



Digital Services Committee

Date: WEDNESDAY, 17 JANUARY 2024
Time: 2.00 pm
Venue: COMMITTEE ROOMS - WEST WING, GUILDHALL

Members: Dawn Wright (Chair) Caroline Haines (Ex-Officio Member)
Deputy Randall Anderson (Deputy Chairman) Eamonn Mullally (Ex-Officio Member)
Ian Bishop-Laggett Judith Pleasance
Alderman Professor Emma Edhem, City of London Police Authority Board (Ex-Officio Member) James Tumbridge
Alderman Timothy Hailes

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Ian Thomas CBE
Town Clerk and Chief Executive

AGENDA

Part 1 - Public Agenda

1. **APOLOGIES**

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

3. **MINUTES**

To agree the public minutes and non-public summary of the meeting held on 22 November 2023.

For Decision
(Pages 5 - 10)

4. **REVENUE BUDGETS - APPROVED REVISED BUDGET 2023/24 AND ORIGINAL ESTIMATES 2024/25**

Report of the Chamberlain.

For Decision
(Pages 11 - 24)

5. **FINAL DRAFT HIGH-LEVEL BUSINESS PLAN 2024/25 - CHAMBERLAIN'S DEPARTMENT, DIGITAL, INFORMATION AND TECHNOLOGY SERVICES BUSINESS PLAN 2024/25 AND COMMERCIAL, CHANGE AND PORTFOLIO DELIVERY BUSINESS PLAN 2024/25**

Report of the Chamberlain.

For Decision
(Pages 25 - 54)

6. **FUTURE NETWORK STRATEGY**

Report of the Chamberlain.

For Decision
(Pages 55 - 80)

7. **MANAGED PRINT SERVICES PROCUREMENT**

Report of the Chamberlain.

For Decision
(Pages 81 - 86)

8. **CO-CREATION SESSIONS**

The Chamberlain to be heard.

For Information
(Verbal Report)

9. **PSTN UPDATE**

The Chamberlain to be heard.

For Information
(Verbal Report)

10. **DIGITAL INFORMATION TECHNOLOGY SERVICE (DITS) - SERVICE DELIVERY SUMMARY**

Report of the Chamberlain.

Note: Appendix 2 is non-public and can be found under Agenda Item 14.

For Information
(Pages 87 - 92)

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

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

13. **EXCLUSION OF THE PUBLIC**

MOTION - 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 Schedule 12A of the Local Government Act.

For Decision

Part 2 - Non-Public Items

14. **NON-PUBLIC MINUTES**

To agree the non-public minutes of the meeting held on 22 November 2023.

For Decision
(Pages 93 - 96)

15. **DIGITAL INFORMATION TECHNOLOGY SERVICE (DITS) - SERVICE DELIVERY SUMMARY**
Report of the Chamberlain (non-public Appendix 2 – to be read in conjunction with agenda item 9).

For Information
(Pages 97 - 98)
16. **CYBER SECURITY UPDATE**
Report of the Chief Information Security Officer.

For Information
(Pages 99 - 122)
17. **ENTERPRISE RESOURCE PLANNING (ERP) BUDGET UPDATE**
Report of the Chamberlain.

For Information
(Pages 123 - 130)
18. **DIGITAL, INFORMATION, AND TECHNOLOGY SERVICE (DITS) RISK UPDATE**
Report of the Chamberlain.

For Information
(Pages 131 - 140)
19. **GUILDHALL WI-FI UPDATE**
The Chamberlain to be heard.

For Information
(Verbal Report)
20. **CROSS-CORPORATION CYBER SECURITY UPDATE**
The Chief Information Security Officer to be heard.

For Information
(Verbal Report)
21. **NON-PUBLIC QUESTIONS ON MATTERS RELATING TO THE WORK OF THE SUB COMMITTEE**
22. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT AND WHICH THE SUB COMMITTEE AGREE SHOULD BE CONSIDERED WHILST THE PUBLIC ARE EXCLUDED**

DIGITAL SERVICES COMMITTEE

Wednesday, 22 November 2023

Minutes of the meeting of the Digital Services Committee held at Guildhall, EC2 on Wednesday, 22 November 2023 at 1.45 pm

Present

Members:

Dawn Wright (Chair)
Deputy Randall Anderson (Deputy Chairman)
Ian Bishop-Laggett
Alderman Timothy Hailes
Eamonn Mullally (Ex-Officio Member)
James Tumbridge

Officers:

Zakki Ghauri	- Director of Digital Information and Technology
Sam Collins	- Chamberlain's
Simon Gray	- Chamberlain's
Dawn Polain	- Chamberlain's
Dawit Araya	- Chamberlain's
Samantha Kay	- Chamberlain's
Micheal Cogher	- Comptroller and City Solicitor
Dominic Smith	- Barbican Centre
Gary Brailsford-Hart	- City of London Police
Kate Doidge	- Town Clerk's Department

1. APOLOGIES

Apologies were received from Caroline Haines.

Judith Pleasance observed the meeting virtually.

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

There were no declarations.

3. MINUTES

RESOLVED - That the public minutes and non-public summary of the meeting held on 20 September 2023 be approved as an accurate record.

4. DIGITAL SERVICES COMMITTEE WORK PROGRAMME

Members received the Digital Services Committee work programme.

5. **REVENUE BUDGETS - LATEST APPROVED 2023/24 AND ORIGINAL ESTIMATES 2024/25**

The Committee received a joint report of the Chamberlain and the Chief Operating Officer, concerning the annual submission of the revenue budgets, for Members to note the 2023/24 latest revenue budget and approve the draft revenue budget for 2024/25. The Committee heard an update to the report that there was a £28k late cost increase for the E5 Licenses. The budget for 2024/25 would therefore increase to £510k.

The Committee heard that the 3% inflation uplift provision had been agreed as being affordable for the Corporation as a whole.

Following a query, the Committee heard that there was work on a new operational-level agreement (OLA) with the City of London Police, to look at a different way of charging for services based on outcomes. It was currently based on inputs, which was not optimal. Outcomes would be agreed with the Police.

Queries were raised with the draft capital budgets, and why figures did not appear for later years. The response was that some of the projects would have been completed, and for others the figures had not yet been approved. It was commented that those figures needed to be reviewed prior to their approval.

The Committee raised questions in relation to its role in approving the draft revenue budget and raised questions in relation to ways in which Members provided feedback on the budget approval process. Comments and concerns were raised with the level of detail of the figures within the report and commented that it wished to see further break down and delineation, and such as further details on supplies and services. The Committee agreed that it would defer approval, and that the report be received at its next meeting with the further detail requested.

RESOLVED – That the report be deferred until the next meeting of the Digital Services Committee.

6. **GENERATIVE AI STANDARD OPERATING PROCEDURE**

The Committee received a report of the Director of Information, concerning procedures and policies for Generative Artificial Intelligence (GenAI), which would subsequently form the Data Ethics Framework. The Committee heard that there were three options for using AI: a complete ban; unrestrained use; or using guardrails. Offices wished to use an educative approach to inform on the secure and safe use of AI.

Members of the Committee commented that the procedure was a good start for a policy on the use of AI. Comments and some concerns were registered in connection with the copyright, confidentiality, violation reporting, and on the quality of the data sets. The Committee heard that though there were risks in connection to uploading data sets, officers were looking into methods to govern the AI platforms and where restraints could be implemented. Data being used should be clean and high-quality to enforce good decision-making. Officers

enforced the importance of the governance of AI and educating the workforce on what data sets can be used, and when. It was suggested that Members send any further comments on the procedure to the Director of Information.

The Committee heard that there was an aim for the procedure be adopted across the Corporation, and a Digital and IT Strategy was being developed to be used across the Corporation and its institutions, though there was a recognition that some institutions may have local strategies specific to its function. The Committee heard that as part of Phase 2 of the strategy, there would be an organisational restructure in the workforce.

The Committee further heard that officers were looking at a private AI that used only local data, but that the Corporation had already been using forms of AI (such as detection of logging in from abroad). Officers had been meeting with other Local Authorities to learn about different approaches to the use or implementation of AI.

Members of the Committee raised questions on training, education, and upskilling of the workforce on the use of AI. It heard that officers aimed to upskill the organisation on AI in advance of implementation, and that officers were looking at how to embed using AI into mandatory training for the workforce. This would include education on how to control the amount of data entered to AI. Training would focus on how to safely use AI.

Comments were also made that the Committee should decide on the procedure and framework surrounding use of AI. The Committee agreed that the item return to a future meeting where it could adopt the procedure and wider Data Ethics Framework.

RESOLVED – That the report be received and the contents noted.

7. DIGITAL INFORMATION TECHNOLOGY SERVICE (DITS) -SERVICE DELIVERY SUMMARY

The Committee received a report of the Chief Operating Officer, concerning the Digital Information Technology Service (DITS) service delivery summary. It was confirmed that if the service received negative feedback, this would be followed up.

RESOLVED – That the report be received and its contents noted.

8. ANNUAL REVIEW OF THE TERMS OF REFERENCE OF THE DIGITAL SERVICES COMMITTEE

The Committee received a report of the Town Clerk, concerning the Committee's Annual Terms of Reference review. There were two additions for consideration by the Committee, which included acting as the lead in Digital Services at the Corporation and across its institutions; and acting as the lead for the Enterprise Resource Planning programme.

The Committee discussed its nomenclature, as it was raised that 'digital' referred to specific parts of the industry. The Committee heard that the name

for Digital Services was not consistent across the institutions, and its was agreed to retain the name of the Committee.

A Member referred to points (a) and (b) in the Terms of Reference, and raised that there were often new laws and regulations that could or would apply to the work of the Committee. Officers would consider broadening the scope of those points in its report back to the Committee.

The Committee raised the Committee acting as the lead across the institutions. The Committee heard that officers from across the institutions had been invite to attend the Committee's meetings. It was suggested that Members of the relevant institutions Committee be included as ex-officio members. Officers would consider this in its report back to the Committee.

A Member suggested that a dashboard be provided to provide assurance that all the points within the Terms of Reference were being met and delivered. Officers would consider this in its report back to the Committee.

RESOLVED – That Members considered any changes to the Committee's terms of reference.

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

There were no questions.

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

There were no items of urgent business.

11. **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.

12. **NON-PUBLIC MINUTES**

RESOLVED – That the non-public minutes of the meeting held on 20 September 2023 be approved as a correct record.

13. **HUMAN RESOURCES, PAYROLL, AND FINANCE SOLUTION - ENTERPRISE RESOURCE PLANNING (ERP)**

The Committee received a report of the Chamberlain, concerning a decision on the Enterprise Resource Planning (ERP).

14. **DIGITAL INFORMATION TECHNOLOGY SERVICE (DITS) - CORPORATE LICENCE & CLOUD SERVICE PROVIDER PROCUREMENT**

The Committee received a report of the Chief Operating Officer, concerning a proposed route for the DITS Corporate Licence and Cloud Service Provider Procurement

15. **ELECTIONS DATA BREACH**

The Committee received a joint report of the Comptroller and City Solicitor, and Town Clerk, concerning a data breach within the elections, to consider next actions.

16. **TECHNOLOGY STACK ANALYSIS**

The Committee received a report of the Chief Operating Officer to consider further information on the analysis undertaken on the City of London Corporation's current technology stack.

Note: Under Standing Order 40, the Committee agreed that the meeting be extended by fifteen minutes to conclude its remaining items of business.

17. **CYBER SECURITY UPDATE**

The Committee received a report of the Chief Information Security Officer, concerning an update on cyber security.

18. **CUSTOMER SERVICE**

The Committee received a report of the Chief Operating Officer, concerning an update on Customer Service for IT Services.

19. **REPORT OF ACTION TAKEN**

The Committee received a report of the Town Clerk, concerning a report of action taken on decisions taken under urgency between Committee meetings.

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

There were no non-public questions.

21. **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.

The meeting ended at 3.54 pm

Chairman

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Agenda Item 4

Committee	Dated:
Digital Services Committee	17 th January 2024
Subject: Revenue Budgets – Approved Revised Budget 2023/24 and Original Estimates 2024/25	Public
Which outcomes in the City Corporation’s Corporate Plan does this proposal aim to impact directly?	1, 2, 3, 4, 12
Does this proposal require extra revenue and/or capital spending?	N
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
Report of: The Chamberlain	For Decision
Report author: Dawit Araya, Chamberlain’s Department	

Summary

This updated report presents the annual submission of the revenue budgets overseen by your committee. It is asking Members to note the 2023/24 approved revised revenue budget and the approve the draft revenue budget for 2024/25 for subsequent submission to the Finance Committee.

In response to Members’ requests, it now includes a more detailed analysis of supplies and services budgets and further information on your committee’s capital programme including details of the 2024/25 capital bids, which will be considered as part of the City’s overall 2024/25 budget setting process.

The approved revised budget for 2023/24 totals £9.093m a net increase of £568,000 compared to the original budget of £8.525m. The net increase is for the July 2023 pay award and the approval of a number of IT projects under central risk, funded either from budget carried forward from 2022/23 or the Transformation Fund. There is also a significant increase in budgeted staffing and other costs matched by an income budget to reflect the recovery of IT cost from the City of London Police in respect of IT services now being delivered ‘in house’ rather than billed directly to the Police by Agilisys. A similar adjustment has been reflected in the 2024/25 draft revenue budget.

The 2024/25 draft budget has been compiled in accordance with the overall budget policy guidelines agreed by Resource Allocation sub-committee. It totals net expenditure of £8,109m a net reduction of £416,000 compared with the original budget for 2023/24. This saving is principally as a result of the ending of the Agilisys contract and bringing the service ‘in house’, including those savings

made on the Police IT service. These savings are being used to cover the cost of the transition project as previously agreed. The saving has in part been offset by the additional cost of the July 2023 pay award and the 3% inflation allowance for 2024/25.

Recommendations

The Committee is requested to:-

- i) note the approved revised revenue budget for 2023/24.
- ii) approve the proposed 2024/25 draft revenue budget to ensure that it reflects the Committee's objectives and, approve the budget for onward submission to the Finance Committee;
- iii) note the committee's capital budgets and the IT bids for 2024/25, set out in Appendix 2; and
- iv) agree that any minor amendments for 2023/24 and 2024/25 budgets arising during the corporate budget setting period be delegated to the Chamberlain.

Main Report Background

1. The report sets out the latest budget for 2023/24 and the draft revenue budget for 2024/25 for your committee. This is under the Chamberlain, and is analysed between:
 - i) **Local Risk Budgets** – these are budgets deemed to be largely within the Chief Officer's control.
 - ii) **Central Risk Budgets** – These are costs whilst under the supervision of the chief officer are not under his/her direct control
 - iii) **Support Services** – these cover budgets for services provided by one activity to another. The control of these costs is exercised at the point where the expenditure or income first arises as local or central risk.
2. For the tables presented in this report, figures in brackets denote expenditure, increases in expenditure, or shortfalls in income. Increases in income, and reductions in expenditure are shown as positive balances.
3. The approved revised 2023/24 and draft 2024/25 budget position for the Digital Services Committee is summarised in Table 1 below. Net cost of the service is recovered from the users of the service.

Table 1 – Digital Services Committee - Revenue Budgets 2023/24 & 2024/25			
Chamberlain Summary Revenue Budgets All Risks	Original Budget 2023/24 £'000	Approved Revised Budget 2023/24 £'000	Draft Estimate 2024/25 £'000
Local Risk	(8,077)	(8,290)	(7,720)
Central Risk	0	(355)	0
Support Services	(448)	(448)	(389)
Net Expenditure (all risks)	(8,525)	(9,093)	(8,109)
Recovery of cost from services	8,525	9,093	8,109
Net	-	-	-

Latest Revenue Budget for 2023/24

4. Overall, there is a net increase in expenditure between the Committee's original and latest budget for 2023/24 of £568,000. Table 2 summarises the position.

Table 2 – Latest Revenue Budgets 2023/24			
Chamberlain Summary Revenue Budgets All Risks	Original Budget 2023/24 £'000	Approved Revised Budget 2023/24 £'000	Movement Better/ (Worse) £'000
Local Risk			
<i>Expenditure</i>			
Employee Costs	(3,952)	(5,659)	(1,707)
Supplies and Services	(4,926)	(9,333)	(4,407)
<i>Sub Total</i>	(8,878)	(14,992)	(6,114)
<i>Income</i>			
Fees and Charges	213	6,161	5,948
Recharge staff to capital projects	588	541	(47)
<i>Sub Total</i>	801	6,702	5901
Total Local Risk	(8,077)	(8,290)	(213)
Central Risk			
Supplies and Services	0	(355)	(355)
Total Central Risk	0	(355)	(355)

Support Services			
City Procurement	(21)	(21)	0
Insurance	(16)	(16)	0
Premises	(411)	(411)	0
Sub Total	(448)	(448)	0
Net Expenditure	(8,525)	(9,093)	(568)
Recovery of cost from Services	8,525	9,093	568
Net	0	0	0

5. The principal reasons for the increase are:

- An increase in staff costs of £1.707m to reflect the cost of bringing the service 'in house' including the transfer of 23.6 FTE posts from Agilisys and the July 2023 pay award. It also includes an additional 13.0 FTE posts being fully recovered from the City of London Police (COLP);
- An increase in supplies and services of £4.490m is due to the inclusion of the City Police expenditure, and is fully recovered from CoLP;
- An increase in central risk budgets to reflect agreed projects funded either from transformation fund or from 2022/23 carry-forwards. The detail is set out in Appendix 3

Offset in part by

- An increase in fees in charges of £5.948m largely to reflect 'in house' costs being recovered from the City of London Police

Proposed Revenue Budget for 2024/25

6. The 2024/25 draft budget overseen by the Committee has been prepared in accordance with the overall budget policy guidelines as agreed by the Policy and Resources and Finance Committees. These are

- a 3% allowance for inflation;
- an allowance for the full year effect of the July 2023 pay award;
- an adjustment to remove the temporary provision for Head of IT & Capacity Manager;
- and a reduction of £900k in the local risk budget to recoup the savings made by bringing the Agilisys contract 'in house' to pay back the cost of the scheme (as agreed by Members)

Table 3 – Draft Budget 2024/25			
Chamberlain Summary Revenue Budgets All Risks	Original Budget 2023/24 £'000	Draft Estimate 2024/25 £'000	Movement Better/ (Worse) £'000
Local Risk			
<i>Expenditure</i>			
Employee Costs	(3,952)	(6,922)	(2,970)
Supplies and Services	(4,926)	(7,866)	(2,940)
<i>Sub Total</i>	(8,878)	(14,788)	(5,910)
<i>Income</i>			
Fees and Charges	213	6,760	6,547
Recharge staff to capital projects	588	308	(280)
<i>Sub Total</i>	801	7,068	6,267
Total Local Risk	(8,077)	(7,720)	357
Support Services			
City Procurement	(21)	(24)	(3)
Insurance	(16)	(16)	0
Premises	(411)	(349)	62
Sub Total	(448)	(389)	59
Net Expenditure	(8,525)	(8,109)	416
Recovery of cost from Services	8,525	8,109	(416)
Net	0	0	0

7. The net saving of £416,000 between the 2023/24 original and the 2024/25 proposed budget is shown in Table 3. The principal reasons for these are:

- An increase in employee costs of £2.970m. This reflects the cost of bringing the service in house, including staff transferred from Agilisys; the July 2023 pay award and an allowance for the July 2024 pay award. A significant proportion of the increase is recovered from CoLP
- An increase in supplies and services by £2.940m as a result of the inclusion of CoLP; A detailed breakdown of Supplies and Services budgets of £7,866m is provided at Appendix 4.
- A reduction to staff costs being recovered from capital projects of £280,000 which reflects the anticipated programme of schemes for 2024/25

Offset in part by

- An increase in fees and charges to reflect the costs now directly borne by the service being recovered from the City of London Police

Staffing Statement

8. The table below shows the movement in the DITS staffing and related staff costs for 2023/24 and 2024/25. The increase in posts of 36.6 comprises 23.6 FTE posts transferred from Agilisys and 13 FTE posts for created for City Police IT support the cost of which is recovered from them.

Table 4 Manpower Statement	Original Budget 2023/24		Draft Estimate 2024/25	
	Staffing full-time equivalent	Estimated Cost £'000	Staffing full-time equivalent	Estimated Cost £'000
Total Chamberlain	51.0	(3,952)	87.6	(6,922)

Capital Project Budgets for 2024/25

10. The committee's current approved capital projects are summarised in Appendix 2 together with the capital bids for 2024/25. The latest forecast expenditure on these schemes will be presented to the Court of Common Council for formal approval in March 2024

Appendices

- Appendix 1- Brief Overview of the Service
- Appendix 2 - Capital Projects
- Appendix 3 - Approved Projects for 2023/24
- Appendix 4 - Analysis of Supplies and Services Budgets

Contacts

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DIGITAL SERVICES COMMITTEE
SERVICE OVERVIEW

Digital Information and Technology Services (DITS)

The name of the team changed on 1st April from IT to Digital, Information and Technology Services in order to reflect the wider digital remit that the division now has responsibility for delivering for the organisation.

The role of the Digital and IT Services Division, reporting into the Chamberlain and Chief Financial Officer, is now to provide:-

- stable and secure digital and information infrastructure and solutions; and
- innovative digital and information solutions.

The DITS Division provides services to the Corporation, City of London Police and London Councils.

DITS do this through a multi-sourcing model making the best use of internal resources where this is strategically necessary and third party suppliers for agility or specialist capability. The DITS team manage multi-million pound non-staff revenue and capital budgets which are tightly managed with a strong focus on value for money in the provision of customer focussed digital and information solutions and services.

Appendix 2

Draft Capital Budgets

The latest estimated costs of the Committee's current approved capital projects are summarised in the tables below

Comments	Project	Exp. Pre 01/04/23 £'000	2023/24 £'000	2024/25 £'000	2025/26 £'000	Later Years £'000	Total £'000
	<u>Authority to start work granted</u>						
Led by City Surveyors	Oracle Property Manager	708	947	-	-	-	1,655
IT Schemes:	IT – Managed Service	589	1,378	-	-	-	1,967
	IT – Member Device Refresh 2022	78	222	-	-	-	300
	Personal Device Replacement	2,226	24	-	-	-	2,250
	IT - BMS Wired Network.	2	128				130
	IT Security		100				100
Led by Chamberlain	HR Payroll, Finance, ERP	417	265	-	-	-	682
	TOTAL Digital Services Approved	4,020	3,064	0	0	0	7,084
	<u>Shadow Forecast</u>						
Led by Chamberlain	HR Payroll, Finance, ERP			9,359	9,359		18,718
	Total Digital Service Shadow Forecast	0	0	9,359	9,359	0	18,718

Notes

1. Pre-implementation costs comprise feasibility and option appraisal expenditure which has been approved in accordance with the project procedure, prior to authority to start work. These figures exclude the implementation costs of those schemes which have yet to receive authority to start work.
2. There are a significant number of schemes in flight which have received authority to start work - mainly relating to IT projects.
3. The latest Capital Project forecast expenditure on approved schemes will be presented to the Court of Common Council for formal approval in March 2024
4. The Shadow Forecasts represents expenditure yet to be approved, as it has not reached the Gateway Stage
5. The Oracle Property Management System and ERP Projects are not DITS sponsored projects

Capital Bids for 2024/25

Project	Fund	24/25 £'000	25/26 £'000	26/27 £'000	Total £'000
Corporate Device Stock Replacement	All	250	-	-	250
Future Network Strategy	All	4,250	-	-	4,250
Audio Visual Equipment	All	140	-	-	140
Public Switched Telephone Network (PSTN) Replacement	All	2,500	-	-	2,500
Total		7,140	0	0	7,140

Notes

1. The above projects have been approved by the priorities board, Resource allocation Sub Committee, Finance Committee and Policy and Resources Committee as part of the 2024/25 new Capital bids process. The final decision for the 2024/25 Capital Budget will be by as part of the Medium Term Financial Plan approval by the Court of Common Council on 7th March 2024.

2. The Network Contract figures and PSTN are currently indicative figures with further work is being done to establish final budget figures.

Details for each Bid

Corporate Device Stock Replacement.

The procurement of new corporate devices to meet the demands of increasing staff numbers and replacement of end of life or faulty devices.

The COL device refresh programme was completed between 2020 – 22, however since that time overall staff numbers have increased and replacement devices are required for those that are broken or faulty outside of their original warranty. This bid is intended to fund replacement devices up until the next widespread refresh which would be required in 2026.

Future Network Strategy

This is needed to cover the retender and transition to the new network support contract prior to the end of the contract in January 2025. Funding will need to include the replacement of any Network equipment across COL and COLP prior to January 2025 and longer term, the refresh of the Network across existing COL and COLP buildings in line with the new Network strategy.

The Network Support contract ends in January 2025 and will become non compliant or cease. An unsupported or end of life network would place significant risk on the effective delivery of services with increased risk of network outages.

This bid is subject to further detail on the profiling and requested amount prior to full approval.

Audio Visual Equipment

The replacement of existing audio visual equipment across Committee Rooms and Corporate Meeting Room, originally installed in 2020, which is now end of life

There are in excess of 60 audio visual installations across Guildhall and other sites.

Failure to replace this equipment could mean that audio visual equipment becomes unstable or fails to function which will impact significantly upon Committee Meetings and hybrid officer meetings.

Public Switched Telephone Network (PSTN) Replacement

This project is the identification, assessment and remediation of existing telephone lines before the services end in December 2025 including services such as social housing lifts, door entry systems, barrier access control, care lines, office building with lifts and Fire alarm systems.

Should these systems fail to be upgraded by the end of 2025, this could lead to essential services being inactive, without anyone being aware. Failure to complete this work on time will have significant reputational and financial impact, along with the potential to endanger life.

This bid is subject to further detail on the profiling and requested amount prior to full approval.

Approved Projects for 2023/24

Funded by budget carried forward from 2022/23:

	£	£
Implementation Sentinel security to mitigate Corporate Risk 16	69,000	
Finalise telephony migration	<u>30,000</u>	99,000

Funded from the Transformation Fund:

Data lighthouse project	67,000	
Power BI data architect	73,000	
Data governor manager	45,000	
Business analyst	40,000	
Developer transformation	<u>31,000</u>	
		<u>256,000</u>
		<u>355,000</u>

Analysis of Supplies and Service Budgets

Supplies & Services	Original Budget 2023/24 £'000	Draft Estimate 2024/25 £'000	Variance £'000
Telephony	(120)	(266)	(146)
Mgd Services & Storage & Compute	(2,074)	(2,678)	(604)
Hardware & Software Support	(509)	(1,352)	(843)
Corporate Licences	(1,364)	(2,242)	(878)
Network	(859)	(1,328)	(469)
TOTAL	(4,926)	(7,866)	(2,940)

The variance from 2023/24 to 2024/25 can be explained by the fact that 2023/24 included only CoL direct budgets. From 2024/25 includes all City of London Police (CoLP) supplies and services costs which are fully recharged back to the Police. The saving of £847k are principally due to a reduction in Managed Services Costs following the transition from Agilisys. which in part offsets the increase in CoL staff costs (the extra staff costs for Police being fully recovered) .

To variance between the Original 2023/24 and 2024/25 budgets can be explained as follows:

£000's	Original Budget 2023/24 – CoL Only	Draft Estimate 2024/25						Explanation CoL Variance
		CoL Budget	City of London Police	Total Budget	Variance CoL Budgets	Variance CoLP Budget	Total Variance	
Telephony	(120)	(65)	(201)	(266)	55	(201)	(146)	Savings from Teams Migration
Mgd Services & Storage & Compute	(2,074)	(1,248)	(1,430)	(2,678)	826	(1,430)	(604)	Savings from Transition/TUPE
Hardware & Software Support	(509)	(601)	(751)	(1,352)	(92)	(751)	(843)	Additional Costs from insourcing
Corporate Licences	(1,364)	(1,413)	(829)	(2,242)	(49)	(829)	(878)	Additional Costs from insourcing
Network	(859)	(752)	(576)	(1,328)	107	(576)	(469)	Network Savings
TOTAL	(4,926)	(4,079)	(3,787)	(7,866)	847	(3,787)	(2,940)	

If the inclusion of £3,787k of Police costs are excluded (as these are fully recovered from the Police, the net saving on City of London budgets is £847,000.

It should be noted, to avoid over complicating the table above, that the City budget shown, also includes £83,000 that is fully recovered from London Councils. There is no variance on this budget between the two years.

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Agenda Item 5

Committee(s): Digital Services Committee Finance Committee	Date: 17 January 2024 Date: 23 January 2024
Subject: Final Draft High-Level Business Plan 2024/25 – Chamberlain’s Department, Digital, Information and Technology Services Business Plan 2024/25 and Commercial, Change and Portfolio Delivery Business Plan 2024/25	Public
Which outcomes in the City Corporation’s Corporate Plan does this proposal aim to impact directly?	3, 5, 8, 9 & 10
Does this proposal require extra revenue and/or capital spending?	Y
If so, how much?	£701k per annum
What is the source of Funding?	City Fund/City’s Cash to be agreed as part of the budget setting process 24/25
Has this Funding Source been agreed with the Chamberlain’s Department?	Y
Report of: The Chamberlain	For Decision
Report author: The Head of the Chamberlain’s Office	

Summary

This report presents for approval the high-level Business Plan for the Chamberlain’s Department, the Digital, Information and Technology Services and Commercial, Change and Portfolio Delivery teams Business Plans for 2024/25 (now part of Chamberlain’s).

Recommendation

Members are asked to:

- i. Note the factors taken into consideration in compiling the Chamberlain’s Department Business Plans; and
- ii. Approve, subject to the incorporation of any changes sought by this Committee, the departmental Business Plans 2024/25.

Main Report

Background

1. As part of the new framework for corporate and business planning, departments were asked to produce standardised and concise high-level Business Plans for the first time in 2017 for the 2018/19 year. Members generally welcomed these high-level plans for being brief, concise, focused and consistent statements of the key ambitions and objectives for every department.

- For 2024/25, the high-level Business Plans have evolved further to describe the funding and people resources associated with each priority workstream. As high-level plans, these documents do not capture the granularity of departmental work but gives the overall picture of departmental activity, customer feedback, trends where applicable and direction of travel. The Corporate Strategy and Performance Team (CSPT) is working closely with the Chamberlain's Department to ensure that its Departmental Business Plans are aligned with Corporate Plan 2024-29.

Final Draft High-level Business Plans for 2024/25

- This report presents, at Appendix 1 – High-Level Business Plan 2024/25 – Chamberlain's Department and the business plans for Digital, Information and Technology Services and Commercial, Change and Portfolio Delivery teams who have recently moved into the Chamberlain's Department. (Appendix 2 and 3).
- The priorities outlined in the CHB Business Plans were developed based on discussions with key stakeholders and feedback from departmental communications channels, the Staff Survey and Customer Focus groups (e.g. Strategy Forum, cocreation of the DITS Strategy with the wider organisation).

Business Planning 24/25 Consultation

Date	Meeting	Attended
June July September October	CHB SLT	<ul style="list-style-type: none"> SLT The Chamberlain HR Business Partner CSPT Rep
August September	Team Business Planning Meetings	<ul style="list-style-type: none"> Teams across CHB at different levels attended meetings to ensure a bottom-up approach to identify their service area workstream priorities.
September	Strategic Business Planning Workshop	<ul style="list-style-type: none"> SLT Head of Finance/ Finance Business Partner CSPT Team
September October	ED&I Group	<ul style="list-style-type: none"> HR Business Partner ED&I Group (Service Equalities Reps, SLT, Chamberlain & Corporate ED&I Team) <p>The group agreed ED&I priorities for 2024/25, KPIs and targets.</p>
October	Finance Committee Chair	<ul style="list-style-type: none"> Finance Committee Chair Chamberlain Head of Chamberlain's Office <p>The Finance Committee Chair inputted into the development of the workstreams and prioritisation process.</p>
November	New SLT Members	<ul style="list-style-type: none"> The Chamberlain Commercial, Change and Portfolio Delivery Director Digital, Information & Technology Director Head of the Chamberlain's Office
Jan	All Staff Call/ Team Meetings	<ul style="list-style-type: none"> All CHB staff will be sent the Business Plans and will be encouraged to discuss at their Team meetings.

5. An assessment was made on Chamberlain’s departmental performance and current position to inform workstream development and prioritisation.

Strengths	<ul style="list-style-type: none"> • Income generation • Insourcing of Agilisys contract – greater control over our Digital Future
Weaknesses	<ul style="list-style-type: none"> • The loss of key skills and knowledge following the TOM • Loss of key members of staff during Agilisys TUPE process • Silo working across Institutions
Opportunities	<ul style="list-style-type: none"> • Income generation, process improvement/ efficiencies in progress • Greater collaboration with Institutions • ERP project
Threats	<ul style="list-style-type: none"> • Change to Business Rates Retention Scheme • Financial pressures • Staff retention with the current Corporation’s recruitment package affected by local/national labour markets • The new Procurement Act 2024 which will require a refresh of the City’s policy and process • PSTN switch-off

6. Primary Aims

- Carry out legal and statutory duties underpinned by the Local Government Finance Act 1992 & 1988, NNDR (Collection & Enforcement Regs) 1989, Council Tax (Administration & Enforcement) 1992, Local Audit & Accountability Act 2014, Public Contract Regulations 2015 and Accounts & Audit Regulations 2015.
- Effective stewardship of public finances and social value from third party services.
- Implement the Investment Strategy for City Fund and City’s Cash, maximising investment return whilst balancing risk; and ensuring effective cash flow management.
- Provide strategic financial advice, supporting the delivery of the CoLC vision.
- Delivery of a new cross-Corporation Digital, Data and Technology strategy to enable and accelerate the implementation of the new Corporate Plan.
- Maximise income streams and identify opportunities for new and increased revenue.
- Delivery of the CHB Transformation Programme.
 - Deliver high quality services that meet the needs of our customers.
 - Drive systems and process improvements to increase automation and self-service to deliver more proactive added value support.
- Delivery of the project programme portfolio.
 - Collaborate with colleagues to facilitate continuous improvement.
 - Provide assurance of the Corporation’s ability to effectively deliver its project/programme portfolio.

7. Supporting aims and activities

- Promote equalities, diversity and inclusivity internally and externally to the CoLC supply chain.
- Upskilling of Corporation/CHB staff to promote learning and engagement and ensure we have access to the skills and talent we need now and for the future.
- Delivery of efficiencies and value for money.
- Maintain and increase income to fund core public services.

8. The Chamberlain's Business Plans priority workstreams are focused on legal and statutory duties, transformational projects to drive systems and process improvements to increase automation and self-service creating space for agile provision of timely insight, to improve commercial maturity to manage risk, improve compliance and deliver savings and data and insights to improve SROI. All workstreams were ranked on their value and risk to the Corporation and its stakeholders.

9. Synergies and combatting silos

- The Chamberlain's Department has an enabling function for the Corporation's ambitions and therefore, services are delivered on a cross cutting basis.
- Finance is the Corporation's activity in £s. Throughout the year Chamberlain's liaises with all departments through the Business Partnering Matrix Model and Budget process to understand business pressures and continuously review, revisit, recalibrate and advise throughout the year to adapt to the Corporation's changing priorities.
- The Commercial team work collaboratively across organisation to provide leadership, project governance and assurance that partnerships, projects and contracts portfolios deliver strategic outcomes and value for money.
- Income collection is a shared departmental process with City Surveyor's and other CoLC departments. Financial Shared Services (FSS) works closely with Housing to maximise the Housing Benefit Subsidy.
- Chamberlain's Court works closely with Remembrancers department on Freedom applications and ceremonies to exercise the Corporation's soft power in the most effective way.
- DITS continues to identify synergies between the Corporation and its Institutional Departments in order share best practice whilst maximising return on investment.
- All CoLC draft business plans 2024/25 will be reviewed to identify synergies and combat silos and to plan future resourcing requirements.

10. Resources utilised:

- Currently the Chamberlain's Department uses resource intensive processes to deliver some services (e.g. payment of invoices, to conduct some financial processes such as budget reporting). In 2024/25 work is planned to increase automation, upskill staff and commence the process to embed self-service to build further capacity for the department to deliver more proactive and value-added support. The implementation of a new Enterprise Resource Planning system will enable further enhancement of self-service and efficiencies.

11. Performance Measurement:

- The Department's 2024/25 KPIs have been developed to track and monitor progress against the delivery of its key workstreams and incremental targets have been set where appropriate (Appendix 1,2 & 3). KPIs have been developed to measure; Statutory, Legal, Compliance; Internal Performance; Financial Performance (costs, income) and Customer Experience performance.

KPIs/projects are reported as follows:

- Finance Committee – CHB Business Plan KPIs (quarterly) and Risk Register (monthly)
- Audit & Risk Management Committee – (quarterly)
- Annual Budget Report – Finance Committee and Court of Common Council
- CHB Transformation Programme Board (weekly)
- ERP Programme Board (monthly)

- Digital Services Committee (bi-monthly) – DITS Business Plan KPIs
- Projects & Procurement Sub Committee (monthly) – Commercial Change and Portfolio Delivery Business Plan KPIs (planned for 24/25).

Local benchmarking takes place through the London Revenues Group (LRG) and Society of London Treasurers and national Business Rates/Council Tax collection rates are published by the Department for Levelling Up, Housing & Communities (DLUHC) annually.

12. Measuring Impact and Value for Money (VfM):

- A Chamberlain's Internal Customer Survey will be conducted in 2024. To ensure a continuous improvement approach all key issues and results will be reviewed by CHB SLT who will create and deliver service area improvement plans.

13. Departmental Operational Property Assets Utilisation Assessment

As part of the compliance requirements of Standing Order 56, the Chamberlain's Department undertook an operational property review of its property assets at the Guildhall Complex, the Barbican and New Street which was completed in November 2023. This review was undertaken by key officers across the department with input and expertise from Officers from the City Surveyor's Department.

Findings

- An apportionment of 1698.52sqm for the Guildhall across 6 floors, 238.24sqm for the Barbican across 2 floors and 77.25 sqm for New Street has been made for the Chamberlain's Department (directly occupied space).
- CHB's Guildhall average workplace area is 8.5sqm, for the Barbican is 8.82sqm and for New Street is 7.73sqm which are below BCO's (British Council's Offices) recommended requirements of 10sqm and above the HSE Workplace, Health, Safety and Welfare Regulations minimum of 4.9sqm.
- Overall, daily average occupancy at the Guildhall was 61% (above the City Surveyor's Department), 33% at the Barbican and 40% at New Street. Average occupancy levels range from 32% to 78% at the Guildhall.
- The space allocated to the Chamberlain's department has a low concentration of desks, particularly in the East end of the North Wing (2nd floor). Whilst there may be enough desks on a per FTE basis to support hybrid working, these being in small banks spread across multiple places are not sufficient to enable whole team days in the office unless work arounds are made.
- This review did not identify any surplus operational property assets and currently assets allocated for the delivery of services are partially utilised. However, occupancy rates will significantly increase following planned increased corporate occupancy requirements in 2024.

Recommendations to improve utilisation of property assets

Guildhall

- A greater concentration of desks or consolidation of the Chamberlain's allocation of space to 2 floors that are within proximity would be beneficial (excluding Chamberlain's Court and DITS Service Desk), however, there is currently no centralised funding for this office redesign.

Barbican Estate Office and Barbican Arts Centre

- FSS staff based in the Barbican Estate Office will be relocating to the Guildhall in 2024. The FSD team are awaiting further information from the Barbican Centre's Renewal Project Team to formulate plans to improve utilisation.

New Street

- The team at New Street is a blend of City of London vetted staff and City of London Police Staff. Hot desking is not possible for non-vetted personal due to security requirements. DITS have commenced with a new initiative to allow Guildhall Yard East Police personnel to come into the Service Desk at Guildhall where there will always be a vetted member of staff available.

14. Corporate & Strategic Implications

The department will review any new corporate strategies as they are approved and will consider how the department can and will support the delivery during 2024/25. This will include the new Corporate Plan 2024 – 2029 and the People Strategy. The Chamberlain's Department has an enabling function for the Corporation's ambitions and therefore, services are delivered on a cross cutting basis.

The department also supports the Risk Strategy, Medium-Term Financial Planning and Longer-Term Financial Planning, Treasury Management Strategy, Capital Strategy, People Strategy, EDI Strategy, Climate Action Strategy, SME Strategy and Digital, Data and Technology Strategy.

15. Security implications

N/A

16. Financial Implications

The Business Plans at Appendix 1 – 3 have been drawn up on within departmental budget estimates for 2024/25 based on the 2023/24 budget, plus July 2023 pay award, + 3% uplift, and the capital funding is already agreed. In addition, £701k uplift funding will be required to support the new Commercial, Change and Portfolio Delivery team, approved by Policy and Resources Committee on 14 December 2023 – recommended to be funded by one-off funding in 2024/25 to be requested via the budget setting cycle (to be approved by Court of Common Council in March 2024). On-going funding from 2025/26 will be offset through additional income generated identified through the Resource Prioritisation Refresh programme.

Business Plans are aligned to departments, so all financial information presented within the Business Plan reflects the departmental budget rather than the Committee budget.

17. Public sector equality duty

The department has a separate Equalities and Inclusion Plan created and agreed by the departmental ED&I Working Group. Where appropriate the department will complete an Equality Impact Assessment for upcoming changes.

18. Resourcing implications

The Business Plans have been designed within current agreed resource base.

19. Conclusion:

This report presents the high-level Business Plan for 2024/25 for the Chamberlain's Department and separate plans for DITS and Commercial, Change and Portfolio Delivery for Members to consider and approve.

Appendices

- Appendix 1 – High-Level Business Plan 2024/25 – Chamberlain's Department
- Appendix 2 - Digital, Information and Technology Services Business Plan 2024/25
- Appendix 3 - Commercial, Change and Portfolio Delivery Business Plan 2024/2025

Anna Flashman

Head of the Chamberlain's Office

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CHAMBERLAIN'S DEPARTMENT

Our vision is to maximise the value we deliver to the Corporation and its stakeholders, enabling the successful delivery of the Corporation's ambitions, with pace, accuracy, prudence and a focus on investment return.



Stewardship: Enable financial sustainability and manage risk through leadership on financial control, governance and assurance



Empowering: Empowering team members to excel through a focus on wellbeing, professional development and leadership



Trusted Partner: Create value and drive impact through strategic advice, ceremonial duties and professional insight as trusted advisors



Partnership Working: Deliver in partnership with customers and each other as a professional Chamberlain's community



Commercial: Champion value for money, develop opportunities and embed commercial practices in support of the communities we serve



Digital First: Look to the future, embrace technology and continuously improve through innovation and adaptation

OUR AIMS AND OBJECTIVES

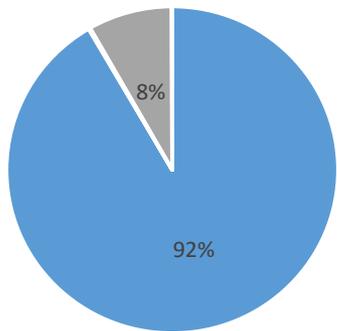
- Build strong relationships; support effective strategic decision-making with advice and information, delivering outcomes that meet the needs of our internal customers across the Corporation.
- Drive systems and process improvements which will increase automation and self-service, creating space for more agile and timely insights.
- Be agile, responsive and confident in delivering organisational change; looking for continuous improvement with innovative thinking and emotional intelligence.

WHAT'S CHANGED SINCE LAST YEAR...

- Chief Investment Officer Function in place with focus on investment strategy, asset allocation and how to achieve the best rates of return.
- Tackled the significant recruitment challenges, whilst also delivering the core finance function.
- New priorities for staff wellbeing, recruitment and getting the basics right.
- Proposals for the major projects funding strategy developed, to be considered by Resource Allocation Sub Cttee.
- Enterprise Resource Planning (ERP) system procurement is underway.
- Improved collection rates for both Council Tax and Business Rates.
- New systems introduced for Housing Benefits and audit management delivering enhanced functionality.
- Internal Audit team sufficiently resourced to deliver a wide-reaching programme of work.
- £636k was recovered through Counter Fraud work conducted by the Internal Audit team.
- Implementation of a new graduate trainee and apprenticeship programme to address the impact of the skills shortage within the finance profession.
- 30% more Freedom Ceremonies, now restored to pre-pandemic levels.
- Increased profits in Chamberlain's Court Shop by 45% and digital first efficiencies measures implemented.

WHERE OUR MONEY IS SPENT 2024/25

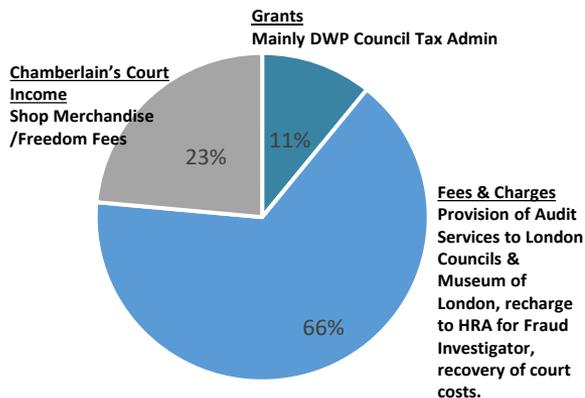
Total £10.6m



■ Employees ■ Supplies & Services

WHERE OUR MONEY COMES FROM 2024/25

Total £0.841m



■ Grants ■ Fees & Charges ■ Chamberlain's Court Income

KEY RISKS

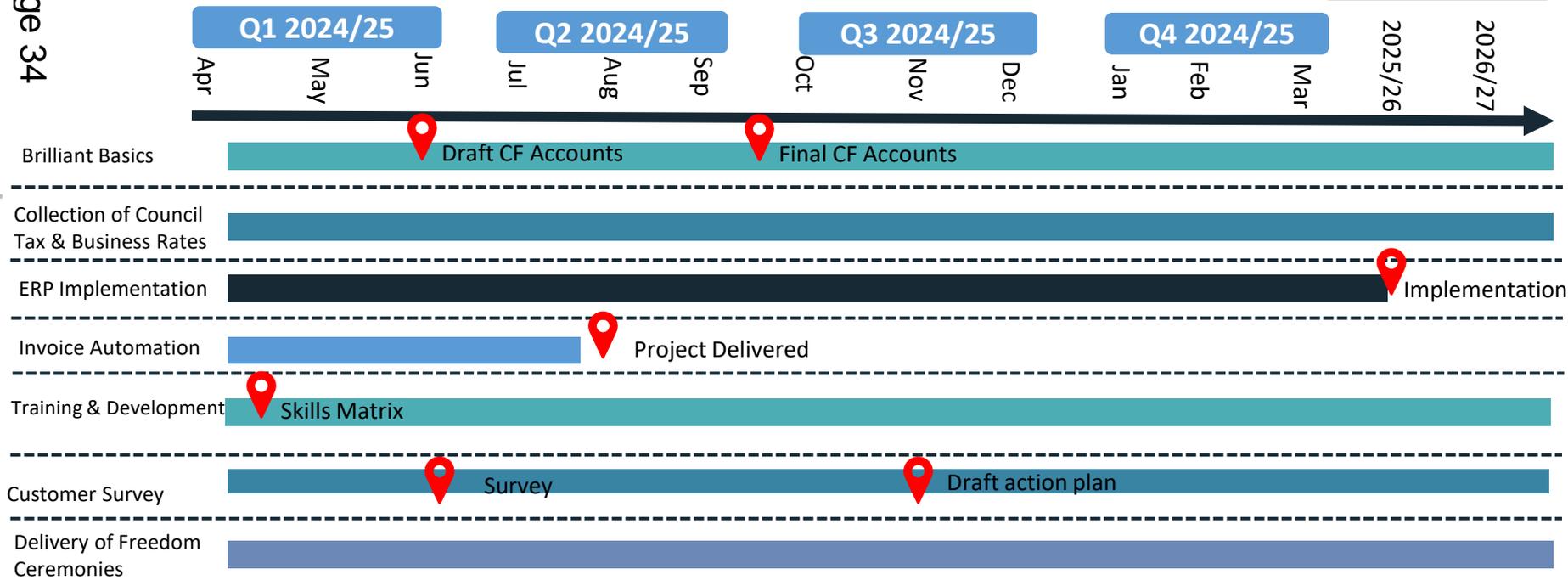
RISK TITLE	SCORE
CR38 Unsustainable Medium-Term Finances - City's Cash	16
CHB 002 Housing Revenue Account Financials	16
CR35 Unsustainable Medium-Term Finances - City Fund	12
CHB 001 Chamberlain's department transformation and knowledge transfer	6

Total 2024-25 budget estimate allocation is £10,611m (based on 23/24 CHB risk budget + 3% uplift).

OUR 2024/25 TIMELINE PLANNER PRIORITY WORKSTREAMS AND KEY MILESTONES

Beyond 2024/25

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Our major workstreams this year will be ...

Workstream Name	Priority	Funding allocation %	People resource %	Prioritisation category	Dependencies	Outcomes/ Impacts	KPI	Update Schedule	24/25 Target	22/23 Baseline
Statutory										
Collection of: -Business Rates -Council Tax	1	13% 3%	12% 2%	Duty & Statutory	Timely Billing and administration of accounts.	Maintaining collection rates to maximise City Revenue	Q2 - Business Rates/ Council Tax in year collection (% collected)	Quarterly	TBC	66.17% 53.90%
							Q3 - Business Rates/ Council Tax in year collection (% collected)	Quarterly	TBC	90.62% 79.40%
							Q4 - Business Rates/ Council Tax in year collection (% collected)	Quarterly	TBC	98.93% 96.30%
Payment of Housing and Council Tax Benefits	1	3%	2%	Duty & Statutory	Timely request and processing of relevant information to ensure the correct information is collected at the right time to facilitate the timely assessment of claims.	To process and pay Housing and Council Tax Benefit, new claims and change of circumstances faster and more efficiently.	Q2 – New claims 20 days	Quarterly	20 days	NEW
							Change of circumstances 3 days		3 days	
							Q3 - New claims 20 days	Quarterly	20 days	NEW
							Change of circumstances 3 days		3 days	
							Q4 - New claims 20 days	Quarterly	20 days	NEW
							Change of circumstances 3 days		3 days	
Brilliant Basics - capital and revenue reporting through to statement of accounts	1	55%	44%	Duty & Statutory	Engagement across the business	Effective financial management across the CoLC and delivery of a balanced budget.	Publication of the Draft City Fund Accounts	Annually	31 May	12 July
							Final Accounts Published		30 Sept	TBC
							Publication of City's Cash accounts	Annually	26 Dec	Nov-23
							Delivery of a balanced budget and MTFP for City Fund, approved by Court of CC	Annually	31-Mar	MET
							Expenditure against departmental local risk budgets. Reported from Q2	Quarterly	<1%	1.50%
Capital forecasting, profiling - 80% accuracy	Annually	80%	NEW							
Delivery of a programme of Internal Audit work to inform the Head of Internal Audit Annual Opinion on the adequacy of the Internal Control Environment, Governance and Risk Management arrangements	1	5%	4%	Legal Duty	All departments need to accommodate reviews.	Minimise risk and legal challenges.	Completion of sufficient internal audit reviews to form the Head of Audit opinion	Annually	Yes/No	MET
							Corporate Risk Assurance Reviews completed	Quarterly	3 (Minimum)	NEW
							Number of Audit Days delivered	Annually	650	350

Our major workstreams this year will be ...

Workstream Name	Priority	Funding allocation %	People resource %	Prioritisation category	Dependencies	Outcomes/ Impacts	KPI	Update Schedule	24/25 Target	22/23 Baseline
Planning, organisation, delivery and administration of Freedom Ceremonies and events at the Guildhall	1	2%	2%	Duty & Statutory	No of freedom applications, staff capacity.	To process freedom applications more effectively, to improve stakeholder satisfaction, increase Court income.	Freedom ceremony enquiries are responded to within 2 working days	Quarterly	98%	NEW
							Increase Chamberlain's Court merchandise income	Quarterly	5% increase on 23/24	£46,251.41
							Delivery of freedom ceremonies	Annually	1669	1621
Develop medium term cash flow modelling for both City Fund and City's Estate enabling advice on internal borrowing caps, external borrowing requirements/ limits, draw down on financial investments and reserves held in illiquid asset classes such as property	1	0.4%	0.3%	Legal	Investment Property Group, Member decision making to changing programme, economic factors, Budget Managers engagement in relation to accurate budget monitoring .	Maximise investment return, and ensuring effective cash flow management in light of significant spending commitments.	Quarterly reporting to Committees	Quarterly	Meet committee deadlines	NEW
Task and finish										
Enterprise Resource Planning system implementation across Finance, HR, Payroll, IT and Procurement	1	Separate budget	TBC on system integrator	Duty & Statutory	Engagement across the business and culture change	Elevated BI for Budget Holders to support better decision making. Balanced budgets.	Finance go live by 2025	N/A	2025/26	N/A
							HR go live by 2025	N/A	2025/26	N/A
							Self-service to be fully in place by June 25	N/A	June 25	N/A
Proactive deployment of measures to prevent and detect fraud against the City of London Corporation and provision of a corporate wide responsive fraud investigation service	2	1%	2%	Power & Discretionary	Engagement across the business	Prevention of fraud.	Number of investigations closed	Annually	Number closed	52
							Value of fraud (recovered funds/cashable)	Annually	TBC	£636,251
							Value of Fraud (Notional/non-cashable)	Annually	TBC	£643,601

Our major workstreams this year will be ...

Workstream Name	Priority	Funding allocation %	People resource %	Prioritisation category	Dependencies	Outcomes/ Impacts	KPI	Update Schedule	24/25 Target	22/23 Baseline
Automation of Invoice Payments	2	9%	9%	Power & Mandatory	Ensuring Departments and Responsible Officers undertake tasks in line with set procedures to facilitate greater automation and speed of processing.	To reduce manual intervention by staff and remove duplication.	Roll out of third party solution/Promote supplier portal. (Q1 24/25) Remove internal business rates bills from AP (Q1 24/25) % automation/interfaced Payment of invoices within 30 days (CoLC)	Quarterly Quarterly	60% 97%	15% 92%
Provide high level executive & programme management support to Chamberlain's senior leaders in the strategic and operational delivery of CHB's transformation programme	3	1%	1%	Political priority/Key strategic outcome or will be a key link to Corporate Plan 2025-30 outcomes	Timescales dependent on corporate requests.	To improve key stakeholder satisfaction levels and quality of service.	Positive satisfaction rating from key CHB stakeholders (Customer Survey)	Annually	TBC	N/A
							Delivery of CHB Office workstreams on target	Quarterly	85%	N/A
Training and Development/ Succession planning	3	4%	3%	Addresses a RISK on Corporation Register:	Staff engagement	Identifying training needs and upskilling CHB to improve resilience and to promote learning and ED&I	Skills matrix undertaken across CHB	N/A	30/04/2024	N/A
							Robust performance development plans in place	N/A	24/06/2024	N/A
							Succession Plans shared	N/A	24/09/2024	N/A

Other key workstreams for CHB

- Deliver the CHB transformation
- Lead the implementation of the ambitious climate action strategy (for investments)
- Pensions Administration (LGPS) (Funded by Pension Fund)
- Pensions Administration (CoL Police) (Funded by CoL Police)

OUR PEOPLE

WORKFORCE REPRESENTATION (CityPeople 30.06.23)

- 169 full time staff and 8.43 part time staff (equating to 177.43 FTE) excluding contractors/casuals

OUR WORK LOCATIONS

Guildhall complex	187.02 FTE
Barbican	27 FTE

Gender

43.36% Male
54.64% Female

Stated Ability

No Stated Disability	85.79%
Declared Disability	10.93%
Not Disclosed	3.28%

Age

aged 61 & over	
aged 51 to 60	
aged 41 to 50	
aged 31 to 40	
aged 21 to 30	
aged 20 & below	

SEXUAL ORIENTATION

70.49% declared themselves to be heterosexual, with 4.38% LGBTQIA+ and 25.13% not known or declined to say.

RELIGIOUS BELIEFS

Four major religions are represented, as well as non-religious and spiritual beliefs. The largest staff groups are Christian (35.52%) and non-religion (38.25%).

ETHNIC GROUPS

59.56% White; 10.93% Black/Black British; 17.49% Asian/Asian British; 17.49% Mixed (3.28%) and Other Ethnic Groups (1.09%) (with 7.65% Not Known).

APPRENTICES

- 2023/2024 8 new/ 5 have progressed to higher apprenticeship levels
- 3 posts are currently being recruited to

FINANCE GRADUATES

- 2022/23 - 2 (now in permanent posts)
- 2023/24 - 2
- 2024/25 - 4 will be recruited (National Graduate Development Programme/CoL Graduate Scheme)

PLANS TO INCREASE STAFF ENGAGEMENT/ DEVELOP CAPACITY AND/OR TALENT MANAGEMENT

- Continued monitoring, delivery and reporting of the culture and values/staff survey action plan by the CHB ED&I Group and SLT.
- Re-launched the Learning and Engagement Board to drive the priority of improving learning outcomes/upskilling for CHB staff.
- Creation and implementation of a CHB communication plan to ensure effective cascade of key messages. (e.g. All Staff Calls, weekly emails from the Chamberlain, update and maintenance of CHB SharePoint site).

CURRENT STAFFING LEVELS/RECRUITMENT PLANS

- Corporate Treasury currently has 1 vacancy due to natural churn. (30/10/23)
- Internal Audit is expected to be fully staffed in 2024/25, therefore no recruitment plans other than to backfill any vacancies that may arise.
- Financial Services Division has 14 vacancies, filled by interim staff until permanent positions are filled. FSD is expected to be fully recruited by 2024/25.

Staff Survey 2022 - Engagement Score 48%, 4% below CoL average

EQUALITY, DIVERSITY & INCLUSION

CHB DEPARTMENTAL EQUALITY AND DIVERSITY STATEMENT

Our vision is to build a strong, sustainable workforce that is diverse and representative of all our communities. We will achieve this by providing career development opportunities for all Chamberlain's staff to reach their full potential as well as ensuring our employment practices are inclusive and promote equality of opportunity for all.

DEPARTMENTAL ACTION PLAN EDI TOP PRIORITIES

1. Ensure that professional development opportunities are accessible for all Chamberlain's staff, to promote development, career progression and equality of opportunity for promotion and the development of a workforce that reflects the make-up of our communities.
2. Raise awareness of ED&I good practice, responsibilities, and corporate initiatives across the department.
3. Support the Corporation to identify, analyse,—review—and monitor key data sets to introduce strategies to address barriers for underrepresented groups as part of our overall Workforce Strategy.

KEY PERFORMANCE INDICATORS

% ED&I improvement plan delivered (75% target)
 % key decisions with EIA conducted (100% target)

3 Equality Impact Assessments were completed in 2022/23:

- Financial Services – Budget Setting
- Financial Services – ERP
- Chamberlain's Department – TOM Proposals

HEALTH & SAFETY

BUSINESS PLAN

A Health and Safety Business Plan is not required for the Chamberlain's Department as it is not a complex risk area and there was only 1 minor incident reported (April 23). H&S is reviewed quarterly at the Chamberlain's SLT to enable effective Health and Safety management, well-being of staff and compliance with our statutory responsibilities.

PRIORITIES

1. Promote staff health and well-being.
2. Recruitment of first aiders.
3. Continue to support corporate H&S initiatives (i.e. timely communication of H&S mandatory training, policy and debrief of fire drills to staff).
4. Conduct new starter DSE assessments.

KEY PERFORMANCE INDICATORS

- All new employees successfully complete Health, Safety and Wellbeing Induction, Fire Safety Online Module and Driver Check within one month of joining the Corporation. (95%)
- DSE users complete training and workstation assessments within one month. (95%)

OPERATIONAL PROPERTY UTILISATION ASSESSMENT

Asset name	Assessment Complete?	Assessment Completion Date
Guildhall	Yes	21.09.23
Barbican	Yes	21.09.23

OUR STAKEHOLDERS NEEDS

This table addresses the priority issues based on consultation with key customers in 2022. A Chamberlain's customer survey and action plan will be delivered in 2024.

Feedback	Progress/Action
Variable Skills	<ul style="list-style-type: none"> CHB Learning & Engagement Board will deliver a skills audit in 23/24 to inform learning priorities. The Process Notes Project will give staff access to accurate, high quality and current procedure notes and the same knowledge base.
Communication Style	<ul style="list-style-type: none"> Delivery of Budget Holder Finance training and upskilling CHB's interpersonal skills are 2023/24 priority workstreams for CHB to promote a clear approach and consistency of understanding.
Clunky Systems and Processes	<ul style="list-style-type: none"> ERP will elevate the Business Intelligence that Budget Holders can access in real time to support them manage their budgets (payment of invoices, standard suit of budget manager reports, tools). This will enable finance colleagues to support departments with value added business partnering activities.
Blame Culture	<ul style="list-style-type: none"> The Chamberlain's Departmental Vision outline the behaviours that CHB wants to see exhibited by colleagues. Staff are encouraged to 'call out' behaviours that do not align with our vision. An action plan was developed which is being progressed and monitored by SLT and updates are shared with staff.
Resistance to Change	<ul style="list-style-type: none"> As above.

PARTNERS WE WORK WITH

CIVIC INSTITUTIONS

- Livery Companies
- Trade Unions
- NHS
- Schools
- Charities (Age UK)
- Housing Associations
- Police

PROFESSIONAL NETWORKS

- Staff Networks
- London Revenues Group
- Institute of Revenues Rating & Valuation
- London Audit Group
- City Advice
- Society of London Treasurers
- Deputies London Treasurer Group

LOCAL GOVERNMENT

- CIPFA Penna Talent Group
- London Councils
- London Boroughs Fraud Investigator Group
- London Pensions Funds
- 8 Authority Pool
- London Finance Advisory Committee
- European Cities for Sustainable Public Finance
- CIPFA

CUSTOMERS

- Business Rates & Council Taxpayers
- Guests & Participants of Freedom Ceremonies

OUR IMPACTS

<p>45% increase in CHB Court shop profits (22/23)</p>	<p>60% of construction suppliers are SMEs</p>	<p>c35k Requests / Incidents resolved by DITS per annum</p>	<p>We collected £1,163,017 BILLION in Business Rates and £8,869 MILLION in Council Tax (22/23)</p>
<p>471 household support payments awarded to vulnerable residents in conjunction with DCCS & £12.47K of Discretionary Housing Payments were made to support vulnerable residents (22/23)</p>	<p>30% increase in freedom ceremonies with excellent feedback including written commendations (22/23)</p>	<p>Successfully recovered £575K following a mandate fraud using Proceeds of Crime legislation to freeze and recover the funds</p>	

OUR STRATEGY AND CROSS-CUTTING STRATEGIC COMMITMENTS

- Support the organisation through sound financial advice, in particular longer-term affordability and whole life costing of Major and other Projects to deliver the Corporation’s strategic aims.
- Further develop the Head of Profession role for Finance embedding practices following the Target Operating Model.
- Align the CHB Transformation Programme to the Digital and IT Strategy.
- Taking a shared leadership role in effectively delivering the People Strategy.
- Use the Freedom of the City of London to support the delivery corporate objectives such as Climate Action and Diversity.
- Align the Internal Audit programme of assurance work to the Corporate Priorities.

CLIMATE ACTION STRATEGY

Areas for support:

- Action area 1: Corporate Properties
- Action area 3: Capital projects
- Action area 4: Property investments

Data regarding financial investment targets in relation to this strategy can be found in the Climate Action Strategy dashboard under the tab named “Our Value Chain”

MEDIUM TERM PLANS UNDER CONSIDERATION (2025/26 & 2026/27)

Currently, no additional ones are planned beyond the end of 2024-25

IN-FLIGHT G2 – G6 PROJECTS

- The ERP Programme is currently at 4B of the Gateway Process.
- Forecast spend 23/24 to be approved at RASC and Finance Committees.
 - £19.6m total project budget.

CHB PROJECTS OUTSIDE OF THE G2 – G6 PROJECTS

- Civica Pay (cash management system replacement)
- Housing Benefit System - Conversation
- Invoice Recognition/Automation
- Stopford Freedom Database

KEY CHB TRANSFORMATION PRIORITY WORKSTREAMS 2024/25

Strategic Pillar	Priority Initiatives	Intended Outcomes	Lead Team
Partnership	Embed Matrix Working in teams	Agile, flexible workforce with single standard for service delivery	FSD
Stewardship	Complete Capital and Major Projects End-to-End Process Review	Understand bottlenecks in process, drivers of work and develop improved to-be process	FSD
Stewardship	Complete Review the Chart of Accounts	Chart of accounts appropriate for organisational structure and control environment, less time spent correcting errors and on repetitive, non-value adding journals	FSD
Commercial	Increase merchandise income for Chamberlain’s Court	Increase merchandise offer and expand customer base	CHB OFFICE

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DIGITAL, INFORMATION AND TECHNOLOGY SERVICES

Our aims and objectives

- To provide “Brilliant Basics”
- To remove complexity across the organisation
- To enable and accelerate collaboration & transformation
- To converge appropriate services across Institutions
- Deliver high quality services that meet the needs of our customers
- Drive systems and process improvements to increase automation and self-service to deliver more proactive added value support

Our focus for this year will be:

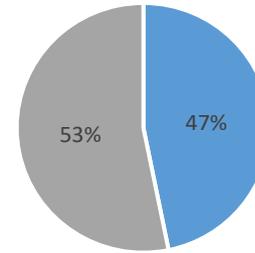
- Enabling the organization to make better data-driven decisions through a single joined-up data platform
- Completion of the transition from outsourced provider to inhouse allowing us full ownership of our services end-to-end
- Trusted Partner – Co-creation of a single IT Strategy for the Corporation, including our Institutions
Empowerment – Network refresh, leading to a faster more stable experience

What’s changed since last year...

- Commercial: Transitioned all Agilisys services back in house, delivering a saving of £902k per annum
- Co-Design Phase 1 Complete
- Digital First: Applications reduced by more than 60%
- Trusted Partner: New Digital & IT Strategy in development

Where our money is spent 2024/25

Total £8.109m (CoL DITS Net Budget)

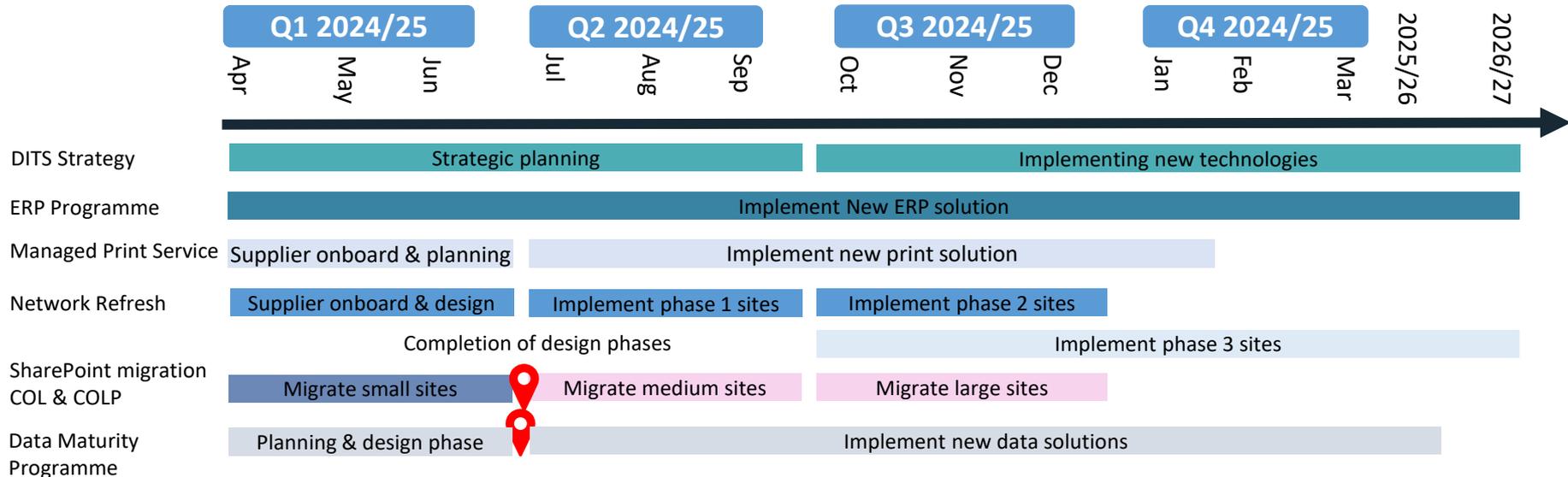


**DITS supply and support hardware, connectivity, applications and IT Infrastructure for both the Corporation and the City of London Police.*

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Our 2024/25 timeline planner priority workstreams and key milestones

Beyond 2024/25





Our major workstreams this year will be:

Workstream Name	Priority	Funding allocation	People resource %	Prioritisation category	Dependencies	Outcomes/ Impacts	KPI	Update Schedule	24/25 Target	22/23 Baseline
DITS Strategy Implementation	1	£626,000 (local risk)	5%	Key link to Corporate Plan 2025-30	Recruitment to permanent SLT roles	Clear strategy and priorities, inform service direction and redesign	New DDAT Strategy Agreed and ratified by Digital Services Committee. Implementation plan agreed and actioned. April 24	N/A	April 2024	NEW
ERP Programme	1	£321,000 (capital)	5%	Key strategic outcome	Successful Software Tender and Service Integrator Tender	Replacement of legacy systems and opportunity for Finance / HR Transformation	Finance go live by 2025, HR go live by 2025, Self Service to be fully in place by June 2025	N/A	Finance Module go-live HR Module go-live Self-service go-live June 2025	NEW
Managed Print Service	1 (End of existing contract)	£90,000 – Seed Funding (23/24)	2%	Dependencies	Successful Tender for new Print Service	Improved managed print service and new supplier	Successful procurement of new Print Supplier August 24	N/A	August 2024 (procurement of new supplier)	NEW
Network Refresh	1 (End of support contract)	£60,000 – Seed Funding (23/24) Up to £10m capital bid 24/25	5%	Dependencies	Dependent upon successful tender outcome and secure of funding	New, high performing and streamlined Network	New Support Contract Agreed, Modern, Fit for Purpose Network Refresh Complete	N/A	Supplier onboard & design Q1 (24/25) Implement phase 1 sites Q2 (24/25) Implement phase 2 sites Q3 (24/25)	NEW
SharePoint Migration (COL and COLP)	2 (Invest to save / Reducing Complexity)	£172,000 (local risk)	3%	Climate Action	Completion of SharePoint Migration in COL	Reduction in Azure file directories and £ savings on storage	100% of documents cleaned / migrated from legacy file servers July 25	N/A	Small sites Q1 24/25 Medium sites Q2 24/25 Large sites Q3 24/25	NEW
Data Maturity Programme	2	£256,000 (transformation)	3%	Addresses a RISK on Corporation Register	Dependent upon successful recruitment to permanent data roles	Better use and management of data across COL	Update Data Quality Standards / Policies, Implement new Corporate Data Platform, Implement new Governance, Build internal Data function April 25	N/A	Q1 24/25 Planning & Design Q4 24/25 Implement new data solutions	NEW

MEDIUM TERM PLANS UNDER CONSIDERATION (2025/26 & 2026/27)

Priority list (e.g. new legislation, services, projects, automation)	2025/26	2026/27	Funded or Unfunded
ERP Programme	x		Funded
Network Refresh	x	x	Unfunded

OUR STRATEGY AND CROSS-CUTTING STRATEGIC COMMITMENTS

- Climate Action – work carried out to move to Cloud
- Destination City – working to better understand available datasets across the organisation
- Taking a shared role in delivering the People Strategy
- Support the delivery of the ED&I Strategy
- Delivery of a new cross-Corporation Digital, Data and Technology strategy to enable and accelerate the implementation of the new Corporate Plan
- Support the delivery of the MTFP



OUR PEOPLE

PLANS TO INCREASE STAFF ENGAGEMENT

Team

- Weekly Teams message highlighting events, changes, and achievements; Monthly all-staff Town Hall meeting; Monthly Extended Management Team meeting; Catch up for our Institutional Heads of IT.

Department

- Co-production of CHB communications plan to ensure effective cascade of key messages. (e.g. All Staff Calls, weekly emails from the Chamberlain, update and maintenance of CHB SharePoint site).
- Staff Survey action planning.

DEVELOP CAPACITY AND/OR TALENT MANAGEMENT

- 4 Apprentice Roles, 2 currently vacant
- 4 internal staff successful in acting up positions in the past 12 months.
- Currently recruiting to two AD-level roles. One will be filled by an internal candidate.
- Capability Development through UdeMy platform and Microsoft Skills Initiative.
- Membership of CHB Learning and Engagement Board to drive the priority of improving learning outcomes/upskilling for CHB staff.

PROJECTS AND PROGRAMMES

- **Currently 169 Projects across COL and COLP**

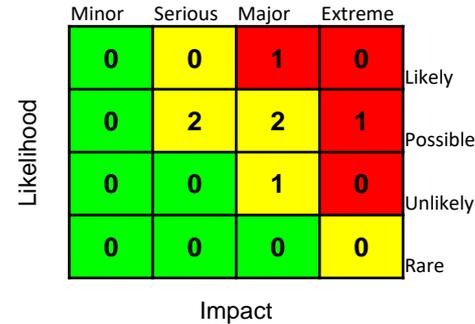
DITS OWNED GATEWAY PROJECTS

- Service Transition Programme (GW5)
- Corporate Telephony Replacement (E5 Implementation Funding)
- Device Refresh (GW0)
- Network Refresh (GW0)
- Managed Print Service (GW5)
- Network Support Contract (GW5)

OTHER KEY PROGRAMMES / PROJECTS WITH DITS INVOLVEMENT

- ERP Programme (Finance / HR)
- COLP Accommodation Programme (COLP)
- COLP FCCRAS Programme (COLP)
- Secure City Programme (COLP)
- Payment System Implementation (City Revenues)
- Future Police Estates Programme (GW5)

KEY RISKS



RISK TITLE	SCORE
CR16 Information Security	24
CR29 Information Management	12
COO DITS 045 PSTN Switch Off 2025	16
COO DITS 040 Resilience and complexity COL/COLP	12
COO DITS 037 Service transition COL & COLP	8
COO DITS 042 Artificial Intelligence	6
COO DITS 044 Business Intelligence (PowerBI) - Technical Support	6

PARTNERS WE WORK WITH

- Tech Organisations (i.e. SAP, Microsoft)
- Local Government Association
- National Cyber Security Centre
- Police Digital Service
- Staff (CoLC/CoLP/Institutions)

OUR STAKEHOLDERS NEEDS

Feedback was collated from stakeholders during the Digital Strategy Workshop sessions which be used to improve service delivery.

OUR IMPACTS

4,809 Users supported across COL, COLP & London Councils



1680 New devices provided in COL



1800 Users migrated to Teams Telephony



60TB Data Cleansed / Migrated



c35k Requests / Incidents resolved per annum





EQUALITY DIVERSITY & INCLUSION

DITS colleagues attend the CHB quarterly ED&I meeting attended by departmental representatives and the Senior Leadership Team and the Director of DITS is the Sponsor of the Parents & Carers Network.

DITS Equality and Diversity Statement

Within DITS, we are committed to fostering an inclusive and diverse environment that values and respects the unique perspectives, backgrounds, and experiences of our team members. We firmly believe that diversity is not just a buzzword but a fundamental strength that drives innovation, creativity, and success in our ever-evolving field.

We recognize that the world of technology is dynamic and constantly evolving, and we understand that to thrive in this landscape, we must leverage the full spectrum of human talent and capabilities. Our commitment to diversity is not just a commitment to equal opportunity, but a commitment to excellence, growth, and progress.

Key Principles of Our Commitment to Diversity:

1.Inclusivity: We are dedicated to creating an environment where every team member feels valued and respected, regardless of their race, ethnicity, gender, sexual orientation, age, disability, or any other aspect of their identity. We actively encourage open and honest dialogue that promotes understanding and empathy among all team members.

2.Equity: We are unwavering in our dedication to fairness and equal opportunities. We actively seek to eliminate biases and barriers that could hinder anyone's advancement or contribution within our department.

3.Diverse Perspectives: We celebrate the rich tapestry of backgrounds and experiences that our team members bring to the table. These diverse perspectives provide us with a competitive advantage in solving complex problems and developing innovative solutions.

4.Learning and Growth: We understand that diversity and inclusion require continuous learning and growth. We invest in ongoing training and educational opportunities to ensure that all team members have the tools and resources to succeed and to broaden their understanding of the importance of diversity in the workplace.

Departmental Action Plan EDI top priorities

- Women in IT
- Accessible tech
- Supporting the wider Corporation to identify underrepresented groups through our Data work
- No EIAs were conducted in 23/24.

OUR WORK LOCATIONS

Guildhall Complex	85 FTE
New Street	10 FTE

OPERATIONAL PROPERTY UTILISATION ASSESSMENT

Asset name	Assessment Complete?	Assessment Completion Date
Guildhall	Yes	30.11.23
New Street	Yes	30.11.12

HEALTH & SAFETY

- See CHB high-level business plan.

DITS Maturity Assessment

	1 Initial	2 Developing	3 Defined	4 Managed	5 Optimizing
	E-Government	Open	Data-Centric	Fully Digital	Smart
Value Focus	Compliance	Transparency	Constituent Value	Insight-Driven Transformation	Sustainability
Service Model	Reactive	Intermediated	Proactive	Embedded	Predictive
Platform	IT-Centric	Customer-Centric	Data-Centric	Thing-Centric	Ecosystem-Centric
Ecosystem	Government-Centric	Service Co-creation	Aware	Engaged	Evolving
Leadership	Technology	Data	Business	Information	Innovation
Technology Focus	Service Centric Architecture	System Integration Management	Open Any Data	Modularity	Intelligence
Key Metrics	Percentage of Services Online	Number of Open Datasets	Percentage Improvement in Outcomes, KPI's	Percentage of New and Retired Services	Number of New Service Delivery Models

- Pre TOM - February 2021
- Now - 2023/2024
- Future – 2024/25

CURRENT ASSESSMENT

- Post-TOM, the department carried out a co-design and top-level restructure of the service to ensure that teams TUPEd in from our Managed Service Partner were placed in the correct teams.
- There is better working across the wider Corporation with our Institutes, and we are continuing to our work to better align ourselves.

FUTURE RISKS AND OPPORTUNITIES

- There are opportunities to move towards better architecture capability, data management and capacity monitoring but these are key risk areas which would be reliant upon additional capacity and funding.
- Information management and data still remains a key corporate risk, although work with a Data partner has placed us in a much better position. DITS has also received some transformation funding for this and will be carrying out a “Lighthouse Project” to look at the benefits of bringing data sets together.
- The ERP Programme will be significant in allowing us to reset culture and approaches to data and technology, and more crucially provide a “single pane of glass” approach to many common services.
- With the advent of new technologies including AI, this will need to be funded. It is expected that better working across the Corporation and Institutes may lead to efficiencies which can be utilised to fund new technologies.

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COMMERCIAL, CHANGE AND PORTFOLIO DELIVERY

OUR AIMS AND OBJECTIVES ARE...

We provide leadership of, and assurance that the Corporation’s partnerships, projects and contracts portfolios deliver strategic outcomes and represent value for money, whilst enabling the transformation of our service offerings to deliver modern and efficient services to our customers. Our main objectives are to:

- *Maximise income streams* and identify opportunities for new or increased revenue
- Develop new *partnerships and alternative delivery models* to drive increased commerciality
- Drive maximum *financial and added social value* from third party services
- *Provide assurance* of the Corporation’s ability to effectively deliver its *project/programme portfolio*
- Collaborate with colleagues to *facilitate transformation, business change* and *continuous improvement*
- Measure and communicate the *impact of COL investment* through our contracts and project delivery

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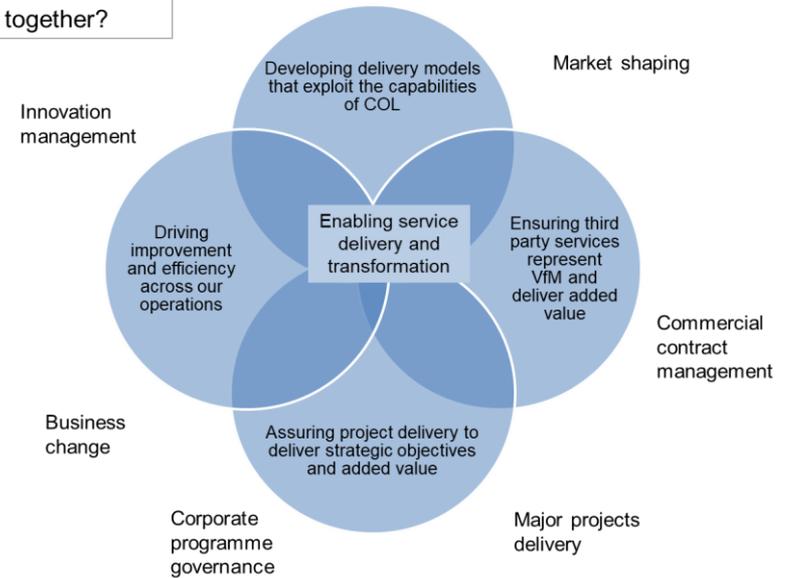
ACHIEVEMENTS – 23/24

- Project Governance review completed and implementation plan for new portfolio management approach agreed
- Commercial Academy launched providing bite-sized learning opportunities
- Tail-end spend approach agreed aiming to drive better value (financial and social) from low-value spend
- Operational property review baseline established, and live dashboard created to inform decision making
- Opportunity assessment commenced reviewing options to help make the Lord Mayor’s Show financially sustainable
- 6 Rapid Improvement Events delivered identifying efficiencies across key services

WHAT’S CHANGED SINCE LAST YEAR...

This is a brand-new Division due to be launched in January 2024. The Division is the integration of the Commercial Service with the Project Governance Division.

How it fits together?

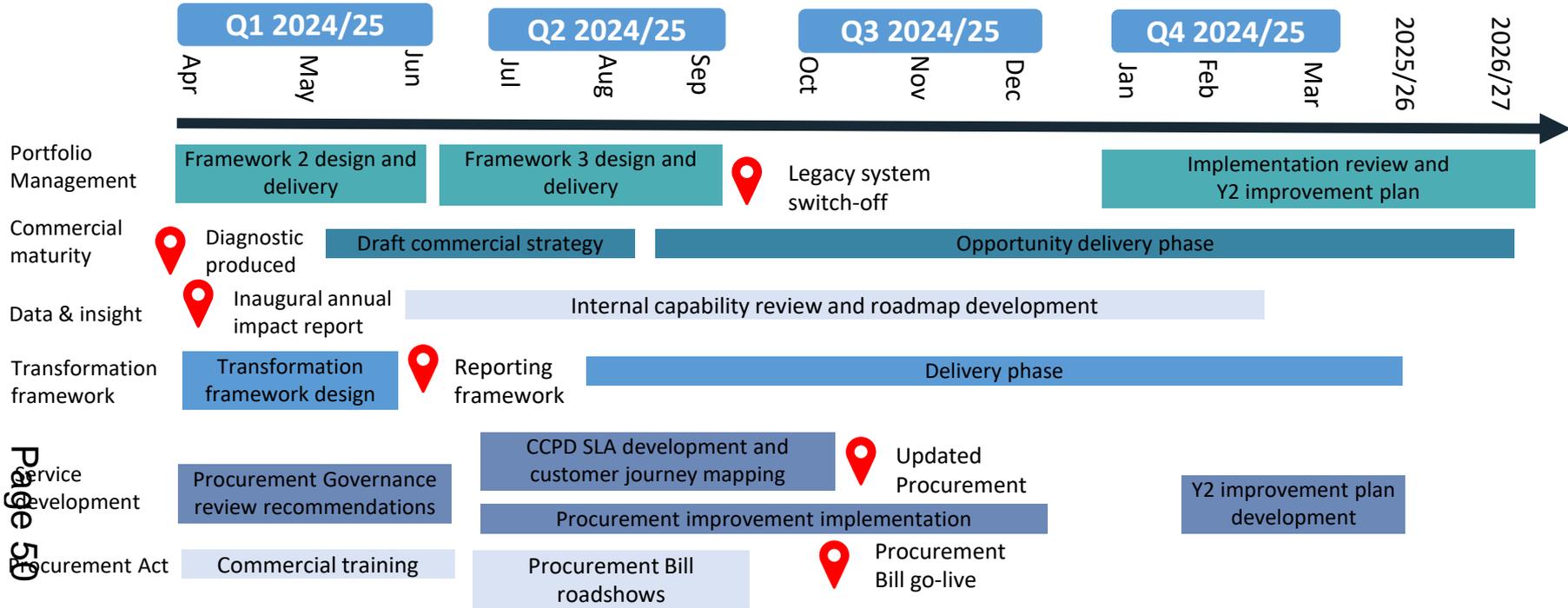


As of November 2023, the division has become part of the Chamberlain’s department. The aims and objectives set out above support the delivery of the Chamberlain’s overarching vision: ***to maximise the value we deliver to the Corporation and its stakeholders, enabling the successful delivery of the Corporation’s ambitions, with pace, accuracy, prudence and a focus on investment return.***

The departmental principles of stewardship, empowering, trusted partner, commercial and digital first will be embedded in the CCPD delivery plans.

OUR 2024/25 TIMELINE PLANNER PRIORITY WORKSTREAMS AND KEY MILESTONES

Beyond 2024/25



POTENTIAL RISKS TO DELIVERY AND INTERDEPENDENCIES:

The timeframes set out above are ambitious and dependent on a number of factors. At the time of drafting this business plan (Nov 23), proposals for the establishment of a new portfolio management office are being presented to Members for decision. This will inform the subsequent restructure to create the new integrated Division. The priorities set out in this business plan assume the recommended option is approved by Members. This plan will need to be reviewed if Members opt for the minimum viable PMO structure. Regardless of the option chosen, given the timeframes involved, it is likely that the new vacant posts will not be recruited to before the end of the FY 23/24 and postholders will continue to join the Corporation in Q1 24/25. Once the new team is established, it will be important to take stock of the level of internal knowledge and capability. It is intended to develop a comprehensive divisional development plan to enable the new teams to move rapidly to high performance. It should however be noted that no dedicated learning and development budget exists for the new Division.

The completion of the procurement governance peer review by the end of FY 23/24 is another key interdependency. This is a priority for Members and a key area of focus to ensure organisational effectiveness and efficiency. Due to limited internal resource to deliver the review, a peer review model has been agreed. Timescales and approach are currently being agreed due to be signed-off by the Projects and Procurement Sub-Committee in Jan 24.

Where our money comes from and what we spend it on

Total 2024-25 budget estimate allocation is £3.9m - £4.5m dependent on options approved by Members

COMMERCIAL, CHANGE AND PORTFOLIO DELIVERY DIVISION

Where our money comes from and what we spend it on 2024/25



- Local risk budget
- Central risk budget
- Project funding
- Transformation funding
- Staff Costs
- Office Supplies

Note - Total divisional budget and resource FTE are subject to approval by P&R

OUR WORK LOCATIONS

Total people resource

Guildhall complex	55 FTE
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MEDIUM TERM PLANS UNDER CONSIDERATION (2025/26 & 2026/27)

Priority list (e.g. new legislation, services, projects, automation)	25/26	26/27	Funded or Unfunded
Development of corporate project management resource pool	x		Unfunded
Benefits management methodology and tool		x	Unfunded
Commercial business case development – income generation	x		Unfunded

OUR STRATEGY AND CROSS-CUTTING STRATEGIC COMMITMENTS

- Climate Action Strategy - We are responsible for delivering the actions related to Scope 3 emissions.
- Review of interventions and opportunities to further diversify our supply chain as part of our commitment to SME strategy and EDI ([City of London Responsible Procurement Policy](#))
- Taking a shared leadership role in effectively delivering the People Strategy.

RPR Workstreams



RESOURCES AND PRIORITIES REFRESH

- This Division is responsible for managing the Resources and Priorities Refresh. This is a corporately-led programme that aims to embed a holistic approach to the allocation and deployment of our resources that aligns our actions and spend to what we truly 'value' (our priorities).
- The Commercial team is directly responsible for delivering the Commercial RPR workstream.

Our major workstreams this year will be...

Workstream Name	Priority	Funding allocation %	People resource %	Prioritisation category	Dependencies	Outcomes/Impacts	KPI	Update Schedule	24/25 Target	22/23 Baseline
Portfolio management implementation	1	100% of transformation funding allocated	36%	Political Priority	Approval of new Project Procedure by EOY 23/24	Assurance of org'al capability and capacity to deliver projects to achieve strategic outcomes.	% of dedicated PMs who have completed required training	Quarterly	100%	Unknown
							No. of tier 1 and 2 projects with named SRO	Quarterly	Q1 – 10% Q2 – 50% Q3 – 75% Q4 - 100%	n/a
							% of SROs who have completed required training	Quarterly	100%	n/a
							% of live projects managed and reported via the new system	Quarterly	Q1 – 10% Q2 – 50% Q3 – 75% Q4 - 100%	0%
Commercial maturity assessment and improvement plan (procurement governance review)	1	20%	36%	Political Priority	Successful completion of commercial and procurement governance review by EOY 23/24	Improved commercial maturity to manage risks, drive up compliance and deliver innovation and savings.	Review complete and recommendations accepted by Members	Q1	Accepted Q1	n/a
							Resources secured to deliver improvement plan	Q1	Resource secured Q1	n/a
							Implementation plan delivering to timescales	Quarterly	To plan	n/a
Data and insights – understanding our impact	1	15%	58%	Other - Addresses a risk on local risk register	Engagement of City colleagues	Measurable benefits with clear social return on investment (SROI). Commercial dashboards including income generation opps	23/24 Annual impact report published	Q1	24/25 report	n/a
							Dashboards produced	Quarterly	Q1 – 2 depts Q2 – 3 depts Q3 – 5 depts Q4 - +institution	n/a
Transformation and improvement framework (embedding RPR)	1	15%	12%	Key Link to the Corporate Plan 25-30	Engagement of City colleagues	Increased productivity and efficiency with shared vision and goals.	No. of RIEs completed	Quarterly	2 per quarter	5
							10% productivity gains across department	6-monthly	10%	n/a
Service development – capacity and capability	1	20%	90%	Key Link to the Corporate Plan 25-30	Successful recruitment of new team	High performing team able to challenge, facilitate and support the organisation to succeed.	% of roles filled	Monthly	100%	n/a
							CCPD development plan completed	Monthly	Q1 – 25% Q2 – 50% Q3 – 75% Q4 – 100%	n/a
Procurement Act implementation	1	20%	32%	Duty & Statutory	Enactment of Bill to anticipated timeline	COL implements new regs in a timely and compliant manner.	% of implementation plan complete	Monthly	100%	n/a
							Procurement network feedback re readiness	Monthly	Positive	n/a

OUR PEOPLE

2022 Staff Engagement score: 48% (CHB)

PLANS TO INCREASE STAFF ENGAGEMENT/ DEVELOP CAPACITY AND/OR TALENT MANAGEMENT

As a brand-new Division there will be a significant focus on team development. Working with L&D, we intend to develop a programme designed to enable high performance including team-led initiatives, action learning sets and a range of interactive engagement approaches. A comprehensive team development plan to be produced with mandatory training for staff at all levels.

Team

- **In-person team engagement:** Twice yearly away day; quarterly coffee catch-up; weekly team meeting; monthly SMT meeting.

Department

- Membership of CHB Learning and Engagement Board to drive the priority of improving learning outcomes/upskilling for CHB staff.
- Co-production of CHB communications plan to ensure effective cascade of key messages. (e.g. All Staff Calls, weekly emails from the Chamberlain, update and maintenance of CHB SharePoint site). Staff Survey action planning.

Apprentices - 8 in structure (5 currently in post)

EQUALITY DIVERSITY & INCLUSION

Colleagues attend the CHB quarterly ED&I meeting attended by departmental representatives and the Senior Leadership Team.

We will use influence, project investments and buying power to positively influence markets. We will deliver positive added-value for local communities, particularly marginalised groups.

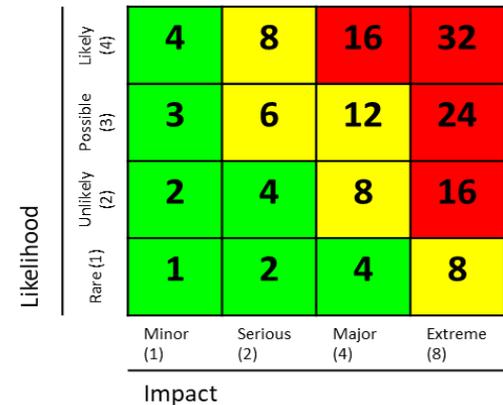
Departmental Action Plan EDI's first three priorities

- Increase the number of Ethnic Minority-owned Businesses in the COL supply chain
- Increase CCPD team awareness of issues regarding equalities and structural oppression through completion of training
- Embed EIA considerations in the development of the new PPM framework including non-financial benefits realisation

3 Number of Equality Impact Assessment Completed – 3 (various others completed as part of procurement exercises and project delivery but these are owned by the commissioning departments)

KEY RISKS

RISK TITLE	SCORE
COO PG 001 Lack of capacity and resilience in team affects CoL's ability to effectively manage the volume of approved projects.	12
COO PG 002 Lack of knowledge; Project managers across CoL lack requisite knowledge and skills to effectively manage projects.	8
COO CO 003 Levels of non-compliance increase due to pace and scale of necessary governance and regulatory changes.	6
COO CO 002 Financial Pressures, including inflationary pressures, resulting in contracted services becoming unaffordable.	6
Historic underinvestment in capacity and capability to effectively manage COL contracts and key suppliers <i>(DRAFT RISK TO BE SCOPED AND ADDED TO LOCAL RISK REGISTER)</i>	12



OUR STAKEHOLDER'S

Stakeholders
London Boroughs
Crown Commercial Service
Internal departments/institutions
Local businesses (esp. SMEs and diverse owned businesses)
London Chamber of Commerce
Lord Mayor's Show Ltd
MSDUK
Providers/suppliers
Residents

OPERATIONAL PROPERTY UTILISATION ASSESSMENT

Asset name	Assessment Complete?	Assessment Completion Date
Guildhall	Yes	30.11.23

HEALTH & SAFETY

- See CHB high-level business plan

IN-FLIGHT G2-G6 PROJECTS

- Supporting ERP Programme Gateway 4B

OUR IMPACTS

50% reduction in time to check invoices - Ports Health

12 staff trained in six-σ Yellow Belt

100 more trees planted

7% reduction in carbon emissions against baseline

66% reduction in time to book rooms - libraries

15% increase in EV charging points

60% of construction suppliers are SMEs

3 new apprentices on our IFM contracts

Agenda Item 6

Committee(s): Digital Services Committee Police Authority Board	Dated: 17/01/2024 07/02/2024
Subject: Future Network Strategy	Public
Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?	9, 10
Does this proposal require extra revenue and/or capital spending?	Y
If so, how much?	£8.3m
What is the source of Funding?	Capital Bid 2024/25
Has this Funding Source been agreed with the Chamberlain's Department?	Y (part approved £4.3m)
Report of: Caroline Al-Beyerty, Chamberlain	For Decision
Report author: Tara Crombie, Chamberlain's	

Summary

The City of London Corporation has a requirement to update its existing network capability and to provide a common approach to networking across the City Corporation, City of London Police and Institutional Departments. The current network solution was implemented in 2017 and is complex and inefficient, relying on several vendors and technologies. Network coverage is unreliable in some areas, which presents a suboptimal user experience, and maintenance and support is costly.

The Future Network Strategy proposes a move to a Secure Access Service Edge (SASE) solution, which will provide an efficient and simplified network that will enable the organisation to adapt to modern technologies. The approach will reduce complexity and ongoing costs and provide a more secure and reliable experience for users.

Recommendation

- Members are asked to approve the Future Network Strategy for a SASE solution, which will enable Commercial engagement with a supplier to help implement the solution.

Main Report

Background

1. The current City of London Corporation and City of London Police network was implemented in 2017 based on a traditional Local Area Network (LAN) and Wide Area Network (WAN) approach using Multiprotocol Labelling Switch (MPLS)

technology. Whilst this technology is still fully supported, the Network Hardware is approaching end of life and the requirements of the organisation have evolved to a point where there is no longer a cohesive approach across the organisation. The current network approach has limited flexibility and is dependent on multiple external suppliers, which has led to even more complexity and a disjointed and inefficient service.

2. The current infrastructure of copper or fibre cabling is old and has limitations in supporting the current workforce and ways of working.

Current Position

3. The Digital, Information and Technology Service (DITS) have submitted a Capital Bid for 2024/25 for £8.3m, which will fund the replacement of the existing LAN and WAN across the City of London Corporation and City of London Police. The relevant Gateway Papers will be submitted to Digital Services Committee, Police Authority Board and Court of Common Council for the release of this funding in 2024/25.
4. The contract for City of London Corporation's current Network Support Provider, ROC Technologies, is due to expire in January 2025, with no further options to extend. DITS will be going to market for a new agreement with a Network Support Provider in early 2024/25 to implement and support a new Network approach for the City of London Corporation and City of London Police. This will include existing buildings and new buildings within the Future Police Estates Programme (FPEP).
5. To inform the procurement of the new Network Support Provider, FPEP, in consultation with DITS, are proposing a Future Network Strategy which is intended to outline the new approach to the connectivity requirements of existing and new buildings across the City of London Corporation, City of London Police and potentially Institutional Departments in the future.

Options

6. The Programme Team, in conjunction with Commercial Services undertook a soft market testing exercise in September 2023. The exercise included 19 suppliers to gain insight into the current market and direction of the industry and asked them to provide recommendations on the approach. Most suppliers recommended a move to a SASE solution, and the strategy has been adapted in line with this recommendation.

Proposals

7. The Future Network Strategy proposes to adopt the following key design principles:
 - The use of standardised technology to enable a modern and holistic approach to networking and security.
 - Combined network and security in a cloud-based architecture, simplifying the network and reducing complexity and operational costs.
 - Fast and secure access for remote and on-premise users.

- Ability to respond to an organisation’s growth and the evolving nature of work by being adaptable and scalable.
 - Support any user, from anywhere, using any device, via any connection, to any application.
8. Secure Access Service Edge (SASE) is the proposed technological approach for the Future Network Strategy, combining network and security services into a unified cloud-based architecture. This is intended to reduce complexity and operational costs, as well as being highly scalable and adaptable. SASE adopts a zero-trust security model which verifies the identity and security posture of every user and device, providing a granular, context-based access control. Further detail is provided in Appendix 2, the Future Network Strategy.

Key Data

9. The existing City of London Corporation and City of London Police Networks cover 237 separate sites including:
- 120 COL locations;
 - 17 COLP locations;
 - 100 Secure City CCTV sites.
10. The costs for the current Network over a 5-year period are approximately £11.5m, which includes LAN and WAN infrastructure, hardware, and support.
11. The existing network is supported by 14 vendors, encompassing infrastructure, hardware, and support.
12. 19 vendors were engaged in the Soft Market Testing Exercise.

Corporate & Strategic Implications

Strategic implications – Stable, Secure and Supported Network Connectivity is essential for the future operations of the City of London Corporation and City of London Police.

Financial implications – A Capital Bid of £8.3m was submitted through the priorities board “New bids” Process in 2024/25 to fund the implementation of the Future Network Strategy. As part of this process £4.25m was approved and will be included in the Capital Programme for 24/25. The balance of c£4m will require further approval. At present it should be noted there are no plans for new Capital bids in 25/26 so there may be a need for re-prioritisation or re-allocation of funds within the Capital programme.

Resource implications – The implementation of the Future Network Strategy will be delivered by the Future Network Programme Team, which will consist of permanent staff and additional resource funded by the Programme budget.

Legal implications – The Future Network Strategy will require the procurement of a new Network Support Provider, which will be supported by Commercial Services and Comptroller and City Solicitor’s.

Risk implications – The Future Network Strategy will be managed as part of a wider Programme of work, with all risks and issues managed accordingly.

Equalities implications – None.

Climate implications – The Future Network Strategy seeks to reduce the use of Network hardware across the City of London Estate, reducing demands for energy consumption and cooling needs.

Security implications – The Future Network Strategy recognises the complex requirements across the City of London Corporation and City of London Police with regards to Network security and resilience.

Conclusion

The City of London Corporation and City of London Police networks were implemented in 2017 and the network approach now needs to modernise and simplify to meet the evolving needs of COL and COLP. Following engagement with the market the recommendation is to implement a SASE based solution to provide a more efficient and cost-effective network offering, as outlined in Appendix 1, the Future Network Strategy

Appendices

- Appendix 1 – CoL/ Colp Future IT Network Strategy

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Future IT Network Strategy

October 2023

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1) Executive summary

This document is intended to provide a strategic vision of the future of the City of London and City of London Police (CoL/P) network delivery. It is a high-level plan to achieve multiple goals for a high-performance, world-class environment for CoL/P for the next 10 years.

As a strategy, it does not focus on the low-level detailing of every single use case for a network or the technical implementation, nor does it attempt to provide a detailed timeline for implementation and scheduling. Both outputs will come from the next phases including business analysis and requirements gathering, technical designs in HLD/LLD format and detailed project planning.

The objective is to ensure a centralised set of objectives and key pillars on which to make future decisions on network services across the estate ensuring a common delivery method and reduced ongoing management costs.

The scope encompasses both LAN and WAN services including (but not limited to) on premise cabled networking, Wi-Fi, Internet provision, VPN's and cloud connectivity.

Delivering the new network across CoL/P will provide a blueprint to evolve over time, extending to include other networks within the CoL/P estate, such as Barbican, schools, public areas, and City Bridge Foundation.

This strategy is written as an overarching organisation vision and roadmap for a holistic and common approach for networking across the City of London and its institutions.

This approach to a common blueprint (or set of blueprints defined by use cases) is intended to provide a future proof platform with longevity for modern technology but also a simplified network approach which will increase resilience and reduce ongoing management costs.

The final section of this document outlines key recommendations and decisions on which to base future network decisions and procurements.

2) Introduction

As technology advances, so does the need for a more robust and efficient network infrastructure.

It is worth pausing to think back just 4 short years ago when members, officers, staff and police officers were using outdated technology that failed to work at the most critical of times on the street, during Committee Meetings and across our offices and police stations.

- The Lenovo laptops ran Windows 7, were slow to boot up, took days to build and were well past end of life.
- Police officers relied on Panasonic Toughbook's which were clunky, made every day more difficult for the officers and did not work well in the field.
- The vast majority of officers did not have mobile smartphones with biometric logins for data entry and retrieval in seconds rather than hours.
- Officers and members mobile devices were not managed, and our data was spread across many disparate devices which presented a large risk to the organisation.
- The Corporation and City of London Police's network relied on a hybrid mix of aging hardware, including firewalls, which were not up to the job for mass migration of data to cloud, or for people working from home.
- The server estate contained a large amount of legacy operating systems and technical data all hosted in an expensive third-party datacentre and presenting huge cyber security risk to the organisation.
- There was no capability to make a video call.
- The force internet was incredibly slow being provided by a 20Mbps provision on the PSN for Policing network.
- There was no national Security Operations Centre (SOC) monitoring the entire estate.

Fast forward to 2023 and all the above have been addressed. From starting to look at a refreshed estate in 2019 and having to accelerate this in 2020 due to the Covid Pandemic, the organisation's change programme included new laptops and smartphones, a migration to the Exchange Online, SharePoint, OneDrive and a full datacentre exit with a 'lift and shift' to Azure cloud hosting and connection into the National Management Centre and delivery of the national Policing blueprints.

The City of London Corporation & Police are unrecognisable from just four short years ago in terms of technology adoption and digital transformation.

CoL has shown how forward thinking an authority can be around cloud adoption and delivery.

The level of technology change during this period has exceeded everything else in the previous decade, however it has not been plain-sailing – there have been significant deviations and challenges along the way due to the environment the organisation was operating within, be it financial, operational or outside factors.

Because of this, our network has had to evolve around legacy solutions, contracts, and the demands of the organisation meaning it is now a ‘patchwork quilt’ of technology and contracts across multiple telecommunication providers (telcos) and vendors. The CoL/P network needs a ‘reset’ using standardised technology and an improved service wrapper whilst still retaining carrier diversity for redundancy.

Technology advancement stands still for no person or organisation and to that end, CoL/P need to address the next wave of transformation that will support the Corporation & Future Police Estate and their demands of an IT network.

As officers and staff increase their digital demand and adopt and mature their usage of the technology provided, this further increases the demands on the CoL/P Local and Wide Area Networks (the IT Network).

As an organisation, this is a wholly positive outcome – more demand on the network means the technology that sits on top of the network is being exploited – colleagues and visitors within the City are directly benefiting from the investment made by the City of London Corporation. With the evolution of major programmes such as the world first Secure Cities programme, or an entirely new and more powerful Action Fraud and National Fraud Investigation capability or simply higher utilisation of Microsoft 365, Power Platform and SaaS/Cloud solutions this increased demand will continue as the organisation now has an embedded bias for positive change.

Underpinning the whole network is the service management wrapper. Further into this document it lists the various suppliers and brands that are within the CoL/P networks currently and this presents a challenge for service management and hand-off between vendors. It makes fault resolution longer for the support teams who must navigate multiple helpdesks, technology stacks, admin portals and account managers to resolve any faults. An investment in a future network will reduce downtime, improve user experience and could also reduce overall operating costs.

3) Vision

To provide a modern, future proof, secure estate providing 'state of the art sustainable facilities' for policing within the square mile and the force national portfolio

To achieve this vision, City of London Police have identified the following design principles:

- The core estate will remain within (?) the City of London footprint
- Modern estate that is sustainable for the next 30+ years
- A variety of facilities to provide operational resilience
- Value for money to be demonstrated in developing the estate portfolio
- Phased implementation to maintain operational effectiveness
- Adoption of new working practices to be designed in – flexible / agile working / smart initiatives
- Modern, robust and flexible IT infrastructure
- Multi 'use' shared and open plan facilities will be adopted as widely as possible except for specialist facilities (such as Custody, firearms range, Tactical Firearms Group and 'Joint Contact & Control Room' and forensics)
- Operational vehicles securely located and accessible.

The future network strategy for CoL/P should not only deliver on the vision of the police estate in the next 10 years, but also look to deliver on the 3 key themes adopted by the Digital, Information and Technology Service (DITS):

- Brilliant Basics
- Removing Complexity
- Enabling Transformation.

4) Current IT network

a) Wide area network (WAN)

The current City of London network has evolved over many years from a core BT MPLS and with low bandwidth internet breakouts (or PSN for Policing (PSNfP) connection providing the legacy 20Mbps internet provision) to more recently 100Mbps to 1Gbps internet breakout carrying nearly all outbound traffic from all sites.

The City of London has very little flexibility in this provision and is entirely dependent on BT to provision circuits which can often delay accommodation moves or the introduction of new sites (such as a new school or office building).

Due to this inflexibility, we are also limited to the technology that can be deployed for hard to reach sites or those with low network infrastructure in the ground.

Most sites are entirely dependent on the Guildhall or Bishopsgate/New Street to provide firewall security and internet access which presents a suboptimal experience for today's users and demands.

b) Local area network (LAN)

The City's current LAN provision has evolved over many years and is managed by ROC Technologies. The LAN can be considered the 'in building network' which includes physical network points, Wi-Fi, access and core switching. Depending on the service contract, the LAN could also include the next generation firewall provision.

The City of London operates HPE Aruba technology across the estate and a large proportion of the hardware will become unsupported in the next two years.

Our Wi-Fi access points are considered outdated and the majority offer Wi-Fi 5 or below technology. The current Wi-Fi standard, which offers much greater throughput and density, run Wi-Fi 6e with Wi-Fi 7 being released in early 2024. A proportion of our access points are end of life and will require replacement in early 2024.

Most of the in-building physical infrastructure is connected by aging copper or fibre cabling with a maximum throughput of 1Gbps. These limits are a combination of cable types, optics and constraints on the hardware.

c) Supplier & technology list

The organisation currently utilises the following network 'stack':

Telcos

- BT
- Vodafone
- Virgin Media O2

- Colt

Technology

- Managed/Direct Internet Access (MIA/DIA)
- MPLS
- SD-WAN
- RS1000 secure
- Business Broadband
- Wi-Fi
- 4g/5g
- LECN (SD-WAN)
- Clearpass / MacAuth
- Site to Site VPN
- Point to Site VPN

Vendors

- Fortinet
- Aruba
- Barracuda
- Cisco
- Microsoft

Service management partners

- ROC
- Vodafone
- BT
- Barracuda
- Colt
- Virgin Media o2
- Microsoft
- Agilisys
- Phoenix

The above list is not exhaustive or detailed and is included only to demonstrate the vast landscape and complexity of the current complex network setup.

d) Costs

With complexity, cost and risk is increased.

Costs are increased due to more human effort, more time to provision new additions on the network or to troubleshoot issues and increased hardware costs to bring new services or sites online. Our current network is inflexible to the demands of a wide range of sites and worker styles.

Risk is increased as the end-to-end provision is not fully understood and documentation from vendors has become outdated and inaccurate over time. "This disparate approach allows elements of the NCSC anti-patterns ([Security architecture anti-patterns - NCSC.GOV.UK](https://www.ncsc.gov.uk/anti-patterns)) to manifest in distinct sections of the network.

In the last 7 years CoL/P have undertaken two network programmes – Network Transformation Programme and Secure Zone Programme. Both programmes of work were scoped to deliver the change requirements of the organisation and **achieved their goals at that point time.**

It is important to note that this strategy focuses on the future network and not what was delivered within those programmes of work with the goal of ensuring any network decisions made now are fit for purpose for the vision of the organisation for the future.

The current high-level costs for the City's network are as follows:

ITEM	5 YEAR COST
BT MPLS WAN	£3,572,656.60
ROC MANAGED SERVICE	£4,363,024
HARDWARE	£3,521,580 (anticipated based on qty and pricing from XMA)
TOTAL	£11,457,260.60

e) Scale

The City of London network scale is vast. Our network currently includes approximately:

- 120 City of London Corporation Sites
- 17 City of London Police Sites
- 100 Secure City CCTV Sites
- Total: 237 sites (approx.)

This presents a complex network refresh programme and will dictate a phased set of works which will include LAN services as the first component to be refreshed due to contractual milestones with incumbent suppliers. Thereafter the WAN elements will be swapped out and the incumbent supplier solution reduced over time as we move onto the new platform.

5) Future IT network

a) SASE

Secure Access Service Edge (SASE) is the recommended strategic direction for the City of London's future IT network, offering a modern and comprehensive approach to networking and security. SASE represents a paradigm shift in IT infrastructure for several compelling reasons.

First and foremost, SASE combines network and security services into a unified cloud-based architecture. This consolidation simplifies the network, reducing complexity and operational costs. It replaces the traditional hub-and-spoke network model with a more agile, user-centric approach, optimizing performance and ensuring fast, secure access for remote and on-premise users.

SASE also aligns with the evolving nature of work. With an increasing number of remote and mobile employees, the traditional network perimeter is no longer effective. SASE's zero-trust security model verifies the identity and security posture of every user and device, providing a granular, context-based access control system that adapts to the dynamic needs of your organization.

Furthermore, SASE leverages the power of the cloud, making it highly scalable and adaptable to an organization's growth. This eliminates the need for large upfront investments in infrastructure and allows for a more pay-as-you-go, cost-effective model.

Our SMT concluded that, unanimously, all network hardware vendors and managed service providers believe SASE is the future of enterprise networks and are investing heavily in its future development.

SASE will deliver what has eluded most enterprises in the last 5 to 10 years providing services to:



SASE will deliver the foundations for 'Brilliant Basics' and allow the City to provide a truly world class user experience to colleagues and visitors alike

b) What is SASE?

SASE is a culmination of 5 distinct network and security offerings that have existed in the market for several years to varying levels of maturity. A SASE platform comprises of:

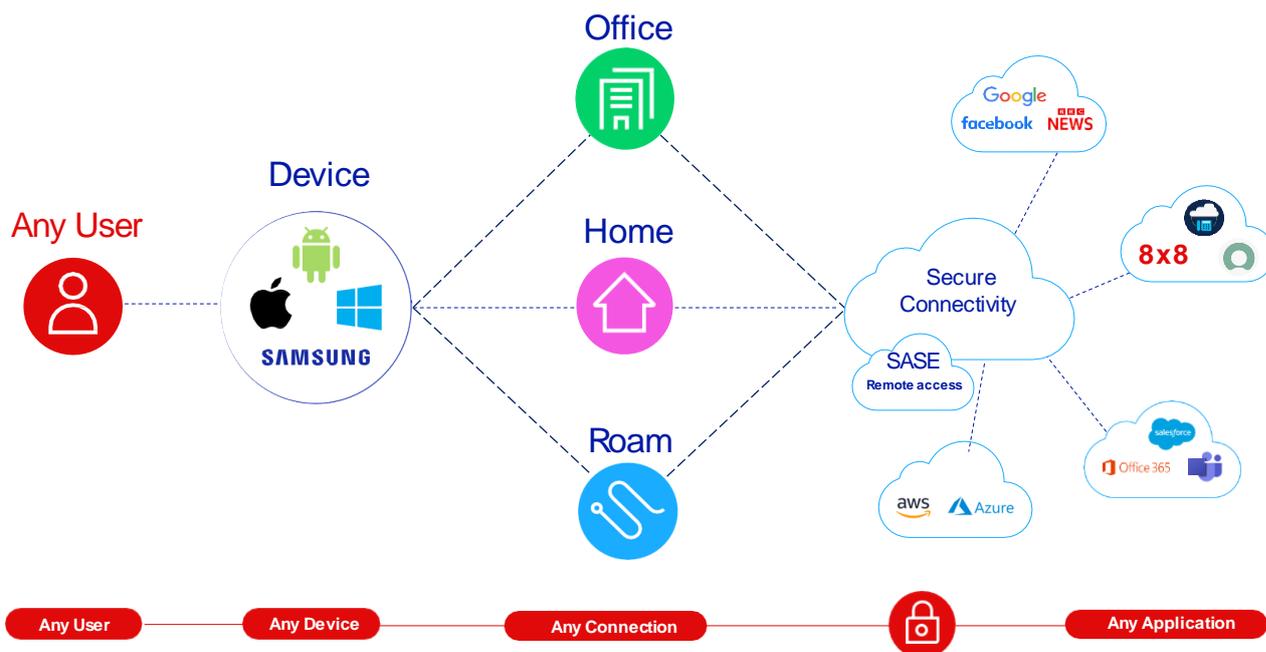
- Zero Trust Network Access (ZTNA)
- ZTNA is a security model that assumes no trust within a network i.e. no device or user on a network can communicate to any other without explicit permission therefore reducing cyber threats
- Software Defined Wide Area Networks (SD-WAN)
- SD-WAN is a technology that optimizes and manages network traffic across geographically dispersed locations using software, enhancing performance, and reducing costs.
- Secure Web Gateways (SWG)
- SWG is a cybersecurity solution that filters and monitors web traffic, ensuring safe and compliant internet access for organizations, protecting against online threats and data breaches.
- Firewall-as-a-Service (FWaaS)
- FWaaS is a cloud-based security solution that provides protective barriers for networks and applications, ensuring data and traffic remain secure from unauthorized access and cyber threats.
- Cloud Access Security Broker (CASB)
- CASB is a cybersecurity tool that helps organizations safeguard their data when using cloud applications by enforcing security policies and monitoring user activity.

Until recently there has never been an easy (and in certain cases even technically possible) way to bring them all together into a holistic platform for management, insights and billing. It has never been possible to have a 'single pane of glass' to our network with many point products that work in isolation.

By 2024 at least 40% of enterprises will have explicit strategies to adopt SASE, up from less than 1% at year-end 2018.

A SASE architecture identifies users and devices, applies policy-based security, and delivers secure access to the appropriate application or data. This approach allows organisations to apply secure access no matter where their users, applications or devices are located. (*Gartner)

c) SASE diagram



d) WAN

The City of London aims to simplify the networking across buildings, cloud and remote workers and the future WAN technology will be based on SD-WAN solutions. SD-WAN can run over any ‘raw’ internet underlay including internet from enterprise suppliers, business broadband, home broadband, 4g/5g or satellite.

SD-WAN comes in many variants from many different vendors but can be categorised into deployment types which are summarised below.

- **On-Premises SD-WAN:** This type of solution is installed on-site, either as hardware or software and allows the organisation to manage its own WAN locally by way of a hardware-based SD-WAN orchestrator. By way of an example this can be provided by hardware suppliers such as Fortinet and Cisco.
- **Cloud-Managed SD-WAN:** This type of solution is hosted in the cloud and maintained by a third-party provider in the cloud. It offers a simplified deployment process and requires little to no on-site maintenance. Cloud-managed SD-WAN is a popular choice to manage by local teams whilst removing a lot of the management overhead of the SD-WAN orchestration hosting and configuration. By way of an example, this can be provided by a solution such as Meraki.
- **DIY SD-WAN:** This type of solution is designed for organizations that want to build their SD-WAN infrastructure in-house. It requires a high level of technical expertise and resources. By way of an

example, this could be built using open-source technologies that build the underlying VPN's such as OpenStack and Ansible.

- **Managed SD-WAN:** This type of solution is managed by a third-party provider that offers network monitoring, troubleshooting, and support services. Managed SD-WAN is a popular choice for organizations that want to outsource their network management to an experienced provider. The added benefit of this solution is that CoL/P own the SD-WAN solution (which could be any of the above options) but it is managed by a 3rd party. Should contracts come to an end or the vendor/customer relationship breaks down, a new managed service partner could be introduced without replacing the network. The risk to be aware of with this solution is the introduction of a large telco providing the solution that is baked into a proprietary solution owned by them.

The SD-WAN solution we select as part of the SASE platform should be a managed SD-WAN delivered with SASE on a cloud platform.

e) Internet

The internet forms the foundation of the City's future network. Legacy networks are stitched together from a combination of MPLS networks, point to point VPN's and physical hardware firewalls within a building that often become a single point of failure. These firewalls provide the 'pop' out onto the internet for on premise and remote workers. They are also the ingress point for remote workers to access corporate systems. Sites were often connected by private fibre (sometimes called dark fibre) which is expensive and inflexible.

Modern networks are built upon the concept of 'everything over the internet' and this is what will allow simplification of the City's network and to reduce costs.

f) LAN & Wi-Fi

The usage profiles of modern office buildings differ significantly from those of offices five or more years ago. Fixed desks and data points per employee, along with fixed phones and named locations, are a thing of the past. The pandemic has forced the adoption of video calling at scale, and nearly all office workers are now familiar with this technology and expect it to work flawlessly in order to do their daily work.

Moreover, working patterns have changed on an individual and team level. The focus is now on work being something you do, rather than necessarily somewhere you go. A wholesale shift to an agile working format is mandatory, where employees can hot-desk anywhere in any corporate building, along with using public Wi-Fi in lounges, coffee shops, on the train, and at home, as agile working and a modern working environment is now an expectation of the workforce.

There is an opportunity with the adoption of this future network strategy for CoL/P to become a leader in this vision and be more sustainable. Future CoL/P buildings don't need to have fixed data points to every

desk or as miles of structured cabling and vast amounts of networking equipment that generate heat and consume power. Most CoL/P buildings will be fitted with a core network and **high-density Wi-Fi** covering the main building and exterior with only well-defined and specific areas being cabled with copper or fibre connectivity inside the building.

The LAN and Wi-Fi provision should **baseline at Wi-Fi 7** which is due to come to market in 2024 meaning CoL/P will be an early adopter of the very latest Wi-Fi standards. This should vastly improve connectivity from any building to the services users require.

Wi-Fi 7 is poised to redefine the technological landscape, promising an unprecedented leap in connectivity and speed. With its potential to deliver blazing fast speeds of up to 30 Gbps, Wi-Fi 7 will revolutionize the way we interact with the digital world. Its enhanced efficiency and reduced latency will pave the way for seamless integration of advanced technologies like augmented reality (AR), virtual reality (VR), and the Internet of Things (IoT). The improved spectrum utilization and increased bandwidth efficiency will enable smoother data transmission, fostering a more interconnected and dynamic digital ecosystem. Moreover, the heightened security features, including the latest encryption standards, will ensure robust protection against cyber threats, solidifying its position as the cornerstone of secure communication networks.

To ensure we maximise the network performance of all buildings, every core site will have a **full Ekahau Wi-Fi survey** which is regarded as the 'gold standard' of Wi-Fi reporting.

Ongoing, the future operator of the network will be required to maintain a solution that continuously monitors and reports on network throughput at each segment of the network.

For new buildings and campus buildings, **CoL/P will maintain a wired score** (<https://wiredscore.com>) so that colleagues and visitors have constant visibility of a world class user experience for connectivity across our estate.

In conclusion, it is vital for CoL/P to adapt to these changing trends and provide a modern and flexible working environment that meets the needs of its employees, both now and in the future. By embracing new technologies and adopting a sustainable approach to network infrastructure, CoL/P can remain competitive and attract top talent in the industry.

g) Site types

To speed up network deployments, and to simplify the network there will be several predefined 'Site Types' which will describe exactly the network topology that should be deployed to that site.

Some locations are essential to maintain a service to employees, workers and visitors to the City, whilst some sites have a much lower criticality and the users on that site could use a business continuity and disaster recovery (BCDR) plan that dictates they simply move to another local site, or work from home.

By adhering to a site type list, we can ensure that costs are kept as low as possible, whilst delivering a world class service and giving the flexibility to upgrade the site quickly and at little to no cost.

{THIS TABLE NEEDS UPDATING POST APPROVAL OF SITE TYPES}

Site Type	Name	Description
A	Datacentre	This site is a critical network location that could be a physical bricks and mortar datacentre or a main hyperscale cloud hosting facility
B	Campus Main Site	This site is considered a main office or HQ type location that has a critical mass of employees working from within it at a single time. It will contain multiple meeting rooms and AV equipment with complex BMS deployments. There will be a requirement for high density Wi Fi across the entire site.
C	Resilient Business Broadband Site	This site has less than 100 employees regularly working from it and there are no complex specialist equipment installs. It is a basic working office where users require high speed internet and access to CoL/P line of business applications. This site will have a mix of employees who must be physically present on site due to their role and also some employees who are able to work flexibly from other locations or home.
D	Non-Resilient Business Broadband Site	This site has less than 50 employees regularly working from it and there are no complex specialist equipment installs. It is a basic working office where users require high speed internet and access to CoL/P line of business applications. All employees utilising this site must be able to transfer to another site or work from home for business continuity should the site fail.

E	Rapid or IoT 4/5g Deployment Site	This site should be used for speed of deployment for new estate or utilised in combination of a D type site to provide resilience. It may also be used for sites that have a small IoT footprint such as sites that require a single BMS connection or for Door Access Controller connections.
F	Satellite Site	
G	CCTV Camera Site	

h) What we will procure



6) Procurement & implementation plan

To deliver on the future network vision for CoL/P, DITS will conduct 5 clearly defined and well-planned stages of procurement and implementation.

a) Brilliant basics

Pinning ourselves to the DITS theme of 'brilliant basics' all new buildings across CoL/P should plan to be hyper connected.

All future new constructions must provision between 2 and 4 telco carriers. These carriers can be spread across Tier 1 and Alt-Net carriers, but our future sites must always have at least one Tier 1 carrier.

All carriers should be cabled into the basement or other suitable location of the building and converge in a secure comms room or meet-me room.

Where telcos are providing dark fibre, it would be suitable for them to build out a chamber in an adjacent street with the building and have pre-installed ducting allowing the telco connections to be provisioned into the building later without having to drill or dig or complete civils work.

'Tier 1' carrier is defined by market share which is listed below (as of April 2023). The recent SMT allowed us to consult with BT, Vodafone, Virgin Media O2 and an Alt-Net called Vorboss. A caveat to the above standard is where the provider of the cabling infrastructure is Openreach, who are a major player and sell cabling to nearly all carriers where they do not have their own fibre infrastructure.

By taking this approach, we ensure all future buildings have as many networking options available to us as possible both now and in the future.

Rank	Company	Market Share
1	BT	30.10%
2	Vodafone	22.50%
3	Virgin Media	14.20%
4	TalkTalk Business	7.30%
5	O2	6.70%
6	Gamma	5.60%
7	Colt Technology Services	4.50%
8	KCOM	2.10%
9	Glide	1.40%
10	DWS	1.30%

b) Let the market talk

The future network strategy will be defined by what we know now, and what we think we know about the future direction of network technology. Without outside consultation, it will also be bound by the skills and knowledge within DITS.

To ensure we counter this intrinsic limitation, our first step will be to conduct a Soft Market Test (SMT) which will allow us to engage in a compliant, non-committal and structured way with the industry and let them tell us about their latest advancements and future vision for the market.

c) Adjust & adapt

Only once we know as much as we can about the technology offerings and services on the market, can we be comfortable with the content of the Future Network Strategy.

This stage will see us review the market offering and adapt our vision and next steps to best fit the needs of the organisation against the commercial offerings available on the market.

A revised draft strategy will be formulated based on the market engagement in this stage.

d) Procure compliantly

When the strategy is finalised, we will launch a formal tender process with support from the Commercial department.

This procurement will include the provision of (but not limited to):

- MIA/DIA service
- An SD-WAN service
- A LAN support provision
- A WAN support provision
- A SASE solution.

e) Implementation

****THIS SECTION REQUIRES FURTHER INPUT WHEN AN AGREED PROJECT APPROACH IS FINALISED****

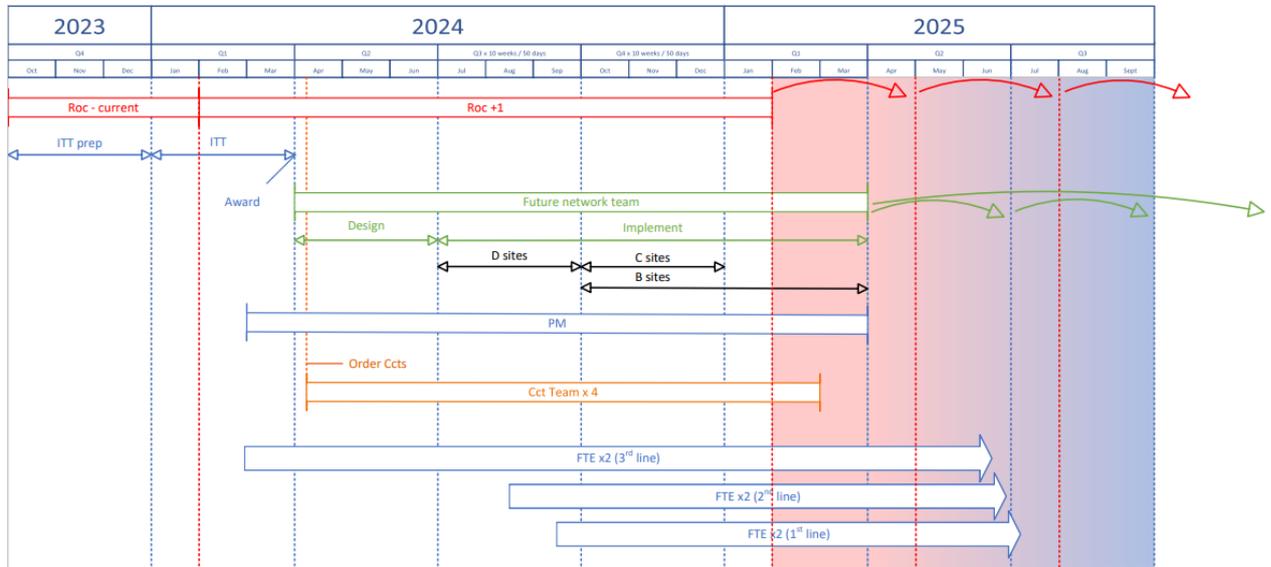
At the point we have a finalised strategy of what our future network provision should be we will need to:

- Recruit
- Design
- Build
- Test
- Deploy

The final approach for implementation has yet to be agreed. Several options are being considered, and the factors at play include:

- The extent to which the incumbent managed network service provider continues to be engaged
- Outsourcing vs insourcing certain roles
- Speed at which the network is refreshed.

The diagram demonstrates one of the options being discussed by the SLT:



7) Summary, recommendations & conclusion

- Ensure structured and compliant engagement with suppliers through to ITT.
- Ensure all technology selected in the future is vendor agnostic.
- Decouple existing network provision and suppliers and allow a period of reset and market evaluation.
- Agree this strategy is to provide a clear direction and roadmap for the future network and it is not a strategy to address existing solutions and vendors.
- Agree that the future network provision is requirements and solution orientated and not vendor constrained.
- Agree incumbent suppliers do not have contract extensions for multiple years until we have a defined procurement plan and thereby locking CoL/P into a sub-optimal technology platform for longer than is needed.
- Agree that this strategy outlines an acceptable future IT network provision for the organisation and that the programme is permitted to move into the detailed requirements gathering and ITT generation.
- The detailed ITT will come to the SLT for review and approval before going to market.

8) Version Control

f) Revision history

VERSION	DATE	AMENDED BY	SUMMARY
0.1		C. Walker	Document created
0.2		C. Walker	Updated to incorporate costs
0.3		C. Walker	Reviewed after comments at programme board
0.4		C. Walker	Feedback added
1.1	04/01/2024	T. Crombie	Minor edits to update wording and remove comments

g) Document approval

VERSION	DATE	APPROVED BY	APPROVAL STATUS (PENDING / APPROVED)
1.0	04/12/2023	Z. Ghauri	Approved

Agenda Item 7

Committee(s): Digital Service Committee - For Decision Projects & Procurement Sub-Committee – For Decision	Dated: 17/01/2024 15/01/2024
Subject: Managed Print Services Procurement	Public
Which outcomes in the City Corporation’s Corporate Plan does this proposal aim to impact directly?	9, 10, 12
Does this proposal require extra revenue and/or capital spending?	No
If so, how much?	N/A
What is the source of Funding?	Existing Local Risk Budgets
Has this Funding Source been agreed with the Chamberlain’s Department?	Yes
Report of: Chamberlain, Caroline Al-Beyerty	For Decision
Report author: Samantha Kay – DITS Mitchell Walker – Commercial Service	

Summary

All departments and institutions of the City of London Corporation have a requirement for office scanning, printing, and copying. These services are currently provided to all under a single Managed Print Services agreement with Konica Minolta Business Solutions (UK) Ltd, valid from 01 September 2019, expiring 31 August 2024, valued at £3.47M.

This report provides an update on activities undertaken to establish the requirements for these services from 01 September 2024, evaluates routes to market considering our usage analysis and market intelligence, and makes a recommendation on the most advantageous procurement strategy.

The report concludes that:

- a Managed Print Services delivery model remains most suited to our strategic requirements.
- the opportunity to supply for a seven years’ term advertised at £3.5M will incentivise bidders to offer their best commercial, technical, and responsible tender submissions, which we anticipate will provide seven years’ agreement at the same baseline costs as the current five years’ agreement; and
- the Find a Tender Service Open Procedure ensures robust competition and an opportunity for the widest possible range of businesses to participate in a fair and transparent process.

Recommendations

Members of Digital Services Committee are asked to:

- Approve the Managed Print Services Delivery model.

Members of Projects and Procurement Sub-Committee are asked to:

- Approve the recommended Procurement Strategy to undertake a Find a Tender Service Open Procedure, compliant to the Public Contracts Regulations 2015, and the City of London Procurement Code, Rule 16, Contracts Letting.
- Approve the proposed seven years contract duration, comprising five years initial contract term, with the option to extend by up to a further two years, therefore, at a total contract value of £3.5M

Main Report

Background

1. In line with the Digital Services Strategic Roadmap and City Procurement Strategy, the City of London Corporation, City of London Police & all Institutional Departments (collectively referred to thereafter as the "City of London Corporation") are required to maintain a compliant contract for printing, scanning, photocopying and associated products and services.
2. The current agreement for Managed Print Services and provision of multifunction devices with Konica Minolta expires on 31st August 2024. The intention is for a new Managed Print Service to be procured and implemented by 1st September 2024. The agreement was previously procured via a framework, which has now expired, and no further extensions are available.
3. The current agreement covers products associated with Managed Print Services including, but not limited to, a fleet of print devices (Multi-Functional Devices "MFDs", Printers) on a lease agreement basis, consumables (i.e., Toner, Staples) supply, large volume print devices, specialised software for print rooms, software and hardware support, cloud services and an onsite fleet manager to be used across the City of London Corporation.
4. The Contract Management of the existing agreement has been effective due to the reporting available from the vendor, enabling costs to be managed appropriately, and utilisation to be monitored and reviewed regularly.
5. The devices were provided on a "Per Click" basis, which means that the printing, support, maintenance, and capital costs are built into the cost of each page that is printed. This enables the costs to be charged back to the departments based on their usage, therefore costs can be managed simply by reducing printing. The extension of the existing contract included an audit, which ensured utilisation and printer positioning was suitable for the business requirement post COVID, which in turn led to a reduction in the fleet.

Current Position

6. There is a Project Management resource assigned to lead on requirements gathering and consultations with City's stakeholders as well as the preparation of the specification to ensure departmental needs are reflected.

7. A Soft Market Testing (SMT) exercise was carried out in October 2023. 11 SMT submissions were received allowing the City to evaluate market trends, review procurement options and gather of market intelligence.
8. The results of the SMT showed that there has not been much change in the available delivery models during the term of the current contract, however, the Project Team will look at emerging technologies and ensuring the contract is sufficiently flexible and remains evergreen.
9. In line with the Digital Services Strategic Roadmap, there is a requirement to approach the market to enable the City of London Corporation, City of London Police & all Institutional Departments to continue to procure these services and products in a compliant and cost-effective manner.

Route to Market and Procurement Options:

10. Commercial Services have worked alongside DITS to consider the market, via Soft Market Testing, which has informed the recommended route to market.

Open Procedure FTS (Find-a-Tender Service) Tender – Recommended Option

11. This is the recommended approach from Commercial Services. It would allow the entire market to bid and encourage diverse businesses to participate thus enabling the City to achieve best value for money. The process is fully compliant with the requirements of Public Contract Regulations (PCR) 2015 legislation.
12. Following an engagement with the market via an extensive Soft Market Testing (SMT) exercise, market operators have indicated they would be interested in bidding regardless of our preferred route to market. 11 SMT submissions were received. Based on this data, it is highly likely that several bids will be received ensuring this is a competitive process and therefore value for money is being achieved.
13. Furthermore, the market indicated that the maximum 5-year Call Off contract length offered by the framework is not necessarily the most cost effective. Allowing for a longer contract (7 years in total) on City's terms will not only allow us to take advantage of more competitive pricing, it will also allow the City to contract on City's Terms and ensure the desired level of flexibility is built into the future contract.
14. This option also allows more flexibility in terms of inclusion of City's Responsible Procurement Commitments.
15. The evaluation criteria will be split into price and quality with sub-weighting applied. The recommended split will be as follows: Price (40%), Quality (45%) and Responsible Procurement (15%).

Direct Award under a framework – Not Recommended

16. A direct award through a framework approach would be inadvisable as it would stifle competition and may prevent the City of London Corporation ensuring best value for money. This route would not deliver the best value for money and would not align with City's Corporate, DITS and Procurement Strategies.

Further Competition under a framework – Not recommended:

17. This approach would restrict market operators that are not on the framework from bidding, meaning that best value for money may not be achieved and supplier diversity would be reduced.
18. Following a review of the available public sector frameworks, the call-off lengths aren't favourable in terms of maximum years (5). Replacing MFD equipment every 5 years would cause significant disruption and resource pressures for the City of London Corporation.
19. There are several suppliers on both Crown Commercial Services (CCS), (Multi-functional Devices (MFDs), Print and Digital Workflow Software Services and Managed Print Service Provision) and Crescent Purchasing Consortium (CPC), (Multifunctional Devices and Digital Transformation Solutions) frameworks, including the incumbent, which have been awarded under a thorough and competitive procurement exercise. All frameworks are fully Public Contract Regulations (PCR) 2015 compliant.
20. The maximum call-off contract length via the CCS framework is 5-years and this is neither sufficient regarding the duration nor does not allow testing the market fully.
21. Frameworks do not allow for as robust contractual flexibility as contracting on City's Terms does. This means that City's Responsible Procurement and Social Value goals might not be as well represented and achieved should a framework route to market be chosen as opposed to electing to procure via an Open Procedure.

Proposal

22. Commercial Services recommend running an Open FTS Tender. As stated above, this will provide the City with Commercial, Technical and Responsible Procurement benefits.
23. Members are asked to approve the recommended route to market of an Open FTS Tender to enable DITS and Commercial Services to ensure the Agreement is compliant and provides the best commercial value to the City of London Corporation in the required timeframe. The aim would be to take the Contract Award Report through the Committee cycle in March/April 2024.

Key Data

24. Based on current usage levels, the value of a future contract is estimated to be £3,500,000 over a 7-year period. The agreement is proposed for an initial period of 5 years with a 2-year extension option. Implementation costs will be identified during the tender process therefore potentially increasing the contract sum and requirements for additional funding. The procurement would include the City of London Corporation, City of London Police, and all Institutional Departments.

25. Consultations are taking place with stakeholders across the City of London Corporation, City of London Police, and Institutional Departments to ensure the specification reflects the needs of all parts of the organisation.

Corporate & Strategic Implications

Strategic implications – In order to maintain alignment with the DITS and Commercial Strategies the proposal will ensure compliance with all Procurement Regulations as well as benefit from aggregation and utilisation of economies of scale.

Financial implications – Following advice from Commercial Services, a full Open FTS procurement will ensure that the future contract provides the City Corporation with value for money.

Resource implications - Following advice from Commercial Services, running an Open FTS procurement will streamline the procurement process and ensure that the resource impact of the procurement exercise is minimised.

Legal implications – DITS will work closely with Commercial Services and colleagues in Comptroller and City Solicitors to ensure that the future agreement is legally compliant.

Risk implications – This procurement is considered to be low risk, as the required services are clearly defined and well established.

Equalities implications – None

Climate implications – Responsible Procurement will form part of the Tender Structure. Carbon metrics will be included to ensure the City has a robust reporting regime in place.

Security implications - None

Conclusion

26. DITS require a new contract to supply Managed Print Services, including multi-functional devices (540) across 34 different postal codes, belonging to the City of London, City of London Police, and Institutional Departments.

27. Commercial Services and DITS have reviewed the routes to market available to transact these products and services and recommend an Open FTS Tender as the preferable route to market due to several factors, including achieving best value for money and further flexibility of the terms and conditions due to them being produced and owned by the City of London Corporation.

Appendices

- none

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Agenda Item 10

Committee(s)	Dated:
Digital Services Committee – For Information	17 th January 2024
Subject: Digital Information Technology Service (DITS) –Service Delivery Summary	Public - Report and Appendix 1 Appendix 2 - Non-Public
Which outcomes in the City Corporation’s Corporate Plan does this proposal aim to impact directly?	8, 9, 10
Does this proposal require extra revenue and/or capital spending?	N
If so, how much?	N
What is the source of Funding?	
Has this Funding Source been agreed with the Chamberlain’s Department?	N/A
Report of: The Chamberlain	For information
Report author: Dawn Polain – Service Delivery Manager, CoL/CoLP	

Summary

This is an overview of the current service provision as managed by DITS. Performance is measured monthly therefore for the purposes of this report, the most recent reporting month is November 2023.

The services managed by DITS for the City of London (CoL) have maintained their stability however there have been outages within the City of London Police (CoLP) environment. These are addressed further within this report.

As part of the continued service enhancement of the IT Service Management (ITSM) tool we have recently launched an integrated Escalation Management process along with a Knowledge Management Database (KMDB).

Continual Service Improvement (CSI) continues to be a focus for the ITSM tool and there is commitment to develop functionality based on User and Resolver feedback/experience.

Recommendation(s)

No recommendations to advise during this reporting period.

Main Report

Current Position

1. The following list are P1 incidents that are under the responsibility of CoL/CoLP DITS or DITS 3rd parties as of November 2023
(Please note that a confidential outage has been detailed in Appendix 2)
 - CoLP: A outage occurred affecting the Law Enforcement Community Network (LECN) environment. The root cause was found to reside with Vodaphone. We await the relevant Vodaphone Major Incident Report (MIR).
 - CoLP: There was an outage concerning the critical public care lines 101 and 2222. Daisy identified and resolved the issue. The MIR has been received and the Post Incident Review (PIR) is scheduled.

Key service provider status:

- Roc had no P1 incidents reported in September.
- British Telecom (BT) had no P1 incidents reported for September.
- Vodaphone/Home Office had one P1 incident (See LECN incident above)

Service improvements and highlights

2. A planned release was implemented to the Digital Services Portal.
This included the following:
 - Integrated Escalation Management for all 3 organisations.
 - Implementation of a Knowledge Management Database (KMDB)
3. The remaining service yet to be transitioned is the Agilisys Service Desk. This is currently planned for the 1st February 2024.

Service Metrics

4. The Service Management Team continue to monitor the performance of Resolver Teams against the recently introduced Service Metrics which were presented and approved by Members at the last meeting.
 - The current levels of performance against the agreed service metrics needs improvement.
 - The Service Management team are reviewing the data in order to establish areas for improvement.
 - The current performance stats are detailed in Appendix 1.

Options

5. None to advise this reporting period.

Proposals

6. None to advise this reporting period.

Corporate and Strategic Implications

7. None to advise this reporting period.

Conclusion

Work continues to transition the Agilisys Service Desk to an in-house service provision. Further Service Improvements to the ITSM tool continue to be reviewed and prioritised for development and implementation. An in depth analysis is underway to identify key areas of improvement which will enable an enhanced performance from in house Resolver teams against agreed Service Metrics.

Appendices

Appendix 1 – Current Performance against Service Metrics

Appendix 2 – Non-public

Dawn Polain

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Appendix 1 – Current Performance against Service Metrics

COL/LC In House Incident Performance

CoL/LC	KPI Metrics	November 2023	
		Total Ticket Volume	Actual %
Service Performance Measure (Excl Service Desk)	Total Incidents (Logged)	436	-
	Total Incidents (Closed)	543	-
	98% of all P1 Incidents responded < 15 minutes	2	0%
	98% of all P2 incidents responded to < 15 minutes	18	6%
	95% of all P3 incidents responded to < 2 hours	148	61%
	95% of all P4 incidents responded to < 8 hours	438	93%
	98% of all P1 Incidents resolved < 2 hours.	2	0%
	98% of all P2 Incidents resolved < 4 hours	18	38%
	90% of all P3 incidents resolved < 8 hours	148	72%
	90% of all P4 incidents resolved < 5 business days	438	91%

CoLP In House Incident Performance

CoLP	KPI Metrics	November 23	
		Total Ticket Volume	Actual %
	Total Incidents (Logged)	396	-
	Total Incidents (closed)	389	-
Service Performance Measure (Excluding Service Desk)	98% of all P1 Incidents responded < 15 minutes	4	0%
	98% of all P2 incidents responded to < 15 minutes	12	17%
	95% of all P3 incidents responded to < 2 hours	117	29%
	95% of all P4 incidents responded to <8 hours	256	76%
	98% of all P1 Incidents resolved < 2 hours.	4	0%
	98% of all P2 Incidents resolved <4 hours	12	50%
	90% of all P3 incidents resolved < 8 hours	117	49%
	90% of all P4 incidents resolved <5 business days	256	76%

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