Committee(s): Digital Services Committee	Dated: 13th May 2024
Subject: Digital, Information and Technology Service (DITS) Portfolio Overview	**Public**
Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?	5,6,7,9
Does this proposal require extra revenue and/or capital spending?	**N**
If so, how much?	**£**
What is the source of Funding?	**N/A**
Has this Funding Source been agreed with the Chamberlain's Department?	**N**
Report of: Chamberlain's, Caroline Al-Beyerty	**For Information**
Report author: Tara Crombie, Chamberlain's	

Summary

This paper provides an overview of the Digital, Information and Technology Service (DITS) portfolio of projects and programmes that are currently in flight, currently numbering 93 open projects. It provides progress updates on high-value, priority projects for example the Future Network Programme and Managed Print Project, both of which are currently going through procurement activity. It provides an overview of the types of projects being overseen and managed within the DITS Portfolio Management Office (PMO) Team, and the work that the team does to support the organisation. The report introduces the team, their roles, and insight into the processes and governance employed to manage projects and programmes within DITS.

Recommendation

Members are asked to:

- Note the report.

Main Report

Background

1. The DITS PMO Team oversees all projects and programmes being delivered within DITS. The team consists of 5 Project Managers, 3 Business Analysts, a PMO Manager, and an Apprentice; and is currently supplemented by 2 contract Project Managers assigned to specific Programmes of work.

2. The team is responsible for managing project requests from all areas of the organisation. The project requests can vary greatly in terms of scope and scale. Examples can include requests for Wi-Fi hubs and internet connectivity, to implementation of new systems and entire network replacements for the organisation.

3. The type of work can vary from a supporting role, coordinating with suppliers and vendors, or providing analysis expertise to define processes. The DITS PMO works with colleagues in Commercial Services to undertake procurement activity such as market testing and procuring systems, and coordinates with technical teams to implement and update systems.

4. All new project requests follow the same process, with service users completing an online form to request support. Requests are assessed at a fortnightly PMO Meeting where the discussion focuses on the requirement, and the enabling team's capacity to deliver before recommending that a project should proceed.

5. The project request and approval process has recently been reviewed. More detailed prioritisation criteria is being introduced to ensure we are focusing on the right projects that are linked to our strategic priorities, including our new Digital, Data and Technology strategy. A more formal options appraisal stage is being introduced to enable us to fully evaluate requests and make recommendations to ensure we are selecting the right systems.

6. All Projects and Programmes are managed using 'Project Accelerator', a dedicated Power App which allows projects to be managed at an individual level, Programme level or at the Portfolio level. Reports and Dashboards are provided using Power BI, examples of these are shown in the Appendix.

Current Position

7. The DITS portfolio currently consists of 95 open projects, of which:
   • 75 are active and in various stages of delivery and this is made up of:
     ○ 53 projects and 5 overarching programmes
     ○ 17 Non-Standard Requests (NSRs)
   • 20 are awaiting resources to deliver, which could be resources from internal teams or external vendors.

8. This gives some indication of the scale of the portfolio, and whilst many projects are delivered by the Project Managers in the PMO Team, other smaller projects such as delivery of online forms are managed by the Digital Applications team. Other projects may be delivered by vendors with light touch oversight from the PMO.

Key Data

9. Whilst the PMO Team are delivering many projects, a key focus for the team is some of the larger, high-value projects and programmes of work that deliver organisation wide benefits, and an update on some of these key projects is provided.

10. **The Future Network Programme**. The strategy for this programme was approved by Digital Services Committee in January 2024. This programme will be refreshing old and out of date network infrastructure; implementing a new approach to networking through Secure Access Service Edge (SASE); and going

to market to secure a new network provider, as the contract with the current supplier is due to expire in January 2025. The project completed a first round of soft market engagement in the autumn and has recently published a second round of questions to the market. The Invitation to Tender (ITT) will be published later this year.

11. **Managed Print Services**. The contract with our incumbent supplier expires in August 2024 and a contract extension of 6-9 months is being secured to enable a full procurement exercise to be completed. When the contract expires, we will need alternative arrangements for the provision and support of printing across the organisation. An Invitation to Tender has been published to secure a new provider for cloud-based printing services and is due to award later this year.

12. **ERP**. The team have begun supporting the programme, with a Business Analyst assigned to review current processes, establish a baseline for benefits, and support data cleansing.

Corporate & Strategic Implications

Strategic implications – the project request process and prioritisation criteria are being updated to clearly link each project to the new Digital, Data and Technology Strategy and subsequently support delivery of the new Corporate Plan 2024-29.

Financial implications – no projects are currently expected to exceed agreed budgets.

Resource implications – none at this time.

Legal implications – project teams work alongside colleagues in Legal and Commercial teams to ensure compliance and support the production of any legal requirements, such as contracts, terms and conditions and non-disclosure agreements.

Risk implications – there are currently delays with staff being vetted and security cleared, which could impact our ability to support projects within the Police. The issue has been escalated and is under review.

Equalities implications – none.

Climate implications – none.

Security implications – none.

Conclusion

13. The purpose of this paper is to introduce the DITS PMO Team and to share information on some of the key projects that they are managing across the organisation. The DITS PMO Team is responsible for overseeing the delivery of IT projects and programmes and the paper describes the process of assessing and prioritising project requests from service users, using detailed criteria to link them to the strategic outcomes and the Digital, Data and Technology Strategy. The paper provides updates on some of the key projects and programmes that the DITS PMO Team is overseeing, such as the Future Network Programme, the Managed Print Services Project, and the ERP Programme.

Appendices

- Appendix 1 – Presentation – DITS Portfolio overview

Background Papers

None

Tara Crombie
Head of Project Delivery
Digital, Information and Technology Service, Chamberlain's

E: tara.crombie@cityoflondon.gov.uk