

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 uniting 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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