members received a report of the Chief Operating Officer, following which several points were made.

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

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

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**RESOLVED, that:**

the update be noted.

**12. I.T. RISKS CITY OF LONDON AND CITY OF LONDON POLICE**

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

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

**RESOLVED, that:**

- i) the report be noted;
- ii) a report of the Chief Operating Officer be presented at the next meeting outlining benchmarking exercises undertaken.

**13. DIGITAL SKILLS REVIEW**

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

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

**RESOLVED, that:**

- iii) the report be noted;
- iv) a report of the Chief Operating Officer be presented at the next meeting outlining benchmarking exercises undertaken.

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

There were no questions.

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

There were no items of urgent business.

16. **EXCLUSION OF THE PUBLIC**

**RESOLVED, that:**

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

17. **NON-PUBLIC MINUTES**

The Sub-Committee noted the non-public minutes of the Digital Services Sub-Committee meeting held on 28 January 2022, which were presented for information only, in light of the change of governance structure from a Sub-Committee to a Grand Committee.

18. **MATTERS ARISING**

None.

19. **DATA PROTECTION REVIEW AND DEEP DIVE**

The Committee received a report of the Comptroller & City Solicitor.

20. **I.T. SECURITY REPORTS INCLUDING APPENDICES**

The Committee received a report of the Chief Operating Officer.

21. **POLICE STORAGE STRATEGY**

The Committee received a report of the Chief Operating Officer.

22. **GATEWAY REPORTS**

23. **FORENSICS NETWORK - PV12327**

a) **Forensics Network – PV12327**

The Committee received a report of the Chamberlain presenting a Gateway 3 / 4 report for the Secure City Programme Project.

**RESOLVED, that:**

the report be noted.

24. **FORENSICS STORAGE - PV12326**

b) **Forensics Storage – PV12326**

The Committee received a report of the Chamberlain presenting a Gateway 3 / 4 report.

**RESOLVED, that:**

the report be noted.

25. **NATIONAL IDENTITY ACCESS MANAGEMENT**

c) **National Identity Access Management**

The Committee received a report of the Chamberlain presenting a Gateway 3 / 4 report.

**RESOLVED, that:**  
the report be noted.

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

There were no non-public questions.

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

There was no other non-public business.

28. **AGILISYS DISPUTE SETTLEMENT**

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

**The meeting ended at 3.30pm**

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Chairman

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