

## London Assembly Oversight Committee – Wednesday 1 November 2023

### Transcript of Agenda Item 5 - HR and IT Shared Service Transfers – Panel 2

**Emma Best AM (Chairman):** OK, we are back for our second instalment of shared services talking about the Information Technology (IT) Shared Services, and we still have from the previous panel, Niran Mothada, Executive Director of Strategy and Communications, Greater London Authority (GLA); Mary Harpley, the Chief Officer, and Maureen Jackson, Director of Business Services, Transport for London (TfL) TfL. Thank you for staying on. We are also joined now by Vicky Ridley-Pearson, the Assistant Director for Digital Transformation, GLA, so welcome, Vicky. I am going to pass straight over to Assembly Member Cooper who is going to kick us off with questions.

**Léonie Cooper AM:** I am sure it is a pleasure you are all looking forward to. I would like to start with Mary, because I think you quoted from Zhou Enlai [former Premier of the People’s Republic of China] when he was in Paris in the 1970s and was asked about the outcome of the French Revolution from approximately 200 years before, and he said, “It is too early to tell”. We are not going to have to wait 200 years, I hope, for the outcome of the transfer for HR to be possible to assess?

**Mary Harpley (Chief Officer, Greater London Authority):** No, definitely not. I was worried I had inadvertently quoted.

**Léonie Cooper AM:** It is a great quote. He may, of course, have only been talking about the 1968 French activities but he did say French Revolution, so it has always been taken to be a very lengthy period of assessment required to assess the impact of the French Revolution, and I am really hoping that we are not going to have to wait 200 years for the impact of the improvements to HR to land. Moving on to the IT shared services transfer, why was the move to an IT shared services agreed and what were the key drivers, and is that something that you want to start with, Mary, or should I come straight to Niran?

**Mary Harpley (Chief Officer, Greater London Authority):** Straight to Niran, yes.

**Niran Mothada (Executive Director, Strategy and Communications, Greater London Authority):** No worries. There were a number of drivers, so I will go through them. Access to IT service support centre 24/7, 365 days a year, both via online chat or telephone for issues resolution, it is something we do not have right now, and that would be huge benefit for us. Access to self-service tools to undertake tasks such as ordering IT equipment for new recruits. We talked earlier about the issues we currently have with that and how we are hoping to seek improvements around some of that, and also being able to track the status of such things, which is something we cannot right now, through an online portal, and rather than chasing emails which is the system that we have right now.

We talked about single sign-on, we can talk a little bit more about single sign-on as we go through, but we would hope to launch this in 2024, and that is once everybody has their OneLondon devices. Also, having a consistent service provision with actual SLAs, we talked earlier with Human Resources (HR) shared services how we now have SLAs in place, and that is what we are hoping to have that will lead to improved response times and issues with resolution timeframes. Then, finally, which is fundamental, a more secure and resilient

network. We do a huge amount already within the organisation round cybersecurity and keeping our systems safe, but this is about keeping them even safer as we move to TfL and shared services.

**Léonie Cooper AM:** Bearing in mind our prior discussion, including my comments and the comments of all the other Assembly Members, has the original case for moving to the shared service been revisited in the lights of the HR shared service challenges, I am going to call them? In particular, has the timetable been revisited?

**Niran Mothada (Executive Director, Strategy and Communications, Greater London Authority):** I will bring Vicky in on timetable in one moment, but just to say, and hopefully, as we discussed this, we have learned a huge number of lessons from HR shared services. I talked earlier about capability and making sure that we have the right capability within the GLA to enable this to happen. Now, I am not promising there will not be bumps in the road, but because with any big IT programme or project that has ever happened, those things do happen, but we are hoping for a much smoother transition to IT shared services than we did have with HR shared services. What we will continue to keep under review are, as I have set out, the reasons why we need to do this to ensure that those are being met both by us and by TfL.

**Emma Best AM (Chairman):** Sorry, Assembly Member Cooper, if I could just interrupt for two seconds to welcome the Ripple Primary pupils from Barking. Welcome to the Chamber, thank you for joining us. I am afraid you have drawn the short straw in watching an investigation into an IT and HR transformation project, but please do not let this put you off politics. With that, I will pass you back over to Assembly Member Cooper. Apologies.

**Léonie Cooper AM:** Before I continue asking questions of Vicky, we need to ask you [Ripple Primary pupils], do any of you have a computer? Do you have your own computer, do you have one at school?

**Speakers:** Yes.

**Léonie Cooper AM:** Do you have to share it with anyone else, or is it your own computer?

**Speakers:** Share.

**Léonie Cooper AM:** Share it, yes. We are talking about how we arrange all of our computers which are all linked up together, and we are talking about making some changes to the way we link up the computers. Most of us have our own computers, but whether they link up properly, that is quite a big issue for us. Vicky is now going to tell me whether or not the programme of transferring -- how many staff will be being transferred, about 950 will be transferred? It is quite a lot; it is probably more than you have in your class. You do not have 950 people in your class, do you? No.

**Speakers:** No.

**Léonie Cooper AM:** So, Vicky is now going to tell us how difficult this is going to be, and are you going to stick to your timetable?

**Vicky Ridley-Pearson (Assistant Director for Digital Transformation, Greater London Authority):** There is about 1,300 users that are going across.

**Léonie Cooper AM:** 1,300, that is a big class.

**Vicky Ridley-Pearson (Assistant Director for Digital Transformation, Greater London Authority):**

Yes, it is a big class. The timelines have changed, as you would have known, and as Mary said earlier, the original plan for alignment across the programmes was in place across the wider portfolio. However, we have wanted to take a step back, we wanted to look and understand the lessons that we have learnt from the HR shared services transfer. There were also some technical issues in TfL which gave us the opportunity to do so, and we have put in a series of additional steps within the programme that were not there originally, which has increased the timeline. Some of them include a user-testing window, which we did not have in the HR programme, which we are currently in at the moment. You may know colleagues that are adopting the OneLondon device, we have 45 GLA and Old Oak and Park Royal Development Corporation (OPDC) currently testing that out on our behalf, thanking them. We have a --

**Léonie Cooper AM:** Can I ask, how many people have you got doing the user testing? Are we doing that across --

**Vicky Ridley-Pearson (Assistant Director for Digital Transformation, Greater London Authority):** Forty-five.

**Léonie Cooper AM:** Forty-five. Is that across multiple different teams so that we are getting a good range of experiences, and problems and issues are being looked at?

**Vicky Ridley-Pearson (Assistant Director for Digital Transformation, Greater London Authority):**

Yes, absolutely. Up until 25 October, we had 111 issues raised, and nine of them were outstanding at that point in time. The average time for resolution of those issues, is 1.5 working days, and all of those issues are great learning, so when we do get into real rollout, hopefully they would have been ironed out and they will not present themselves at that point in time. It is a rich addition to the timetable that we have implemented to ensure that we can keep the user experience at the heart of this programme.

**Léonie Cooper AM:** Are you able to keep us updated on how many issues continued to arise?

**Vicky Ridley-Pearson (Assistant Director for Digital Transformation, Greater London Authority):** Absolutely.

**Léonie Cooper AM:** Because 111 sounds like quite a lot to me, but it is good to identify them now. We are not talking about going live until about six/eight months' time.

**Vicky Ridley-Pearson (Assistant Director for Digital Transformation, Greater London Authority):** That is correct.

**Léonie Cooper AM:** Perhaps if you could keep us updated, I am sure the Chair would be interested to see a monthly rolling figure of new issues that have been identified.

**Vicky Ridley-Pearson (Assistant Director for Digital Transformation, Greater London Authority):**

Absolutely. We have lots of stats, we have been working with our colleagues in TfL. We have Power Business Intelligence dashboards which identify all of the different issues that we have encountered, how quickly we have been able to resolve them, what kind of category they are, so that we can focus the resources to do those fixes. We have that data readily available that we can share. One of the other things that we have invested in is around our Communications and Engagement Plan.

That, again, as was discussed earlier, and the adoption process, is important that we invest in and people feel that they understand what changes are happening to them, what care they have access to, and ultimately, if they do encounter any issues, which do happen, they now where to go to get them resolved quickly. We have put a lot of investment into the Communications and Engagement Plan with our internal communications colleagues, and we have a full schedule planned out. Within that is when we get into the batch rollouts, because we are going to do everybody in chunks, it is not going to be a big bang thing like HR, it is going to take us a series of time.

**Léonie Cooper AM:** Is that a piece of learning from the HR transfer?

**Vicky Ridley-Pearson (Assistant Director for Digital Transformation, Greater London Authority):**

Partially, but issuing kit to 1,300 people in one day would be --

**Léonie Cooper AM:** It would be quite something.

**Vicky Ridley-Pearson (Assistant Director for Digital Transformation, Greater London Authority):** It would, yes. Within that, we have a series of show-and-tells that we are going to be doing. We have a series of communications that will go out to the leadership team to ensure that they have the right tools to be able to help their teams' transition as well. It is not just all coming from the programme, it is coming from the leadership of the organisation. We are also introducing what we are calling our "Hypercare Team", which has a series of engineers, floor-walkers available, a project manager and a Business Analyst (BA) if we need to do process reviews and fixes, but also content design to ensure that if we are encountering new ways of working that we perhaps had not picked up in the analysis, we will be able to pivot quickly and be able to update the communications and focus people on where to go to find out the answers to key questions.

**Léonie Cooper AM:** Yes, I was quite intrigued by the name. I was not sure whether we were going towards Star Trek with the hyperdrive or hyperbowl.

**Vicky Ridley-Pearson (Assistant Director for Digital Transformation, Greater London Authority):** It is an IT project, though.

**Léonie Cooper AM:** Anyway, "Hypercare" is your chosen name. Thanks for that, Vicky. Can I come back to you, Niran. You talked about some of the issues, the new elements that are going to be incorporated into the new service. What are the current issues that you see with the level of IT performance, and in what areas are they and how are they going to be improved by the new system, other than the ones that you mentioned like the 24/7 support and all those sorts of things?

**Niran Mothada (Executive Director, Strategy and Communications, Greater London Authority):**

Issues that we have with our current service?

**Léonie Cooper AM:** Yes.

**Niran Mothada (Executive Director, Strategy and Communications, Greater London Authority):** We talked a lot today about Citrix and about passwords and the user experience, and our ability to be able to access the things that we want to access, to be able to do things more efficiently and effectively. That is essentially what this is about, it is about us being able to do our jobs much more effectively and efficiently. The one thing I would say is that the GLA has come quite a long way. I was not here when this was rolled out, but certainly was here just before the pandemic. When I arrived, I got a Surface Pro and then we went into

lockdown. Now, what I did not realise is that none of that existed until very recently before the pandemic, so we have come quite a way. What I am hoping with our IT shared services transfer to TfL is that we massively benefit from all the great work that happens already in TfL. They are much further ahead than us in terms of our digital maturity, and I think there is a huge benefit there.

The other thing I would say is, going back to the 24/7 point, we have Technology Group (TG) who try and do a really good job with trying to resolve the number of issues that we have, but what we do know is that that service could be so much better. Within [the] Strategy and Communications [Directorate], we recently took on TG as part of Vicky's role, and we have done quite a lot of work in terms of uncovering the number of tickets that we have, how those tickets are monitored, how we clear those tickets, etc. I am hoping that as we move to IT shared services, that can be done much more efficiently than it is currently.

**Léonie Cooper AM:** I would hope so because my experience of TG is that I do not want to experience it any more often than I absolutely have to, and I think most staff would feel like that in that it is extremely inefficient. For me, the comment that you made about the user experience, that is the problem that many people at the GLA have -- we were talking about it earlier on -- that the user experience is pedestrian, dreadful? There are lots of different words I could apply, I am going to try and keep them ones that the Chair will allow me to use without censoring my Dominic Cummings type language. With the best will in the world, we are Assembly Members, but I wondered if you could tell us a little more about how you are obtaining information on these current issues with the levels of IT performance from the range of staff. Which staff are you speaking to? It is important here that the user experience of staff who use these things, or try to use these things all the time, is very much at front and centre here.

**Vicky Ridley-Pearson (Assistant Director for Digital Transformation, Greater London Authority):** Absolutely. We really are trying to make a set change as an organisation, the investment in visual experience unit in the first instance to be user-centric and data driven in our decision-making. To do that, the TG has been 20 years of living in a similar space. We have recently taken over, and as Niran says, we have been looking into where those pain points are. Equally, it is important we do this, we heard from HR, we understand what service we are handing over, so from our processes, what are our current processes, how is our infrastructure built? When we are handing that over to TfL or we are moving over, how does that then impact the user experience so that we can ensure that we have those gaps?

It has been an important exercise for us to dive into TG the way that we have been. As Niran said, the team work exceptionally hard and they are doing their very best, but we have not invested in them over the years and there is a lack of processes and systems. As a result, it has produced these levels of risks and user experience that we have. However, we are not just letting it sit, we are chipping away at improving the processes and getting the backlogs down, and giving the opportunities for the staff as well to have a bit more of a diverse -- when you get into a hamster wheel about it when it gets to that point, how can we create the space to make things better to improve the user experience? Like you say, it is still a long way before TG stands down and TfL fully take over. We want to improve that, so we are looking at data, we are looking at how we capture where the tickets are coming from, how quickly we are resolving them and so on.

We were working with TfL, because on the digital estate side, so LGOV and all of those things which are staying with us at the GLA and under the Digital Experience Unit, we are onboarding onto their ticketing system so that we have the management information across the whole piece to care about the user experience. They do not care whether TfL are managing or we are managing it, they just want to know that it works and it serves them. We were already doing that, we were already working closely in partnership with TfL to ensure

that the information and the fixes that we are doing now within TG are going to benefit the service as we fully transfer over.

**Léonie Cooper AM:** Do you have a set of key indicators of success for the IT transfer? This is leaving aside when it is all working afterwards, assuming it all is working successfully afterwards. Do you have a set of key indicators for the things that are going to be showing you that it is going well?

**Vicky Ridley-Pearson (Assistant Director for Digital Transformation, Greater London Authority):** That is what we are currently in design with, with TfL, so working arrangements that we are currently going through the back and forth on, and then we will have service operational procedures which will inform our target operating model that we are working towards. Again, a lesson learned from HR that we want to ensure that that is tight, and we understand who is doing what on each side of the organisation. We also have OPDC and Mayor's Office for Policing and Crime (MOPAC) that are including that as well, so it is not as --

**Léonie Cooper AM:** When this is designed, you would be able to share that with us and we would be able to see what that is so that we can assess that ourselves?

**Vicky Ridley-Pearson (Assistant Director for Digital Transformation, Greater London Authority):** Yes, absolutely. There will be a series of SLAs, yes.

**Léonie Cooper AM:** Leaving aside the Oversight Committee, who is going to be monitoring these key indicators?

**Niran Mothada (Executive Director, Strategy and Communications, Greater London Authority):** Within the GLA, in terms of our governance, we have our Improvement and Change Board. Vicky and I are absolutely answerable to the Improvement and Change Board on the movement of this and making sure that we are delivering it on time, and also during that we are working closely with TfL. As Vicky says, it is putting that user experience at the heart of it. Yes, internally we have the Internal Communications Board (ICB), which is a Corporate Management Team (CMT)-led board, and that is who we will continue to report in to. I assume, as well, that eventually we will have to go to Audit [Panel] as well as many of these programmes and projects will need to.

**Léonie Cooper AM:** Finally, you have already mentioned not trying to issue 1,300 new devices on the same day. You have talked about introducing more user testing in early stages to identify problems and issues at this point before go-live. Are there any other lessons that have been learnt from the HR transfer process which, I think we have all agreed today, has not entirely covered itself in glory?

**Mary Harpley (Chief Officer, Greater London Authority):** Shall I start off there? There are a couple of others, we have touched on them this morning, but it is worth bringing them out as explicit lessons. We underestimated what type of a team we should have on our side to help manage through the change on the HR side. On the TfL side, there was a very well-resourced project team doing an awful lot of very good work, with whom we were working very closely, but we were too light on our side in terms of some people dedicated to making sure that the transition works for everybody here, and that issues in this building raised by people here are going to be different to issues on the TfL side as they get ready. So we are planning to put in -- in fact, we already have the beginnings of -- a dedicated implementation team on the GLA side to help see this shared service piece through. That is probably our biggest lesson.

**Léonie Cooper AM:** So, it is the size of that team and the diverse nature of the individuals within that team that are going to support this change management process more effectively?

**Mary Harpley (Chief Officer, Greater London Authority):** Explicitly the transfer to IT shared services which, if we had had one for HR, it would have been a different team with different skills.

**Léonie Cooper AM:** Of course.

**Mary Harpley (Chief Officer, Greater London Authority):** This is broadly about managing change better, and so there are some common skills across that but it is also about IT. Again, when we come to the Budget and Performance Committee, you will see some money in for that team. The other thing that we have learnt, and you have already heard Vicky talk about, making sure that there are people in the organisation who are living and breathing some of this change before it happens to all of us, and this is this use of the people, the Change Champions who are testing the kit already. We have invested much more in making sure that we have the right people, as you say, Assembly Member Cooper, in teams right across the organisation really involved with some of this testing right up front.

**Léonie Cooper AM:** Can I ask you then, will you have a super user, if you like, who will be in each team in the building? In my experience of doing a bit of change management in the past, that has always been helpful because then there is somebody on hand for when other people are going through the change, someone else who is very well used to all the new systems and can act as a resource for that team rather than necessarily either bringing problems or raising tickets with the equivalent of TG in the future, it can be solved locally.

**Mary Harpley (Chief Officer, Greater London Authority):** This is your Hypercare Team, is it not?

**Vicky Ridley-Pearson (Assistant Director for Digital Transformation, Greater London Authority):** Yes, the Hypercare Team, which will be available -- and, again, one of the lessons learned was clear escalation routes, people did not know where to go to get their answers.

**Léonie Cooper AM:** Yes, that is always a good thing.

**Vicky Ridley-Pearson (Assistant Director for Digital Transformation, Greater London Authority):** Again, the investment in the Communications and Engagement Plan and the investment that we are giving to the senior leaders of the organisation to give them the toolkit to be able to help us manage this transition is the key change in that space. The Change Champion Network, again very grateful to them for putting their hands up and going for it. I am an early adopter as well, I have OneLondon device, and thankfully not encountering many issues. The Change Champions, as we said, we have them all across the organisation, we have them in every Directorate, and they will, by the time that their batch rolls through, have lived and breathed it for a very long period of time and will be a good leaning-on source. We will continue to give those Change Champions updates, as well as the Assistant Directors (ADs) and Executive Directors (EDs), to ensure that they can buddy across it. However, it is not just about vertically within a team, it is also horizontal. For argument's sake, as I said, I am an early adopter so any of the other ADs across the organisation can come to me and ask me how I found it, and so on. We are trying to encourage the network of communication.

We are really investing in the content. I do not know whether you have had the opportunity to see what we have been doing for HR in updating "How do you do things?" on the intranet. It is a lot clearer than it was just as we transferred. We are doing a lot of those lessons learned and we have been testing that as part of user testing as well. What has been successful? We are asking them, "What has been useful for you to read,

to learn ahead of?” The engagement rate, which is how long people stay on the webpages for and so on, is over 80 percent for IT shared services information and the average on the site is around 63 percent.. We are beginning to get really good insights about what people need to help them through the transition, and we will hone that.

**Léonie Cooper AM:** I am afraid I have not seen a payslip since we transferred onto the new system. As far as I am concerned MyHR is completely imaginary because I now cannot access it. I probably need to have a new password set for me. I am one of your complete non-users of that system. However, I am hoping that from what you are saying about transfer to the new IT shared services, this process of change is going to be more effective. I am going to leave my questions there and pass back to the Chair and other Assembly Members. Thank you.

**Emma Best AM (Chairman):** Thank you. Assembly Member Boff.

**Caroline Russell AM:** Was it not me?

**Emma Best AM (Chairman):** It is a supplementary, sorry.

**Andrew Boff AM:** I will come in on that if you do not mind. Ms Ridley-Pearson, what is a OneLondon device?

**Vicky Ridley-Pearson (Assistant Director for Digital Transformation, Greater London Authority):** A OneLondon device is what will be issued to you once you hand in your GLA device. That will give you access to the OneLondon network, which is built, hosted and managed by TfL on our behalf as part of the shared service. That is when you will no longer need to use Citrix to access MyHR. That will be the case once you have your OneLondon device.

For the single sign-on that was being talked about earlier on today with regards to the multiple passwords, we have what we call the Office 365 tenant. That will move to TfL post everybody getting their kit, at the end of the hardware rollout, and at that point that is when the single sign-on will kick in and people will not have multiple passwords to access systems. There are two parts to you joining the OneLondon network.

**Andrew Boff AM:** Is the cornerstone of this the hardware or the Office 365 software?

**Vicky Ridley-Pearson (Assistant Director for Digital Transformation, Greater London Authority):** It is both, but we will not transition fully until the Office 365 has moved over.

**Andrew Boff AM:** Are we going to abandon the idea of device independence?

**Vicky Ridley-Pearson (Assistant Director for Digital Transformation, Greater London Authority):** In making --

**Andrew Boff AM:** In respect of being able to access systems through a range of devices.

**Vicky Ridley-Pearson (Assistant Director for Digital Transformation, Greater London Authority):** You still have your mobile but the mobiles will be rolled out after the OneLondon devices and after the Office 365 migration piece. You will still have your mobile phone to access. Actually, once you have that you will be able to access Wi-Fi on any TfL hotspot, so you will be able to work on the Tube.



**Andrew Boff AM:** But those devices will be supplied by the GLA rather than being third-party devices, is that correct?

**Vicky Ridley-Pearson (Assistant Director for Digital Transformation, Greater London Authority):** They will be supplied by TfL.

**Andrew Boff AM:** TfL. The GLA family. How does this affect our choices for future hardware suppliers, if we are going to tie ourselves in to one supplier?

**Vicky Ridley-Pearson (Assistant Director for Digital Transformation, Greater London Authority):** I assume TfL will follow their procurement processes.

**Maureen Jackson (Director of Business Services, Transport for London):** We have procurement processes and we are always shopping around for the best deal, so I would imagine if we were changing supplier for any hardware that it would be part of a discussion that the whole family would be involved in.

**Andrew Boff AM:** But the supplier has to be ultimately Microsoft, does it not?

**Maureen Jackson (Director of Business Services, Transport for London):** Yes.

**Andrew Boff AM:** We are shackled to Microsoft for a very long period of time and do not have the option of shopping around?

**Maureen Jackson (Director of Business Services, Transport for London):** There are different deals or different contracts that procurement people come up with. Microsoft has a lot of different things on offer. Unfortunately, I am not able to answer those questions, but I will take them back and have them answered for you.

**Andrew Boff AM:** Please do. I think it is a huge mistake, a really huge mistake.

**Maureen Jackson (Director of Business Services, Transport for London):** Yes. I will take that back.

**Andrew Boff AM:** I was in the IT business for a few years and there was a phrase that used to be used many years ago in IT, 30 or 40 years ago, which was, "Nobody ever lost their job by buying IBM", because it was the safe option. The result was that an awful lot of people lost their jobs as a result of buying IBM because the world had moved on, and I do worry that we are tying ourselves in to one supplier. At the moment I can access Citrix - which is poorly implemented, may I say - through my phone, my Linux personal computer (PC) at home and from a random laptop, and all is terribly secure. Now it seems like we are stifling innovation for the future. I would appreciate some feedback on that. Thank you very much.

**Emma Best AM (Chairman):** Thank you. Assembly Member Russell.

**Caroline Russell AM:** Thank you. We have a Change Champion in our team. I think they are asking a lot of questions and there is definitely a lot of dialogue going back and forwards. That feels like a positive step. One of the things I wanted to pick up on - which relates, really, to what Assembly Member Boff has just been raising - is going to this closed system. The way that we work as elected Members, a lot of us are councillors as well as being Assembly Members. I have a GLA phone which has my GLA emails on it but I have a personal

phone which has my Council emails and a Teams app, and I can log in to Teams for City Hall and Teams for the Council so I can be contacted in both my roles on one piece of kit.

The other thing that happens as Assembly Members is that we get people - campaigners, members of the public, people trying to, I do not know, save a building or get a new pedestrian crossing - who will send information over in Google Docs or invite you to a Zoom meeting. As I understand it, this closed system is not going to allow for Zoom and is not going to allow for anything other than Teams meetings. I understand that we will not be able to put GLA Teams on a personal device. Now, that is going to make it much, much harder. If you are out and about doing a visit, you do not necessarily want to be carrying everything. Sometimes you just go out with one phone. However, you do need to be able to respond to queries from your City Hall Research and Support Officer (RSO) Team about, I do not know, writing Mayor's Questions (MQs), or there is a scope being signed off and there is a particular query they want to check with you, which you can do.

That piece about how elected Members work, the kind of stuff that comes into us and the invitations that we get for meetings, that needs to be factored in. I am concerned that this closed-down system is going to hamper our ability to work with Londoners. Have I got the wrong end of the stick about the closed system?

**Maureen Jackson (Director of Business Services, Transport for London):** First of all, could I just address Assembly Member Boff? When you were talking about being tied into Microsoft, were you talking about software or hardware?

**Andrew Boff AM:** I was talking about both. I have less worry being tied into things like Office 365.

**Maureen Jackson (Director of Business Services, Transport for London):** Right. My hardware or my TfL device is a Hewlett Packard (HP) laptop. I just wanted to tell you that.

**Andrew Boff AM:** Right. At the moment it seems it be Surface Pro or nothing.

**Maureen Jackson (Director of Business Services, Transport for London):** I do not know, that may be something you want -- you can use it on another device because I know I do.

On Teams, I do have it on my personal phone. I can access Teams on my personal mobile as well as my TfL mobile. I do not know if that is something else that you want to clarify. It is funny because a lot of things people just accept that that is how it works, but I cannot imagine that it would work differently for you than it would for me. I just wanted to clarify that.

**Vicky Ridley-Pearson (Assistant Director for Digital Transformation, Greater London Authority):** Likewise, I think there is second-factor authentication - you know when sometimes you get a text message or phone call, depending on how you set it up for you personally - but it should work. It is Office 365 so it is a web-based system. You should be able to access it.

**Caroline Russell AM:** Yes. For those of us who have two different .GOV addresses, you cannot have the two-factor authentication for two different .GOV addresses on one device but you can access Teams, using it effectively like WhatsApp or something. If we need to have two .GOV addresses on one phone in order to access Teams, that is going to be a problem. My workaround has been putting my Council email on my personal phone, but I can access Teams for both email addresses. That is something that I think many Assembly Members may well have a problem with.

**Mary Harpley (Chief Officer, Greater London Authority):** Can I make a suggestion? I think some of the things that you are worrying about, Assembly Member Russell, you do not need to worry about. Some of this, though - it is very timely - is the discussion that Vicky and her team are in with TfL colleagues about what happens at the moment and whether or not anything different will happen for us. Bringing to life some of the dual and sometimes even triple roles some of you play to somebody in your team, or to you, Vicky, I think would be very helpful, and to do that sooner rather than later. Many of you sitting around the table are also councillors. I think that would be good to do.

On Zoom, I did not want any hares running at all on this. As we know, the Assembly uses Zoom to broadcast meetings because of the quality for media and all the rest of it, and that will remain unchanged. Almost no one else uses Zoom in the organisation. Obviously, colleagues in the Secretariat do because the meetings go out on Zoom. We will continue to be able, as we are now, to join Zoom meetings if invited to them. We do not routinely use Zoom as a tool here because we are Teams-based, although obviously we make exceptions for the Assembly broadcasts and occasionally for the Events Team and their broadcasts. That was all hard-won a few years ago and I just did not want anyone to think any of that is being unpicked.

**Caroline Russell AM:** Yes, OK. What assessment has been made of the differences between GLA and TfL policies, and to what extent will GLA staff have to adopt TfL practices on transfer? That relates partly to what we have just been discussing.

**Vicky Ridley-Pearson (Assistant Director for Digital Transformation, Greater London Authority):** Again, it is one of the lessons learned, the as-is/to-be processes which we have done a lot of work to review. We have some known knowns, some known unknowns and some unknown unknowns, but we are surfacing them and that is again some of the useful learning that we are getting through the user testing window.

There will be changes to IT policies as a result because one of the principles of this move to the shared service is that we are adopting TfL's service. They are not taking on our service; we are adopting theirs. That is only beneficial to us, particularly around cybersecurity where they have a suite, a team - and we have one person - who manage and protect the estate and the infrastructure.

There will be, as a result of that, most likely some changes to ways of working, and we are working with the People function and within the Digital Experience Unit ourselves, plus TfL, to work out what those are and whether we need to align. As I said, in the digital estate that is remaining we do not want two ways of working. That could be confusing for the users. Where can we make some alignments to ensure that we are very clear about the expectations around policy and around using and protecting our data as an organisation? Again, the Governance Team will lead on the policy decision-making.

**Caroline Russell AM:** Yes. No, I totally get that cybersecurity is absolutely critical. It is a huge risk for every organisation and I imagine the GLA is constantly fighting off cyber incidents.

Assembly Members and our teams possibly work differently to other parts of the GLA. Is there a step where we are directly consulted about what the changes are likely to be, for us to give our feedback about how that relates to how we work in practice, and to check whether we are going to need workarounds or whether there is anything that can be adapted to work better for the way that we work?

**Vicky Ridley-Pearson (Assistant Director for Digital Transformation, Greater London Authority):** To be really clear, the IT policies are organisationally owned. They are a governance issue. We have our Governance Teams talking between TfL and ourselves currently - and MOPAC and OPDC because they all have

their specifics for us to align to - for us to do that gap analysis about what then changes and what does not. We are in that process at the moment.

As part of the Communications and Engagement Plan that we are putting together, firstly, from the learning today we are going to do some user profiling with you so we can ensure that that is it. We can then map that against those policy pieces and then come back to you. There is no problem. We can implement that within the plan. We have time.

**Caroline Russell AM:** That is reassuring so thank you for that. Are there any other changes that you are going to be making around the ongoing communication of what is happening with this?

**Vicky Ridley-Pearson (Assistant Director for Digital Transformation, Greater London Authority):** Again, we are really trying to shift away from "this project is doing that, this project is doing this", because there is so much change going on that it is hard to keep up when you just want to be able to do your job effectively. We are taking this more joined-up, employee experience view of it and looking at how the different projects and programmes hang together, the sequencing of them and the dependencies. For argument's sake, the HR experience is going to get better when you no longer need to use Citrix. Now, they are two different projects, but to the user it is just them wanting to access HR.

Again, as I said, we are investing in the change narrative and the sequencing of how and when we communicate the right things at the right time in the right way. We will do that through various different ways. I do not know if you have had the opportunity, but as part of the hybrid working piece we have introduced a new Digital Skills Hub which has bite-size learning on how to use the different technologies we have and so on. We are going to be expanding in that space to ensure that we are meeting the user needs.

**Niran Mothada (Executive Director, Strategy and Communications, Greater London Authority):** I spoke earlier about the Improvement and Change Board. That is about bringing together all the changes that are happening, as Vicky has said, having a very clear narrative as to why that change is happening and why that change is important, and also making sure that the sequencing is as good as it can be. Now, it is not always going to be the case. We know we have a really busy year ahead in terms of things that we have to do. We also have a dependency on TfL in terms of the rollout and when things happen. Some of it is within our gift and some of it is not, but we have to work through that and we have to work through the sequencing of that.

**Caroline Russell AM:** What about the key risks that you have associated with this programme? For any of those risks, what mitigation do you have in place?

**Niran Mothada (Executive Director, Strategy and Communications, Greater London Authority):** I think we shared with you in a paper seven key risks that we have identified. Hopefully you would have seen them.

We talked earlier about timing. Obviously, this is a year where we have an election as well, and we have to think about what the impact of that will be on our rollout and how we move forward. Then all the way through to, as you had raised earlier, things around particular apps and whether or not some of those apps can be used with the new devices. With all of these risks - and I am sure Vicky will say more - we are working closely with TfL. We have really good governance and ways of working with them in terms of trying to iron out as many of these risks as we possibly can.

**Caroline Russell AM:** Certainly, up until the pre-election period, that last bit is a really busy time of signing off Committee reports, and if anyone within Scrutiny or the Assembly is having an IT rollout at that point it would not be --

**Niran Mothada (Executive Director, Strategy and Communications, Greater London Authority):**  
So --

**Caroline Russell AM:** Any rollout would be after the pre-election period starts?

**Niran Mothada (Executive Director, Strategy and Communications, Greater London Authority):** Can I just make something clear? We are going to have a go/no go date and we are absolutely already doing very, very careful planning around the rollout timetable. We have not set it out to anybody because we want to ensure that no timelines shift before we do that. In time we will communicate that, but it absolutely takes into consideration - and this is right across the organisation - where there are particular points within that rollout where we think it will have an impact. We are absolutely working on making sure that there is no impact.

**Mary Harpley (Chief Officer, Greater London Authority):** Actually, Helen [Ewen, Executive Director of Secretariat, GLA] and I are coming to one of our meetings with Group Leaders very shortly to talk about, within that timetable, what the options might be and what the sensible thing is to do. I think we probably would all agree on what the sensible thing is, but we are going to have a conversation about that this month.

**Caroline Russell AM:** Great. Thank you very much. Thank you, Chair.

**Emma Best AM (Chairman):** Thank you. Vicky, can I just pick up on one issue raised by Change Champions around access to public Wi-Fi? Of course, you will know the nature of the work that staff do sometimes. That is necessary with hybrid working and site visits. Is there a way to make sure that we can have access to public Wi-Fi?

**Vicky Ridley-Pearson (Assistant Director for Digital Transformation, Greater London Authority):**  
We are working with TfL to resolve that. I think it is just a configuration issue, I do not think it is necessarily a block, but I do not know whether Maureen wants to come in.

**Maureen Jackson (Director of Business Services, Transport for London):** I can only speak for what I can do. I can access public Wi-Fi. If I am in the airport or if I am in the train station, I can access it on my device. I do not know why there is an issue.

**Vicky Ridley-Pearson (Assistant Director for Digital Transformation, Greater London Authority):** It is a teething issue.

**Andrew Boff AM:** Unless you are on the Elizabeth line, where TfL Wi-Fi does not work at all. Just thought I would throw that in.

**Emma Best AM (Chairman):** Thanks.

**Maureen Jackson (Director of Business Services, Transport for London):** I will take that back.

**Emma Best AM (Chairman):** OK, so when this is rolled out completely everyone will have access to public Wi-Fi. Brilliant. The other question I had was whether you would consider delaying if necessary, given the lessons we have learned from the HR rollout.

**Vicky Ridley-Pearson (Assistant Director for Digital Transformation, Greater London Authority):** Well, we have. We have delayed to ensure that we get this right. Obviously, we had the technical issue at TfL which gave us a bigger window to do some rethinking, but there was no user testing window. We implemented one. Then, fortunately, because of the timing of where the delay was and HR being rolled out, we had an opportunity to look at that learning and we extended the window to ensure that we had time to make fixes and re-test to ensure that we had ironed out the problems, not just identified the problems.

That is the reason, as Niran said, that we have not communicated when everybody is going to be getting their device yet, because we want to be certain that we have tested everything. On those 111 issues, I know, Assembly Member Cooper, you think that is high but that is music to me. I want all the issues now so that we can identify them and we can fix them, so that we do not go through that when we go live. So, yes.

**Emma Best AM (Chairman):** You would consider delay again. Brilliant. Assembly Member Boff.

**Andrew Boff AM:** The last few questions have been pretty much answered. I just want to confirm one thing, that the go live date is the 17th of this month [November]. The go/no go, sorry, not live/not live. Go/no go.

**Niran Mothada (Executive Director, Strategy and Communications, Greater London Authority):** The decision as to whether or not we go.

**Vicky Ridley-Pearson (Assistant Director for Digital Transformation, Greater London Authority):** It is not on the 17th, but it will be before the end of November [2023]. We are just identifying when we can get all four organisations together.

**Andrew Boff AM:** Before the end of November. I think all those other questions that we had prepared had pretty much been asked but thank you.

**Léonie Cooper AM:** Just to come back on that comment from Vicky, I agree, I would rather we identified 111 now. All I was saying was that it also might be helpful if you could keep us informed as to how many more we identify over the forthcoming months.

Identifying things before you start to roll things out in a big way - March [2024], in my understanding, is going to be the big rollout if we go ahead - is much better. Do it now and have super users getting used to things, rather than waiting until then to suddenly discover that people have identified 111 problems across multiple users after going live.

**Vicky Ridley-Pearson (Assistant Director for Digital Transformation, Greater London Authority):** There is an extensive checklist that needs to be met as part of the reporting before the go/no go decision, and part of that will have all of the statistics and data behind it as to what issues we have encountered and how we have resolved them.

**Mary Harpley (Chief Officer, Greater London Authority):** Could I make one other point? We want as many fleshed out as possible but I think this is a lesson for us. For example, as Assembly Member Best as said, there is a current problem with the kit about public Wi-Fi but we do not think that is going to be a long-term

problem at all. We think that is fixable. What we do not want is word getting out that this new kit is not going to be able to access public Wi-Fi.

We are going to have to think about how to be clear about the issues we have found but also either that they are fixed or that we understand how they will be fixed, because that is the whole point of the test. There are connectivity problems upstairs with some of the new kit, we know that, but that does not mean to say it will be like that forever. We just need to get that balance right, which I think comes back to all your points this morning about communication and updates.

**Emma Best AM (Chairman):** Well, luckily, the whole of London and all of the staff tune in to the [GLA] Oversight Committee. So I hear, anyway.

**Léonie Cooper AM:** Can I just say? I have had a message since we have been here from one of the people who was under huge stress due to the failures in the HR shared services. There were more starters during September and another couple this week, and they did not realise how stressed they were until they became very tearful as they started passing over some of the multiple roles that they have been fulfilling. The sooner that we can get that fixed the better, because I think that is really quite telling. People are saying they are so stressed, they do not actually know how stressed they are until the stress starts to go. Thank you, Chair.

**Emma Best AM (Chairman):** Thank you. Hopefully that is something we can pick up through the leaving surveys as well, which is something we mentioned earlier. That is the finale of our question and answer session today. Thank you to our first panel and our second panel, especially those who did the whole morning with us. We are very grateful for your time.