City of London Corporation Committee Report

Committee(s): Digital Services Committee – For information	Dated: 23/09/2025
Subject: DITS Portfolio Update	Public report: For Information
This proposal: • delivers Corporate Plan 2024-29 outcomes • provides business enabling functions	Providing Excellent Services
Does this proposal require extra revenue and/or capital spending?	No
If so, how much?	N/A
What is the source of Funding?	N/A
Has this Funding Source been agreed with the Chamberlain's Department?	N/A
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Summary

This paper provides an overview of the Digital, Information and Technology Service Portfolio Management Office (DITS PMO) and the portfolio of projects and programmes that are currently in-flight - at time of writing numbering 107 projects. It provides progress updates on a selection of projects; and an overview of the types of projects being overseen and managed within the DITS PMO, and the work that the team does to support the organisation.

Recommendation(s)

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 is responsible for managing project requests from across the organisation, which vary greatly in terms of scope and scale. Examples of

large-scale implementations include the Future Network Programme and Managed Print Services Project, however there are many smaller projects which include requests for new systems and integrations, device replacements and office moves.

2. The team provides a holistic and structured approach to project delivery, and in addition to project management, provides business analysis expertise to help teams define requirements and update processes to improve ways of working, to complement the implementation of new systems.

3. The team works across the organisation to support end-to-end project delivery and is currently working closely with colleagues in Commercial Services and Comptroller and City Solicitor's to oversee tender processes and contractual arrangements for major projects.

4. The team coordinates with suppliers to ensure project requirements and acceptance criteria are understood and works with technical teams to ensure compliance with DITS policies. Solutions are tested by the team prior to implementation and there is a structured approach to handing projects into 'business-as-usual'.

5. The DITS PMO has been working closely with the new Enterprise Portfolio Management Office (EPMO) which has been introduced to support the implementation of Portfolio Management across the organisation. New processes and templates are being tested on DITS projects and programmes to ensure they are fit for purpose.

6. The DITS PMO has recently undertaken a PMO Maturity Assessment and, although the detailed report is outstanding, early indications confirm that the maturity has improved since the last assessment 2 years ago. Over the past 2 years the team has been using a Microsoft platform, Project Accelerator to capture project information, and has updated processes in line with best practice by introducing project prioritisation, formal project gate stages and approval procedures, and created new templates, and these improvements have helped to improve the team's maturity score.

7. The PMO Global Institute Maturity Model has 5 levels of PMO maturity, details of which can be found in the appendix. At the last assessment the PMO was at **Level 2 - Evolution**, which means that certain processes are in place, but they are not comprehensive or consistently applied. Following the recent assessment the PMO has now moved up to **Level 3 – Precision**, which is defined as 'Processes are well defined and consistently applied across all projects, and the PMO adheres to industry standards and best practice'.

8. On receipt of the detailed report a continuous improvement plan will be created to focus on areas for improvement and targets defined to further improve the PMO maturity.

9. Most DITS projects are managed using the Microsoft platform Project Accelerator, however with the recent implementation of the new portfolio management system Cora by the EPMO, all DITS projects and programmes that are subject to the Corporation's project governance procedures are managed

using Cora to enable effective reporting. 6 projects are currently subject to the Project Procedure.

10. The DITS PMO team is working with Cora to gather requirements for the move across to Cora for all projects. Scoping meetings will take place later this month and a quote for the work, and timeline will follow.

Current Position

11. The DITS portfolio currently consists of 107 active projects, and a portfolio dashboard is provided in the appendix.
    - The 107 active projects are in various stages of delivery, of which:
        o 51 are projects and 56 are non-standard requests (small changes or requests that fall outside of the standard service catalogue)
        o 16 are awaiting resources to be assigned from various teams
        o 16 are on hold, awaiting business input to proceed

12. There are currently 9 red risks across the portfolio, all of which have mitigation plans in place and need no escalation at this time, however, should they occur, this may result in delays to project implementation. The majority of red risks relate to:
    - A reliance on external vendors to deliver to agreed schedules
    - Long lead times for procurement of equipment
    - The availability of teams, including business users at the right time to support project delivery

Key Data

13. The team consists of 6 Project Managers, 6 Business Analysts, PMO Manager and a PMO Apprentice.

14. The PMO Team is delivering many projects, and reports for major projects have been circulated to the committee separately. Other project updates have been provided here to provide an insight into the types of projects that the team manages.

15. **Managed Print Services**. The project has concluded the procurement process, and the main contract has been awarded to Aurora. A second contract was awarded to Konica for the Print Room, which had a unique set of requirements. Design and planning workshops are underway to plan the delivery before the current contract expires in March.

16. **XN Leisure**. Implementation of an electronic point of sale (EPOS) solution to modernise leisure centre operations. This will automate current manual processes, provide improved financial reconciliation, and an integration between booking, payment and reporting systems. The solution will be rolled out across 4 Lido and Pond sites and will lead to an improved experience for customers and staff.

17. **Cemetery Booking System**. Replacement of the increasingly obsolete current system. A new system will enable integration with other cemetery systems, ability to scan and digitise records. DITS are working with the users and supplier to implement PlotBox.

18. **COLP Desktop Replacement**. The project will be replacing old desktop machines with newer Windows 11 laptops where possible to ensure a smooth transition to Windows 11 in October.

Corporate & Strategic Implications

Strategic implications – DITS projects are subject to prioritisation criteria that ensure all projects support the Digital, Data and Technology strategy and subsequently support delivery of the new Corporate Plan 2024-29 by 'Providing Excellent Services'.

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

Resource implications – none currently.

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

Risk implications – the PMO delivers some projects in response to risks on the corporate risk register, for example PSTN, although the primary focus is on project/programme level risks that are managed via RAID logs and mitigation plans for each project.

Equalities implications – None.

Climate implications – None.

Security implications – Security teams across COL and COLP are engaged where appropriate in the project delivery process.

Conclusion

19. The purpose of this paper is to provide an overview of the DITS project portfolio, including information on some projects and major risks. To provide assurance that there are structured processes in place to prioritise and manage projects and ensure that they support the Corporate Plan; and demonstrate a commitment to continuous improvement.

Appendices

•   Appendix 1 – DITS Portfolio Dashboard & Maturity Definitions

Background Papers

None

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