



Digital Services Committee

Date: MONDAY, 13 MAY 2024
Time: 2.00 pm
Venue: COMMITTEE ROOMS - WEST WING, GUILDHALL

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

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Ian Thomas CBE
Town Clerk and Chief Executive

AGENDA

Part 1 - Public Items

1. **APOLOGIES**

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

3. **COURT ORDER**

To receive the Order of the Court of Common Council dated 25th April 2024 appointing the Committee and setting its Terms of Reference.

For Information
(Pages 7 - 8)

4. **ELECTION OF CHAIRMAN**

To elect a Chairman in accordance with Standing Order No. 29.

For Decision

5. **ELECTION OF DEPUTY CHAIRMAN**

To elect a Deputy Chairman in accordance with Standing Order No. 30.

For Decision

6. **MINUTES**

To agree the public minutes and non-public summary of the meeting held on 17th January 2024.

For Decision
(Pages 9 - 16)

7. **APPOINTMENTS TO OTHER COMMITTEES**

Report of the Town Clerk.

For Decision
(Pages 17 - 20)

8. **DIGITAL, DATA AND TECHNOLOGY STRATEGY**

Report of the Chamberlain.

For Decision

(Pages 21 - 34)

9. **DEVICE REFRESH**

Report of the Chamberlain.

For Decision
(Pages 35 - 44)

10. **CORPORATE DEVICE STOCK REPLENISHMENT**

Report of the Chamberlain.

For Decision
(Pages 45 - 58)

11. **ENTERPRISE RESOURCE PLANNING (ERP) PROGRAMME UPDATE**

Joint report of the Chief People Officer and the Chamberlain.

For Information
(Pages 59 - 68)

12. **DATA LIGHTHOUSE PROJECT UPDATE**

Report of the Chamberlain.

For Information
(Pages 69 - 82)

13. **DIGITAL, INFORMATION AND TECHNOLOGY SERVICE (DITS) PORTFOLIO OVERVIEW**

Report of the Chamberlain.

For Information
(Pages 83 - 90)

14. **DIGITAL, INFORMATION AND TECHNOLOGY SERVICE (DITS) DEPARTMENTAL BUSINESS PLAN - QUARTERLY UPDATE**

Report of the Chamberlain.

For Information
(Pages 91 - 94)

15. **DIGITAL, INFORMATION AND TECHNOLOGY SERVICE (DITS) - SERVICE DELIVERY SUMMARY**

Report of the Chamberlain.

For Information

16. **REPORT OF ACTIONS TAKEN**

Report of the Town Clerk.

For Information
(Pages 101 - 104)

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

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

19. **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

20. **NON-PUBLIC MINUTES**

To agree the non-public minutes of the meeting held on 17th January 2024.

For Decision
(Pages 105 - 108)

21. **CYBER SECURITY UPDATE**

Report of the Chief Information Security Officer.

For Information
(Pages 109 - 162)

22. **SECURE CITY PROGRAMME (SCP) - VIDEO MANAGEMENT SYSTEM (VMS) OVERVIEW**

Report of the Chamberlain.

For Information

23. **ORACLE PROPERTY MANAGER (OPN) REPLACEMENT PROGRAMME**

Report of the City Surveyor.

For Information
(Pages 169 - 176)

24. **DIGITAL, INFORMATION AND TECHNOLOGY SERVICE (DITS) - RISK UPDATE**

Report of the Chamberlain.

For Information
(Pages 177 - 186)

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

26. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT AND
WHICH THE SUB COMMITTEE AGREE SHOULD BE CONSIDERED WHILST THE
PUBLIC ARE EXCLUDED**

Part 3 - Confidential Items

27. **CONFIDENTIAL MINUTES**

To approve the confidential minutes of the previous meeting held on 17th January 2024.

For Decision

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Agenda Item 3

MAINELLI, Mayor	RESOLVED: That the Court of Common Council holden in the Guildhall of the City of London on Thursday 25 th April 2024, doth hereby appoint the following Committee until the first meeting of the Court in April, 2025.
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DIGITAL SERVICES COMMITTEE

1. **Constitution**

A Committee consisting of,

- up to 8 Members of the Court of Common Council
- the Chairman and Deputy Chairman (or the Chairman's nominees) of the Policy & Resources Committee (ex-officio)
- the Chairman and Deputy Chairman (or the Chairman's nominees) of the Finance Committee (ex-officio)
- the Chairman (or their nominee) of the City of London Police Authority Board (ex-officio)
- the Chairman (or their nominee) of the City Bridge Foundation (ex-officio)
- the Chairman (or their nominee) of the Barbican Centre Board (ex-officio)
- the Chairman (or their nominee) of the Board of Governors of the Guildhall School of Music and Drama (ex-officio)
- a Chairman (or their nominee) of the City of London Independent Schools¹

2. **Quorum**

The quorum consists of any four Members.

3. **Membership 2024/25**

- 3 (3) Judith Lindsay Pleasance, *for three years*
- 3 (3) James Richard Tumbridge, *for three years*
- 3 (3) Dawn Linsey Wright, *for three years*
- 3 (3) Randall Keith Anderson, Deputy
- 2 (2) Eamonn Mullally, *for two years*
- 3 (1) Ian Bishop-Laggett
- 1 (1) Madush Gupta, Deputy

Vacancy

Together with the Members referred to in paragraph 1 above.

4. **Terms of Reference**

To be responsible for:-

- a) overseeing the risk management and risk assessment of all digital services to ensure that the services provided allow the effective delivering of the Corporation's and the Police's business operations;
- b) overseeing IT and both physical and computer based Data Protection compliance;
- c) ensuring the appropriateness and effectiveness of the Digital Infrastructure and services for the City of London Corporation and the City of London Police;
- d) ensure that all appropriate actions are taken to assure the security, resilience and sustainability of all Digital systems;
- e) operating as an intelligent client for all major IT outsourcing arrangements which have been contracted to third parties;
- f) overseeing effectiveness and value for money of the digital services provision in all departments and delivery of major digital projects;
- g) approving the annual budget and capital programme for IT and Digital projects;
- h) overseeing the delivery and progress of digital skills and culture change in the organisation;
- i) overseeing the review and implementation of Digital, Information and Technology Strategies;
- j) overseeing the delivery of the organisation's information management programme;
- k) overseeing arrangements in respect of information governance;
- l) leading arrangements for cross-departmental informal workshops, designed to provide an opportunity to help identify departmental IT and Digital requirements and give in-depth scrutiny to IT and Digital Services projects;
- m) to act as the lead for digital services across the City of London Corporation and its institutions, including the City of London Police, Barbican Centre, Guildhall School of Music and Drama, and City of London Schools; and
- n) To act as the lead Committee for the Enterprise Resource Planning (ERP) programme.

¹ (To be agreed by those Chairmen)

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DIGITAL SERVICES COMMITTEE

Wednesday, 17 January 2024

Minutes of the meeting of the Digital Services Committee held at Guildhall, EC2 on Wednesday, 17 January 2024 at 2.00 pm

Present

Members:

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

Officers:

Caroline Al-Beyerty	- The Chamberlain
Zakki Ghauri	- Chamberlain's Department
Sam Collins	- Chamberlain's Department
Samantha Kay	- Chamberlain's Department
Tara Crombie	- Chamberlain's Department
Dawn Polain	- Chamberlain's Department
Dawit Araya	- Chamberlain's Department
Chris Rawding	- Chamberlain's Department
Carl Walker	- Chamberlain's Department
Simon Gray	- Chamberlain's Department
Chris Bell	- City of London Police
Gary Brailsford-Hart	- City of London Police
Kate Doidge	- Town Clerk's Department

Public Items

1. APOLOGIES

Apologies were received from James Tumbridge.

Alderman Professor Emma Edhem, Caroline Haines, and 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 22 November 2023 be approved as an accurate record.

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

The Committee received a report of the Chamberlain concerning the revised revenue budgets for 2023/24 and original estimates for 2024/25.

Members of the Committee raised queries on whether there were opportunities to reduce costs by sharing services to other nearby Local Authorities. The response heard that this could be possible, but there was a want for alignment across the City of London Corporation and its institutions first before considering further afield. Members raised the difficulties faced with some London Local Authorities with sharing the Enterprise Resource Planning (ERP). In response to suggestions on selling services, the Committee heard that this was an oversaturated market. However, there could be future opportunities with cyber security.

On open-source software, the Committee noted that it had recently received a report to reduce open software. A model for the future would be produced in relation to software.

The uplift in the budget for the Enterprise Resource Programme (ERP) that had been approved by the Committee would be received at the Projects and Procurement Sub-Committee and had been scrutinised by the Finance Committee. It would be incorporated as part of the budget-setting process.

RESOLVED – That the Committee:

- (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.

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**

The Committee received a report of the Chamberlain, concerning the Chamberlain's Department, Digital, Information and Technology Service Business Plan 2024/2025, and Commercial, Change and Portfolio Delivery Business Plan 2024/2025.

A Member of the Committee raised questions on the surplus property and assets footprint. The response was that there were recommendations to improve utilisation, including moving locations of staff, such as at Walbrook Wharf and the Barbican. Space had been cleared in the basement of the Guildhall and the spare equipment had been donated to charity.

It was questioned why the network refresh appeared unfunded. The response was that this often related to timings, and the request exceeded the current budget envelope.

Members of the Committee raised to aim for synergies and combatting silos, and how this could be scaled up and be achievable across the Corporation and its institutions. The Committee heard that there had been work undertaken to rationalise BI gateways and create a single set of standards and format for data. There would be a report received at a future meeting on duplication and rationalisation of data. There needed to be work across the Corporation and its institutions for a single data platform that had the correct level of governance. There had been a data maturity assessment with Hitachi and were progressing through recommendations that had included joining up and sharing data. Further detail of this work would be provided at a future meeting. Members of the Committee raised that the Policy & Resources Committee had commissioned a paper for a central and functional database, especially for client data. It was commented that officers needed to ensure that there was a joined-up approach and that the groundwork had been completed for a single data platform.

RESOLVED – That Members

- (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.

6. **FUTURE NETWORK STRATEGY**

The Committee received a report of the Chamberlain, concerning a proposal to move the existing network to a Secure Access Service Edge (SASE) solution, and to enable Commercial engagement with a supplier to help implement the solution.

The Committee were sighted on a presentation detailing the Future Network Strategy. This included information on the background and current challenges with the network, the execution flow for procuring the network, and the aims for delivery being under a single supplier.

The Committee heard that due to the value, the contract would be received at the Projects and Procurement Sub-Committee, the Finance Committee, and finally the Court of Common Council. The future gateway papers would outline and provide the business cases. The capital bids had already been submitted for 2024/25, and the business case had not yet been defined. However, there was funding for the work in the immediate future. The capital bid funding would be determined within the next year, and it would be aligned with the budget programme.

The Committee heard that the aim was for a device would be able to connect across multiple sites, and for the Corporation and its institutions to adopt a single solution. It was clarified that the network would not be a single service

provider, but in the event of the network not working, there would be a single point of contact to work toward a solution.

The network was now mostly within the cloud. There were some legacies which, due to their current format, had to remain as on-premises infrastructure. These legacies were known, and the number small and therefore a conscious decision had been made for those to remain on-premises.

The Committee heard that the City of London Police were supportive of the strategy and were mindful of the impacts upon the future police estates programme. The budget would be developed alongside the business plan and police estate programme.

RESOLVED – That Members approve the Future Network Strategy for a SASE solution, which will enable Commercial engagement with a supplier to help implement the solution.

7. **MANAGED PRINT SERVICES PROCUREMENT**

The Committee received a report of the Chamberlain, concerning procurement for the managed print services.

The Committee heard that the successful tender would have to be aligned and compliant with the Future Network Strategy.

It was raised whether there were opportunities to reduce paper considering the climate crisis, and to also reduce spend. The Committee heard that reducing in paper had historically been from the view of cost reduction. During the Covid-19 period, there was a high level of digitalisation. However, there were still services that required the use of paper and therefore it needed to be clearly demonstrated when and why paper copies were needed. The Committee heard that it could be a potential financial incentivisation to the supplier to advice on ways to reduce paper use. The Committee heard that under the current contract, there has been reduction in printers and printing, but there had been recent increases.

It was suggested that the managed print services have Key Performance Indicators. The response was that there were figures on use and KPIs for the current contract.

RESOLVED – That Members of the Digital Services Committee approve the Managed Print Services Delivery model.

8. **CO-CREATION SESSIONS**

The Committee received a verbal update from the Chamberlain, concerning an update on the co-creation sessions. The Committee heard that sessions had been held with workers across the Corporation and its institutions for engagement for the future Digital Strategy. This was being aligned with the new Corporate Plan and People Strategy. Opinions were sought on what workers felt was important, likes, and dislikes in connection with DITS. Positive comments had been received on on-site service desk and field team, and

therefore bringing the service in-house was being considered. There had been negative comments on the connectivity. There had also been a focus on data, which had been a popular session with workers. Once the Digital Strategy had been drafted, it would be received at the Extended Leadership Board (ELB).

It was suggested that the sessions be extended to elected Members, which was agreed to be arranged.

Following questions on learning and training, the Committee heard that there had been a strong focus within the sessions to upskill the workforce ahead of the arrival of new technology. This could be achieved by holding sessions with external speakers, or having bitesize or on-demand training that could be undertaken more often and being able to fit in within officer's working schedules.

9. PSTN UPDATE

The Committee heard a verbal update from the Chamberlain regarding a Public Switched Telephone Network (PSTN) update.

The Committee heard that BT had announced that it would be ceasing copper connections in 2025. There were 8,500 locations across 120 sites that needed to be investigated across the Corporation and City of London Police. These included those that required PSTN's as part of an emergency, such as barriers, lifts, and fire alarms. This was a widespread issue across London. The next steps were for engineers to visit the potential affected sites to determine an upgrade pathway or other mitigations, which would then influence timelines, costs, and discussions on if the connection was required in the future. Officers had met with BT and other vendors to discuss initial identification. It was aimed that discovery work would be completed by June 2024.

Following the verbal update, the Committee asked questions. Following a query on the cost of the work, the Committee heard it was a significant cost across London, but that only an indicative cost could be provided until it was known where the changes would be required. It was considered a corporate risk. The Committee heard that PSTN's were used frequently within Adult Social Care, but that these would not be switched off in the current timetable.

The Committee heard that officers were confident that the locations of the connections could be identified, but until an engineer could verify what work would be required, there were a lot of uncertainties, which was reflected in the budget being indicative.

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

The Committee received a report of the Chamberlain, concerning the service delivery summary for the Digital, Information, and Technology Service (DITS).

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

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

There were no questions.

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

There were no items of urgent business.

13. **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.

Non-Public Items

14. **NON-PUBLIC MINUTES**

RESOLVED – That the non-public minutes of the meeting held on 22 November 2023 be approved as an accurate record.

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

The Committee received Appendix 2 of the report of the Chamberlain, concerning the Digital Information Technology Service (DITS) Service Delivery Summary.

Note: During this item, under Standing Order 40, the Committee agreed that the meeting be extended to conclude the remaining items of business.

16. **CYBER SECURITY UPDATE**

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

17. **ENTERPRISE RESOURCE PLANNING (ERP) BUDGET UPDATE**

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

18. **DIGITAL, INFORMATION, AND TECHNOLOGY SERVICE (DITS) RISK UPDATE**

The Committee received a report of the Chamberlain, concerning the Digital, Information, and Technology Service risk update.

19. **GUILDHALL WI-FI UPDATE**

The Committee heard a verbal update on the wi-fi at the Guildhall.

20. **CROSS-CORPORATION CYBER SECURITY UPDATE**

The Committee heard a verbal report of the Chief Information Security Officer, concerning a cross-corporation cyber security update.

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

There were no non-public questions.

22. **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.

Confidential Items

23. **DIGITAL, INFORMATION & TECHNOLOGY SERVICE DELIVERY UPDATE**

The Committee received a confidential verbal report of the Chamberlain concerning an update on the Digital, Information, & Technology Service.

The meeting ended at 4.28 pm

Chairman

**Contact Officer: Kate.Doidge
Kate.Doidge@cityoflondon.gov.uk**

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Agenda Item 7

Committee(s): Digital Services Committee	Dated: 13 th May 2024
Subject: Appointments to Other Committees	Public
Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?	N/A
Does this proposal require extra revenue and/or capital spending?	No
If so, how much?	N/A
What is the source of Funding?	N/A
Has this Funding Source been agreed with the Chamberlain's Department?	N/A
Report of: Town Clerk	For Decision
Report author: Kate Doidge, Governance Officer, Town Clerk's Department	

Summary

Members are asked to approve appointments which the Digital Services Committee makes annually to various other Committees. Further information on these bodies is included at Appendix 1.

Recommendation(s)

- (i) That Members:-
- Appoint a Member of this Committee to serve on the Projects and Procurement Sub-Committee;

Appendices

- Appendix 1 – Further information on Committee appointments

Kate Doidge

Governance Officer, Town Clerk's Department

kate.doidge@cityoflondon.gov.uk

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Appendix 1 – Further Information on Committee Appointments

The following Sub Committees and Outside Bodies are for the Committee to determine an appointment:

a) Projects and Procurement Sub Committee

Projects and Procurement Sub-Committee (Sub-Committee of Finance Committee) provides dedicated scrutiny for all City Corporation and City of London Police procurement contracts as prescribed in the Procurement Code, with a view to driving value for money. It also provides dedicated scrutiny for all City Corporation and City of London Police Projects as prescribed by the Projects Procedure.

The Sub-Committee agreed a renewed composition of the Sub-Committee in April 2024, which includes one representative of the Digital Services Committee.

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Committee(s): Digital Service Committee	Dated: 13 th May 2024
Subject: Digital, Data & Technology Strategy	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?	N/A
Has this Funding Source been agreed with the Chamberlain’s Department?	Yes
Report of: Chamberlain, Caroline Al-Beyerty	For Decision
Report author: Zakki Ghauri – DITS	

Summary

All departments and institutions of the City of London Corporation have a need for a strategy covering Digital, Data and Technology.

This report summarises the activities undertaken to bring together the wider Corporation including its Institutions under a single strategy, and presents a draft Digital, Data and Technology (DDaT) strategy for approval.

Recommendations

Members of Digital Services Committee are asked to:

- Approve the Shared Digital, Data and Technology Strategy

Main Report

Background

1. A digital, data and technology (DDaT) strategy is essential for any organisation that wants to remain competitive and relevant in today's rapidly evolving technological landscape. The City of London Corporation recognised the need for a DDaT strategy to accelerate and enable our new Corporate Plan, work better across different parts of the organisation, and meet the expectations of those that we serve.
2. To fulfil the City of London Corporation’s vision for London as a world-class city and a global leader in innovation and sustainability, the Corporation needs to harness the potential of digital, data and technology. These are not only tools to improve efficiency and effectiveness, but also enablers of transformation and innovation. By adopting an aspirational digital, data and technology strategy, the Corporation can:

3. Deliver "brilliant basics" by providing reliable, secure and user-friendly services that meet the needs and expectations of its diverse stakeholders;
4. Make faster, more effective data-driven decisions by using data and analytics to inform policy, planning and delivery, and to measure impact and performance;
5. Innovate and collaborate by fostering a culture of experimentation, learning and sharing, and by partnering with other organisations and sectors to co-create solutions to complex challenges;
6. Empower and enable our colleagues by equipping them with the skills, tools and support they need to work effectively, flexibly and creatively in the digital age;
7. Enhance its reputation and influence by showcasing its achievements, sharing its insights and best practices, and leading by example in the use of digital, data and technology for public good.

Current Position

8. All parts of the organisation currently have different approaches to the areas of Digital, Data and Technology.
9. In order to understand views on existing services as well as areas of interest, a number of workshops took place across the wider organisation including our Institutions.
10. Through our engagement efforts working with colleagues at the Corporation and across our Institutions, we have come to agreement on the areas we collectively wish to focus on.

Recommendation

11. Members are asked to endorse the Shared Digital, Data and Technology strategy across the wider City of London Corporation – including City of London Police, Barbican Centre, Guildhall School of Music and Drama, and the Schools.

Appendices

City of London Corporation DDaT Strategy 2024 - 2029

Zakki Ghauri
Director of DITS

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CITY OF LONDON CORPORATION



Digital, Data and Technology Strategy 2024 - 2029

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1. Why a Digital, Data and Technology Strategy is important

The City of London Corporation is the governing body of the Square Mile, the historic and financial heart of London. It provides local government services to residents, businesses, workers, students and visitors, as well as supporting the UK-based financial services industry and the cultural and creative sector. The Corporation also manages open spaces, bridges, markets, schools, charities and other assets for the benefit of London and the nation.

The Digital, Data and Technology (DDaT) Strategy is a key enabler for the City of London Corporation to deliver its new Corporate Plan and fulfil its 'fantastic five years'.

To fulfil the City of London Corporation's vision for London as a world-class city and a global leader in innovation and sustainability, the Corporation needs to harness the potential of digital, data and technology. These are not only tools to improve efficiency and effectiveness, but also enablers of transformation and innovation. By adopting an aspirational digital, data and technology strategy, the Corporation can:

- Deliver "brilliant basics" by providing reliable, secure and user-friendly services that meet the needs and expectations of its diverse stakeholders;
- Make faster, more effective data-driven decisions by using data and analytics to inform policy, planning and delivery, and to measure impact and performance;
- Innovate and collaborate by fostering a culture of experimentation, learning and sharing, and by partnering with other organisations and sectors to co-create solutions to complex challenges;
- Empower and enable our colleagues by equipping them with the skills, tools and support they need to work effectively, flexibly and creatively in the digital age;
- Enhance its reputation and influence by showcasing its achievements, sharing its insights and best practices, and leading by example in the use of digital, data and technology for public good.

2. The increasing reliance on Digital, Data and Technology

Technology is not only a tool, but a driver of change and transformation in the workplace and in personal lives as well. Technology enables us to work smarter, faster and more collaboratively, as well as to access information, services and opportunities that were previously unavailable or inaccessible. All City of London Corporation services and colleagues are reliant upon technology, whether it is accessing a computer to book annual leave, the use of a database to store corporate information, audio visual equipment to support virtual meetings or a customer accessing one of the Corporation's many services online.

Technology empowers us to learn new skills, explore new interests and express our creativity and identity in various ways. However, technology is not static, but constantly evolving and improving. To keep up with the rapid pace of innovation and disruption, we need to invest in technology that is reliable, secure, adaptable and user-friendly. We also need to invest in our own digital literacy and capabilities, so that we can leverage technology effectively and responsibly for our goals and needs. Investing in technology is not only a matter of cost, but also of value and impact. By investing in technology, we can enhance our productivity, efficiency and quality of work, as well as our satisfaction, engagement and well-being. We can also improve our communication, collaboration and innovation with our colleagues, partners and stakeholders, as well as our service delivery and customer experience. Moreover, we can contribute to the social, economic and environmental development of our communities and society, by using technology for public good and social good.

3. Engaging our people to understand their needs

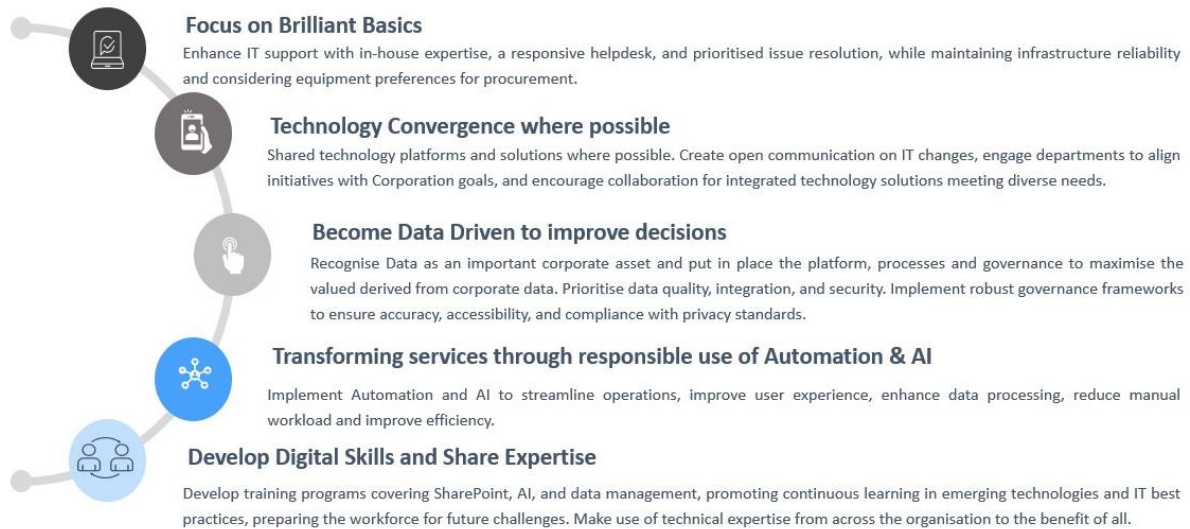
In our ongoing efforts to enhance the organisation's digital capabilities, feedback from our colleagues across the wider City of London Corporation has highlighted several key areas of strength, as well as opportunities for improvement. This dialogue has been instrumental in understanding the intricate balance between technological efficiency and user experience within our workplaces. A summary of the findings is provided in Appendix One.

4. Digital, Data and Technology Strategy

Through this Digital, Data and Technology Strategy we will elevate operational efficiency and satisfaction across our organisation. This plan is rooted in the core belief that by refining our technical support, advancing our data management capabilities, embracing automation and artificial intelligence (AI) responsibly, unifying our

technological platforms, and encouraging continuous learning and skill development among our staff, we can forge a path to a more efficient, responsive, and forward-thinking organisation.

Our 5 Digital, Data and Technology Strategic Outcomes;



Outcome 1 - Focus on Brilliant Basics:

At the heart of our strategy is a stable, secure and well supported core technology platform. The City of London Corporation has made great strides in recent years to modernise technology but to stand still is to move backwards in technology terms, and so we must continue to evolve. This is evident in our network, which has not kept pace with the increasing demands of the organisation and now requires specific focus and investment.

We will transform our unique shared Digital, Information and Technology Service into an exemplar for responsiveness and user-friendliness. This transformation begins with an evaluation of our current support services, focusing on refining device support and addressing the challenges presented by our current device models. Through working closely with our service users we will highlight improvements, both in the technical support we provide and in our technology offering.

We will leverage our in-house expertise and are committed to not just addressing technical and equipment issues as they arise but doing so with a proactive approach that ensures regular updates and maintenance.

We will invest in the training and development of our IT support team, enabling them to excel in communication and problem-solving. Furthermore, our equipment upgrade and procurement plans will be executed with precision, ensuring that our technological infrastructure not only meets but exceeds the expectations of our users.

Our Actions

- To deliver a stable, secure and supported technology environment to underpin the delivery of high quality services across the City of London Corporation;
- To continually review and improve our support services to ensure that they are high quality, personalised services, which meet the needs of our service users;
- To refresh our network to enable world class connectivity across all City of London Corporation buildings, with coverage and speeds to support the needs of each site;
- To update our end user devices to ensure that they support a variety of different roles and worker styles across our staff and members;
- To continue our cloud first approach, reducing the complexity of our technology and improving resilience;
- To work with our service users to drive self-service, improve processes and automate non-complex requests, delivering quicker and more responsible technology support;

Performance Measures

- User satisfaction rate: the percentage of users who rate their experience with DITS as satisfactory or above.

- First contact resolution rate: the percentage of IT support requests that are resolved at the first point of contact, without the need for escalation or further intervention.
- Average resolution time: the average time it takes to resolve an IT support request from the moment it is logged to the moment it is closed.
- Service availability: the percentage of time that the core IT services and systems are operational and accessible to the users.
- Incident frequency: the number of IT incidents or disruptions that occur within a given period of time.
- Incident impact: the severity and duration of the impact of IT incidents or disruptions on the users and the organisation
- Successful delivery of the Future Network Programme, refreshing the network capabilities at all City of London Corporation sites.

Outcome 2 – Technology Convergence Where Possible:

Our strategy advocates for a unified technological ecosystem, where open communication and collaboration are the cornerstones of success. By encouraging a culture of collaboration across the whole of the City of London Corporation, we will ensure that our shared technology solutions are optimised to meet the diverse needs of our organisation.

We will promote shared procurement activity to address shared needs. This will undoubtedly lead to more competitive pricing for everyone and deliver significant time savings through economies of scale.

The ERP Programme has the potential to be the frontrunner in demonstrating the benefits of a rationalisation of software through providing a single modular replacement for Oracle, City People and other disparate systems across the City of London Corporation. The Programme offers great opportunities for reduced complexity, a reduction in system interfaces, a shared data model and reduced support costs in the future.

The convergence of technology will :

- save time and cost through aggregating spend and reducing time spent on procurement, contract management, building and maintaining interfaces and system administration;
- bring disparate data sources into a shared solution reducing duplication of data and manual effort to main data quality;
- reduce the complexity of technical support allowing teams to have a greater depth of knowledge around a smaller number of key systems, rather than a breadth of knowledge around a number of systems.

We will champion a target state for the City of London Corporation’s systems and products which is broadly consistent in terms of architecture, engineering and operations. We will encourage the organisation to use fewer systems more effectively, ensuring similar technologies and processes are closely integrated or unified to remove unnecessary duplication and inconsistencies.

Our Actions

- To adopt a shared technology roadmap for the whole of the City of London Corporation, including City of London Police, Barbican Centre, Guildhall School of Music and Drama and the Schools.
- To develop a shared catalogue of technical solutions to meet common business needs such as online applications, payments and bookings.
- To adopt cloud based technologies that are accessible, scalable and easily maintainable, which will help us speed up delivery, reduce cost and improve interoperability – whilst providing a more resilient and secure infrastructure
- To successfully deliver a single unified ERP solution to the City of London Corporation;
- To embed shared standards for the way we buy and implement software and hardware to create more unity in our infrastructure;
- To use fewer systems more effectively, ensuring similar systems, platforms and frameworks are brought together to avoid duplication;

- To ensure our staff do not need to become familiar with many similar internal technologies and processes, saving them time and improving their experience.

Performance Measures

- Percentage of alignment with the Shared Technology Roadmap
- The number and percentage of hardware and software solutions that are shared or reused across different departments or functions
- The amount and percentage of cost savings and efficiency gains achieved through reduced procurement activity and rationalised technology solutions
- The level of satisfaction and feedback from staff and stakeholders on the usability, functionality, and reliability of the technology solutions
- The degree of alignment and compatibility of the technology solutions with the organisation's data management and security standards and policies
- The frequency and impact of technology-related issues, incidents, or breaches that affect the organisation's operations or reputation

Outcome 3 - Become Data Driven to improve decisions:

The City of London Corporation starts its data maturity journey with our key corporate data sets spread across multiple solutions and platforms – and utilising multiple different reporting tools to gain intelligence and insight.

Our ambition is to bring these disparate data sets together through a shared data platform and the adoption of a single corporate business intelligence tool. In doing so, we will tackle the significant challenges of master data management, data quality and ensuring that our data assets are stored in secure, scalable and supported technology solutions. We will ensure that our data transformation is built upon firm foundations, which in some cases may mean that we need to review our data architecture and existing working practices.

Our Actions

- To review Data Governance across the organisation including the role and responsibilities of the Information Management Governance Board.
- To deliver a Corporate Data Platform to deliver greater value from the organisation's data and promote wider data sharing;
- To rationalise existing business intelligence and reporting solutions, and promote the adoption of Microsoft PowerBI as the Corporate Reporting Tool.
- To review existing data architectures and flows, and simplify where possible.
- To develop our data capabilities, capacity and skills within the City of London Corporation to better support departments to derive greater value from their data;
- To drive enhanced communication and collaboration around data across the City of London Corporation, to share best practices and identify opportunities for greater data sharing;
- To address areas where key corporate data assets are managed outside of a secure and supported solution;
- To drive data literacy and develop data maturity across the City of London Corporation, in particular around areas of data quality management and effective data governance.

Performance Measures

- The number of key corporate data assets that form part of the Corporate Data Platform
- The number of users of Microsoft PowerBI and rationalisation of other reporting tools
- The proportion of corporate data assets that are stored in a secure and supported solution, and the reduction in the use of spreadsheets and legacy solutions such as Microsoft Access;
- The number of staff who have undertaken data literacy training and assessments, and the enhancement in their data competencies and proficiencies.
- The amount of time and resources conserved by employing data-driven decision making and
- The level of data quality across the organisation, and the implementation of data quality standards and procedures.
- The establishment of an updated information management board, and the adherence to its terms of reference and governance framework.

Outcome 4 - Transform Services through responsible use of Automation & AI:

Digital, Data and Technology has the potential to transform the City of London Corporation's products and services but to do so, we will go further than just digitising existing poor processes or making the same mistakes more quickly. We will fully harness the capabilities of the technology available and challenge existing ways of working to deliver meaningful and lasting improvements to our services – avoiding the creation of a 'digital veneer'.

We will integrate automation and AI into our operations, aiming to streamline processes, amplify efficiency, and enhance the overall user experience. This journey begins with the identification of processes suitable for automation, followed by a deep dive into the potential for AI and automation to revolutionise our workflows. Through initial pilot projects, we will explore the transformative potential of these technologies, ensuring that our staff are equipped with the knowledge and tools needed to thrive in this new environment. Successful initiatives will be scaled, further embedding efficiency and innovation into the fabric of our operations.

Our Actions

- To review current business processes and identify areas where automation and artificial intelligence can enhance efficiency, quality, and customer satisfaction.
- To work closely with services through a programme of digital projects to challenge existing working practices and deliver significant time savings through better use of technology, including automation and AI where possible.
- To establish a cross-functional team of experts and stakeholders to oversee the design, implementation, and evaluation of automation and artificial intelligence solutions in alignment with best practices and ethical standards.
- To develop a communication plan to inform and engage staff, customers, and partners about the benefits and challenges of automation and artificial intelligence, as well as the expected impacts and outcomes of the transformation.
- To support and upskill colleagues across the organisation in order to make best use of new technologies and tools.

Performance Measures

- The amount of time and resources saved by using automation and artificial intelligence solutions, including the average hours per week that staff spent on manual or repetitive tasks before and after the implementation of the solutions
- The number and percentage of processes that were automated or improved by artificial intelligence solutions
- The number and percentage of staff who successfully completed the training program on SharePoint, automation, data management, and other emerging technologies
- The number and percentage of staff who achieved certification and recognition through digital skills based apprenticeships
- The level of satisfaction and engagement of staff and customers with the automation and artificial intelligence solutions, measured by surveys and feedback mechanisms

Outcome 5 - Develop Digital Skills & Share Expertise:

We are committed to preparing our workforce for the technology challenges and opportunities that lie ahead. Our strategy includes a robust training program that focuses on better utilisation of our current technology, as well as developing expertise on emerging technologies. We will promote an environment of continuous learning and development.

We will upskill our workforce, reinforced by providing certification opportunities and hands-on experiences - ensuring that our team is not only prepared for the future but also actively shaping it.

We recognise the unique skills and deep technical expertise that exists in parts of the organisation and endeavour to utilise this knowledge for the benefit of the wider organisation. Whether this is the Cyber Security expertise within the City of London Police or the experience of booking management systems and audio visual provision that exists within the Barbican Centre, there are opportunities for shared learning that would greatly benefit the wider organisation.

Our Actions

- To maintain a proactive and meaningful dialogue with IT Teams across the City of London Corporation to share knowledge and expertise and identify opportunities for collaboration and shared initiatives
- Review Digital training needs with departments to ascertain existing and future training needs around Digital skills.
- Identify, utilise and promote areas of digital expertise within the organisation for the wider benefit of the organisation
- Develop a Digital Skills Academy that provides a range of online and offline courses, resources, and certifications for staff members to enhance their digital skills and knowledge. The academy can also collaborate with external providers and experts to offer specialised and industry-relevant training.
- Implement monthly “Tech Talks” open to the wider organisation.

Performance Measures

- The number of collaborative initiatives or projects spanning one or more departments and institutions
- The number and percentage of staff members who access the Digital Skills Academy content and participate in training
- The feedback and satisfaction of staff members, organisation leaders, and the public with the digital solutions and services developed or improved by the staff members.
- The improvement and innovation in service delivery, efficiency, and effectiveness as a result of the enhanced digital skills and expertise of the staff members.

5. Conclusion

The Digital, Data and Technology Strategy is a key enabler for the City of London Corporation to deliver its new Corporate Plan and fulfil its’ promise of a ‘fantastic five years’. The DDaT Strategy will enable the organisation to become more agile, responsive, and resilient in the face of changing needs and expectations of the public and stakeholders. It aims to foster a culture of learning and innovation, and to equip the staff members with the digital skills and expertise they need to deliver better services and outcomes.

One of the main components of the strategy is the focus on delivering ‘brilliant basics’ and developing the digital solutions and services that the organisation offers to the public and other stakeholders. The strategy aims to ensure that the digital solutions and services are user-friendly, accessible, secure, and reliable, and that they meet the needs and expectations of the users. The strategy also encourages the use of data and analytics to inform decision making and service design, and to measure the impact and effectiveness of the digital solutions and services.

The City of London Corporation is committed to implementing the strategy in a timely and effective manner, and to engaging with the staff members, the public, and other stakeholders throughout the process. The organisation believes that by embracing the digital transformation, it can achieve its strategic goals and deliver better outcomes for all.

Appendix One – Colleague Engagement

In our ongoing efforts to enhance the organisation's digital capabilities, feedback from our colleagues across the wider City of London Corporation has highlighted several key areas of strength, as well as opportunities for improvement. This dialogue has been instrumental in understanding the intricate balance between technological efficiency and user experience within our workplaces. A summary of the findings is provided in Appendix One.

User Experience and Training

Our colleagues have expressed appreciation for straightforward, accessible, and flexible technology that supports their daily operations. The value of intuitive design and functionality that accommodates remote access is clear, reflecting a positive aspect of our digital environment that supports and promotes productivity.

However, challenges have been identified in navigating certain platforms and legacy technology, which can sometimes lead to frustration. These issues, alongside a noticeable gap in training resources, point to a need for better educational tools and support. Enhancing our training materials and sessions will ensure all our service users are equipped to utilise our digital tools effectively.

Technical Reliability and Connectivity

The reliability of technology and the seamless connectivity across various devices and locations is of utmost importance. These aspects are crucial for maintaining an uninterrupted workflow and facilitating efficient communication across the organisation.

There have been significant concerns over Wi-Fi stability, device performance, system responsiveness, and the performance of key applications. These issues highlight the necessity for ongoing improvements to our IT infrastructure to ensure a stable and reliable digital environment.

Communication and Support

Responsive and helpful IT support has been a highlight for many within the organisation. The availability of knowledgeable staff who can address and resolve issues promptly is a critical component of our Digital, Information and Technology Service.

Yet, there is room for improvement in terms of communication and support processes. Gaps in communication and a lack of transparency regarding IT updates and strategies have been noted. Streamlining support processes and enhancing communication about IT developments will be key to addressing these concerns.

Security and Data Management

The importance of robust IT security and effective data management is well-recognised. Protecting the organisation's digital assets and ensuring the integrity and accessibility of data are priorities for both DITS staff and service users.

Challenges related to security vulnerabilities and data management, such as accessing and sharing data efficiently, have been brought to light. Addressing these issues will involve strengthening our security protocols and improving data management practices to facilitate better data accessibility and integration.

Adaptability and Future Planning

There is a shared enthusiasm for adopting new technologies and preparing for future IT developments. Initiatives that aim to modernise our IT services and infrastructure are welcomed, as they contribute to the organisation's long-term success.

Concerns have been raised, however, about the balance between pursuing new technological trends and addressing fundamental IT needs. A more co-ordinated approach to technology adoption, focusing on both innovation and the core requirements of our service users, is essential.

Collaboration and Integration

The value of tools that enhance collaboration and document management is evident. Applications that facilitate efficient communication and information sharing are crucial for the day-to-day operations of our teams.

Integration between different systems and platforms has been a point of frustration, with challenges in accessing and sharing information smoothly. Improving the integration of our IT systems will ensure a more cohesive and efficient digital workspace for all employees.

Moving Forward

The feedback from our team underscores the complex relationship between service users and IT services, highlighting areas where our digital environment excels and where there is room for improvement. Addressing these insights requires a focused approach that prioritises user needs, technical reliability, and strategic planning for IT development. By committing to these areas, we can enhance our digital infrastructure to better support the organisation's goals and the daily activities of all team members.

Summary

The feedback from our team members about our digital tools and support services has offered valuable insights into what's working well and areas where we can improve. Here's a comprehensive look, devoid of technical jargon, at what our colleagues appreciate and the challenges they face.

What is Working Well

- Our team members have shown great appreciation for the digital tools that facilitate teamwork and document management, making it easier for everyone to communicate and stay organised. The effort to create a unified system where all resources and information are easily accessible has been well-received, indicating a strong preference for a more interconnected digital workspace.
- The in-house customer service and IT support have received high praise for their quick responses and the personal touch they bring to resolving issues. Having the ability to reach out to IT staff directly, whether through on-site desks or in-person interactions, has been highlighted as a particularly valuable resource for guidance and assistance.
- Looking ahead, there's a clear acknowledgment of the importance of staying adaptable and planning for the future. Initiatives aimed at integrating new technologies and platforms show our commitment to not just keeping pace with digital advancements but also ensuring our infrastructure and services are resilient and flexible.

Areas for Improvement

- Despite the positives, there are several challenges our team faces, primarily related to technical issues and connectivity. Unreliable Wi-Fi, device problems, difficulties with syncing devices, and the instability of some digital tools have been sources of frustration. These technical glitches disrupt the smooth operation of our work and highlight the need for a more robust and reliable digital infrastructure.
- User experience and training also stand out as significant concerns. Navigating some of our digital platforms can be cumbersome, and there's a feeling that the available training doesn't fully meet the needs of our staff. This has led to gaps in knowledge and skills, emphasizing the need for more comprehensive and accessible learning resources.
- Communication from the IT department and the overall support process have room for improvement. Delays in receiving help, lack of transparency about changes and strategies, and inconsistencies in the availability of equipment are areas where improvements are necessary to build a more responsive and inclusive digital environment.
- Lastly, security and data management have been flagged as areas needing attention. Concerns about data accessibility, storage capabilities, and the security of our digital assets call for a reassessment of our practices to ensure that our data is both safe and effectively managed.

Moving Forward

The feedback from our team provides a clear direction for enhancing our digital environment. By addressing the technical and connectivity issues, improving the user experience and training opportunities, streamlining communication and support, and bolstering our security and data management practices, we can create a more efficient, secure, and collaborative workspace. This continuous improvement effort will not only address current

challenges but also lay the groundwork for a future-proof digital infrastructure that supports our organisation's goals and the daily activities of our team members.

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Agenda Item 9

Committee(s): Digital Services Committee	Dated: 13 th May 2024
Subject: Device Refresh	Public
Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?	8, 9, 10, 11
Does this proposal require extra revenue and/or capital spending?	No
If so, how much?	N/A
What is the source of Funding?	£125k Members Refresh £0.75m COL Capital Programme £1.2m COLP Capital Programme 24/25 £0.4m COLP Capital Programme 25/26 Barbican & GSMD Capital Fund Schools – Annual Refresh
Has this Funding Source been agreed with the Chamberlain's Department?	No
Report of: Caroline Al-Beyerty, Chamberlain	For Decision
Report author: Zakki Ghauri, Director of Digital & IT	

Summary

This document provides a summary of future device purchasing for the City of London (COL) organisations including the City of London Corporation and all the City of London Institutions. It is intended to be adhered to for future device purchasing from Q1 2024 onwards.

It is intended to unify the vendor and model(s) of hardware deployed across the City of London organisations to streamline support models, hardware reuse and swap outs, warranty processing and provide a commercial economy of scale during the purchasing cycles.

Recommendation(s)

Members are asked to agree the move from a mixed estate of five different vendors to a single vendor for the wider Corporation – including Institutions.

Main Report

Background

1. The City of London Corporation and Police (COLP) currently deploy Microsoft Surface laptops across their estates and were refreshed during 2019 and early 2020. City of London School and School for Girls (COLSfG) currently utilise Dell, Freemans school utilise HP's and Lenovo, and the Barbican deploy Lenovo and have various device ages across the fleets. We also have Viglen desktops at COL.
2. CoL and CoLP purchased devices to reflect the market conditions at the time, including a fragile and extremely constrained supply chain situation during the mass shift to home working and bulk purchasing of laptops and accessories to support every organisation workforce. CoLS, CoLSfG and Barbican have deployed devices based on commercial proposition and vendor support proposition.
3. Most of the CoL and CoLP device estate is now out of warranty and cannot be extended. In addition, over 50% of the devices in the estate will become end of life via forces obsolescence on 29th February 2024. When a device becomes end of life, it will cease to receive any further critical firmware updates which are often linked to faults with the device, or more critically security vulnerabilities. CoL will be required to carry the risk of against these devices until the refresh has completed.

Current Position

4. Over the last 4 years the workforce has experienced an increased adoption of digital services across all part of the organisation. With this increased adoption, demands on the physical devices have also increased and users require more processing power in both memory, CPU and in some case storage.
5. CoL will increase its baseline specifications from 8GB to 16GB as a standard, and will adopt the latest processor technology available, including AMD chips rather than Intel where practical. The minimum hard drive size will become 256gb and must include the fastest storage available (NVMe).
6. Whilst CoL has experienced rapid growth in digital adoption, this has been hindered by the extremely poor hardware performance of some devices, specifically the Surface Pro 7 variant. DITS conducted a lengthy survey of root cause and arrived at a working assumption that the primary issue was thermal throttling of the CPU – a simple test of running a handheld fan next to the device afforded vast improvements. This assumption was then escalated within Microsoft who confirmed in writing that the Surface Pro 7 devices have an unfixable manufacturing defect where the GPU (Graphic Processing Unit) and CPU (Central Processing Unit) are installed in close proximity to each other. The CPU already runs very hot due to passive cooling only (i.e no internal fans) and invokes a thermal throttle to protect itself from overheating, at which point when a user attempts to conduct a team's video call, the GPU comes online and

increases the heat dissipation, further causing the device to thermal throttle and “choke” the performance of the device to an unusable speed. There is no resolution to this issue other than a replacement device. The Surface Pro 7 devices will all become end of life on 29th February 2024 and will be the immediate focus for device refresh rollouts.

Current Device Estate

*correct as of Q1 2024

Device	CoL	CoLP	LC	Barbican	CLS	CLSG
Surface Pro 7	1200	643				
Surface Pro 7 +	203	184				
Surface Pro 9		121				
Surface Go 2	71	381				
Surface Laptop 3	0	524				
Surface Laptop 4	773	26				
Surface Laptop 5		43	168			
Surface Laptop Studio	0	2				
Surface Book 3		1				
Lenovo Laptops				700		
Dell Optiplex 5050			6		9	
Dell Inspiron 16 7620 2-in-1					5	
Dell Latitude 5330						33
Dell Latitude 3190 2-in-1						1
Dell Latitude 5340						104
Dell Latitude 5540						1
Dell Latitude 7420						1
Dell Latitude 7430						1
Dell Latitude 7440						2
Dell Latitude 3420					179	
Dell Latitude 3440					26	
Dell Latitude 3490					22	
Dell Latitude 5289					10	
Dell Latitude 5290					1	
Dell Latitude 5320					532	
Dell Latitude 5330					4	
Dell Latitude 5340					55	
Dell Latitude 5540					9	
Dell Latitude 5580					2	
Dell Latitude 7340					1	
Dell Latitude 7390 2-in-1					83	
Dell Latitude 7400 2-in-1					44	
Dell Latitude 7410					7	
Dell Latitude 7430					13	
Dell Latitude 7430					33	
Dell Latitude 9410					11	
Dell Latitude 9420					14	
Dell Latitude E5450					38	
Dell Optiplex 5250					48	
Dell Optiplex 5270					13	
Dell Optiplex 7040					7	
Dell Optiplex 7410					30	
Totals	2247	1925	174	700	1196	143
						6385

Future Device Requirements & Styles

7. CoL conducted 2 workshops on 13th Jan 2024 and 20th Feb 2024. The first workshop included representatives from across all institutions and various roles within each organisation. XMA (our incumbent supplier of devices) arranged for HP, Microsoft and Lenovo to present the current device propositions. Dell emailed XMA to declare that they did not wish to participate in the selection process.
8. The 2nd workshop was an internal only session focussed on agreeing a single vendor across organisations or a reduction in the options.
9. Based on high level costs, Microsoft removed from the potential device brands as the baseline laptops were approved double the cost of the nearest equivalent HP or Lenovo devices.
10. There was further discussion around previous history with brands, cost, value, support and warranty.
11. The session ended with a decision to formalise the cost model and high-level points of different for each brand which are included in this document.
12. It is recommended that CoL standardise on a standard set of device types, the being:
 - a. Clamshell Laptop – 16GB / 256GB / i5
 - b. Clamshell Laptop – 16GB / 256GB / i7
 - c. Convertible Laptop – 16GB / 256GB / i5
 - d. Desktop PC – 8GB / 128GB / i5
 - e. 3 Year Next Day Warranty
13. For use cases outside of the standard devices listed above, institutions should purchase the same brand selected across the estate specifically for the users with those specialist requirements.

Vendor Proposals

14. The selected ranges from the vendors have been proposed as below – these are both premium device ranges that are direct comparisons for standing in the marketplace. Whilst other models are available from both vendors, switching one brand to another range would require the same for the other to ensure comparisons with like for like ranges.

HP

- a. HP Elitebook 800 Series
- b. HP Elitebook 1000 Series

Lenovo

- c. Lenovo Thinkpad X13
- d. Lenovo Thinkpad X1

Weight

15. The unique locations of CoL schools, offices and spaces demand that the workforce is provided with lightest devices available to support significant commutes.

Weights	HP	Lenovo
Clamshell Laptop	1.26kg	1.29kg
Convertible Laptop	1.30kg	1.38kg

16. Comparing equivalent from the HP and Lenovo ranges, HP are the lightest for the users.

Manageability

17. Both Lenovo and HP are very similar in terms of manageability, however HP's InTune plugin has no equivalent Lenovo connector making HP management easier and cheaper. Managed by InTune for OS and drivers

Warranty

18. Both providers have premium optional warranty products. HP is significantly cheaper and offer an onsite anywhere.

Battery

19. The HP batteries are larger, have a longer battery charge cycle and have a 3yr vs. 1yr warranty.

Costs

20. There is an estimated £800,000+ saving between equivalent devices from Lenovo and HP (including docking, warranty, device cost).
21. XMA can buy back old equipment and utilise this as a credit against future device purchases. The value of this is unknown until we provide an audit to them of current devices.
22. Further details of costs are in Appendix 1

Funding

23. There is £125k in Members Refresh Budget
24. A report requesting £0.75m for ongoing replenishment of Corporate Devices as and when they go out of support is going to Digital Services Committee 13 May.
25. The City of London Police's (CoLP) capital programme includes a provision of £1.6m to replace Surface Pro and Laptop devices which are coming to their end of life (2024/25: £1.2m and 2025/26: £400k).

26. This will be funded directly from the Force's £5m direct revenue financing provision or, if necessary, via the City Corporation £5m per annum loan facility.
27. The progression of this project will be subject to further business case development and approvals through CoLP's internal governance processes.
28. For schools these will be part of the normal refresh cycle and has been budgeted for every year. They will not replace all the device at once, but will do as they come out of the 5 year warranty.
29. Pupil devices will be charged to parents.
30. Institutions Barbican and GSMD have confirmed funding is available.

Corporate & Strategic Implications

31. Strategic implications – The cross-cutting nature of this work means that we will be able to provide a consistent experience for colleagues, no matter which part of the organisation they sit in
32. Financial implications – There are significant benefits of jointly procuring, including cost avoidance.
33. Resource implications – None arising from this report.
34. Legal implications – None.
35. Risk implications – None arising from this update report. Our Departmental risks are captured and managed per the Corporation's framework.
36. Equalities implications – HP is committed to sustainability and creating social value through its products and practices.
37. Climate implications - HP ensures environmental responsibility by achieving EPEAT Gold, Energy Star, and TCO 8.0 certifications, reflecting its dedication to reducing environmental impact and promoting energy efficiency. HP is the sole manufacturer on the Carbon Disclosure Project (CDP) to maintain an A rating for four consecutive years. HP uses sustainable materials in its products, driving the adoption of circular economy principles and minimising resource depletion.
38. Security implications – None arising from this report.

Conclusion

39. The move to a single vendor for our devices across the wider organisation has a number of benefits for the organisation, including financial benefits, and the ability to provide our colleagues with a consistent experience, no matter which part of the organisation they sit in.

Appendices

Appendix 1 – Cost Comparison

Zakki Ghauri

Director of Digital & IT

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Appendix 1 – Cost Comparison

Specification Requirement	HP Offering	HP Price	Qty	Total Cost	Lenovo Offering	Lenovo Price	Qty	Total Cost
Clamshell, 16GB, 256GB, i5 or equivalent (latest generation) – portable and larger screen options	Premium Range- HP EliteBook 840 G10,i5-1335U, 16GB 256 SSD, IR CAMERA (intel available)	£631.55	4548	£2,872,291.59	Premium Range- X13 i5 Processor, 16GB 256 SSD, IR CAMERA	£664.49	4548	£3,022,122.56
Clamshell, 16GB, 256GB, i7 or equivalent (latest generation) – portable and larger screen options	Premium Range- HP EliteBook 840 G10 ,i7-1355U, 16GB 256 SSD(intel available)	£725.52	468	£339,542.67	Premium Range- X13 i5 Processor, 16GB 256 SSD, IR CAMERA	£793.81	468	£412,094.53
Convertible/Tablet, 16GB, 256GB, i5 or equivalent (latest generation) – portable and larger screen options	Premium Range- HP Elite x360 830 G10, I5-1335U 16GB 256SSD,IR CAMERA	£723.41	568	£410,895.18	Premium Range- X13 YOGA i5 Processor, 16GB 256 SSD, IR CAMERA	£1,190.60	568	£676,257.99
Desktop PC – 8GB, 128GB, i5 or equivalent (latest generation)	HP Pro SFF 400 G9, I5-13500 8GB 256 SSD	£433.80	300	£130,140.75	M75 S AMD, R5 PRO 5650G 8GB, 256 SSD (intel available)	£451.96	300	£135,587.63
USB C Docking Stations	HP USBC Dock, compatible with all proposed devices	£86.73	2842	£246,477.49	THINKPAD UNIVERSAL USB C DOCK	£127.94	2842	£363,600.21
Warranty 1 year	Included in device base cost	—			1 Year Depot	£4.03	5684	£22,915.49

Warranty 3 year	HP 3 year Next Business Day Response Onsite anywhere 800 series only (see price file for more options)	£53.00	5684	£301,252.00	3 Year Onsite X13	£83.75	5684	£476,035.00	
Total				£4,300,599.67	Total				£5,108,613.40

Committees:	Dates:
Corporate Projects Board – for decision Digital Services Committee – for decision City Bridge Foundation Board Projects and Procurement Sub Committee - for information Resource Allocation Committee – for decision	08 May 2024 13 May 2024 16 May 2024 10 Jun 2024 4 Jul 2024
Subject: Corporate Device Stock Replenishment	Gateway 1-5 Authority to Start Work Regular
Unique Project Identifier:	
Report of: Chamberlain Report Author: Sam Collins	For Decision
PUBLIC	

Recommendations

<p>1. Approval track, next steps and requested decisions</p>	<p>Project Description: The ongoing replenishment of Corporate Devices as and when they go out of support.</p> <p>Next Gateway: Gateway 6 Outcome Report</p> <p>Next Steps: Progress with delivery of the project.</p> <p>Requested Decisions:</p> <ol style="list-style-type: none"> 1. That budget of £750,000 is approved for the delivery of the project. 2. Note the project budget of £750,000 (excluding risk); 3. That Option 2 to replace devices that have become faulty, damaged or are now out of support is approved 4. Note the partial approval of the funding for 24/25 of £250,000 								
<p>2. Budget</p>	<p>The Total Cost of the Project is projected to be £750k.</p> <table border="1" style="width: 100%; border-collapse: collapse; margin-top: 10px;"> <thead> <tr style="background-color: #f2f2f2;"> <th style="width: 25%;">Item</th> <th style="width: 25%;">Reason</th> <th style="width: 25%;">Funds/ Source of Funding</th> <th style="width: 25%;">Cost (£)</th> </tr> </thead> <tbody> <tr> <td>Device Hardware</td> <td>To replace devices that are end of life,</td> <td></td> <td>£750k</td> </tr> </tbody> </table>	Item	Reason	Funds/ Source of Funding	Cost (£)	Device Hardware	To replace devices that are end of life,		£750k
Item	Reason	Funds/ Source of Funding	Cost (£)						
Device Hardware	To replace devices that are end of life,		£750k						

		faulty or damaged		
	Total			£750k
<p>Costed Risk Provision requested for this Gateway: N/A</p> <p>N.B. The Capital Bid submitted in 2023/24 requested total funding of £750k over 2024/25, 2025/26 and 2026/27.</p>				
3. Governance arrangements	<ul style="list-style-type: none"> • Digital Services Committee • Ellen Murphy, Assistant Director User Services (Senior Responsible Officer) • This project concerns the ongoing replenishment of Corporate Devices as and when required, which will be managed under business as usual. As such formal Project Governance Structure is not considered appropriate. 			
4. Progress reporting	<p>Monthly updates to be provided via Project Vision and any project changes will be sought by exception via Issue Report to Spending and Projects Sub Committees</p>			

Project Summary

5. Context	<p>5.1 The City of London Corporation Device Refresh Programme was completed in 2022. The Programme provided Microsoft Surface devices and associated peripherals to all Officers and Members.</p> <p>5.2 Since 2022, overall staff numbers have increased by around 300 (12%) and replacement devices are required for those that are broken or faulty outside of their original warranty.</p>
6. Brief description of project	<p>6.1 This projects intended to fund the replacement of existing corporate devices, including those re-assigned to new members of staff, and peripherals which have become faulty or damaged, and are outside of their original warranty.</p> <p>6.2 This project is intended to fund replacement devices until the next widespread refresh which would be required in 2026.</p> <p>6.3 The hardware would be procured through the existing City of London Corporation contract with XMA.</p>

<p>7. Consequences if project not approved</p>	<p>7.1 There is a risk that devices will not be available to new officers joining the City of London Corporation, which would significantly impact upon their productivity. This would also impact existing officers with a damaged or faulty device, where a replacement device is not readily available.</p>
<p>8. SMART project objectives</p>	<p>8.1 All officers provided with a fully supported and operational corporate device with which to perform their role</p> <p>8.2 Corporate device stock maintained to ensure replacement devices are available at short notice if required</p>
<p>9. Key Benefits</p>	<p>9.1 This funding will be used to ensure that all officers are provided with a fully operational and supported corporate device that is appropriate to their role.</p> <p>9.2 This will enable a stock of corporate devices to be maintained so that new or replacement devices can be provided at short notice to avoid any impacts to staff productivity or service delivery.</p>
<p>10. Project category</p>	<p>5. Other priority developments</p>
<p>11. Project priority</p>	<p>B. Advisable</p>
<p>12. Notable exclusions</p>	<p>12.1 Member devices will be funded through existing Member hardware budgets.</p> <p>12.2 Officers will continue to be provided with a single corporate device appropriate to their role. Where a business case is provided for a staff member to have more than one device, these will continue to be funded departmentally.</p>

Options Appraisal

<p>13. Overview of options</p>	<p>13.1 Option One – Do Nothing – Do not fund replacement devices which poses a risk that existing devices will be become non-compliant, out of support and do not receive future security updates, posing a potential security risk. This could also lead to device failures without replacements being available.</p> <p>13.2 Option Two – Corporate Device Replenishment – Funding to replace devices that have become faulty, damaged or are now out of support.</p>
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	13.3 Option Three – Complete Device Refresh Programme, which would see all corporate devices replaced.
14. Risk	<p>Overall project risk: Low</p> <p>The incremental replacement of corporate devices as they become faulty, damaged or out of support is deemed to be very low risk as this is a known technology, which has been in operation for several years.</p> <p>Further information available within the Risk Register (Appendix 2) and Options Appraisal.</p>

Resource Implications

15. Total estimated cost	<p>For recommended option 2</p> <p>Total estimated cost (excluding risk): £750,000</p> <p>Total estimated cost (including risk): £750,000</p>																	
16. Funding strategy	<p>Is the funding confirmed: Partial funding confirmed</p>	<p>Who is providing funding: Internal - Funded wholly by City's own resource</p> <p>The original amount request was £250k for each of the next three years, totalling £750k.</p> <p>Only the 24/25 of £250K has been approved through the budget setting process by Court of Common Council in March 24.</p> <table border="1" data-bbox="531 1350 1353 1624"> <thead> <tr> <th>Funds/Sources of Funding</th> <th>Cost (£)</th> </tr> </thead> <tbody> <tr> <td>City Fund</td> <td>138,000</td> </tr> <tr> <td>City Estate</td> <td>93,000</td> </tr> <tr> <td>City Bridge Foundation</td> <td>20,000</td> </tr> <tr> <td style="text-align: right;">Total</td> <td>250,000</td> </tr> </tbody> </table> <p>The remaining £500k will have to be funded through a capital reprioritisation exercise later in the financial year, based on the original percentages the full budget would be as below</p> <table border="1" data-bbox="531 1870 1353 2027"> <thead> <tr> <th>Funds/Sources of Funding</th> <th>Cost (£)</th> </tr> </thead> <tbody> <tr> <td>City Fund</td> <td>412,500</td> </tr> <tr> <td>City Estate</td> <td>277,500</td> </tr> </tbody> </table>	Funds/Sources of Funding	Cost (£)	City Fund	138,000	City Estate	93,000	City Bridge Foundation	20,000	Total	250,000	Funds/Sources of Funding	Cost (£)	City Fund	412,500	City Estate	277,500
Funds/Sources of Funding	Cost (£)																	
City Fund	138,000																	
City Estate	93,000																	
City Bridge Foundation	20,000																	
Total	250,000																	
Funds/Sources of Funding	Cost (£)																	
City Fund	412,500																	
City Estate	277,500																	

	City Bridge Foundation	60,000
	Total	750,000

Appendices

Appendix 1	Project Briefing
Appendix 2	Risk Register

Contact

Report Author	Sam Collins
Email Address	Sam.collins@cityoflondon.gov.uk

Options appraisal table.

	Option 1	Option 2	Option 3
1. Design Summary	Do Nothing	Corporate Device Replenishment – Funding to replace devices that have become faulty, damaged or are now out of support.	Complete Device Refresh Programme, which would see all corporate devices replaced.
2. Scope and exclusions	<ul style="list-style-type: none"> No devices would be replaced 	<ul style="list-style-type: none"> Devices would be replaced once they become end of life, faulty or damaged Devices that are functional and remain supported would not be replaced 	<ul style="list-style-type: none"> All devices would be replaced regardless of age or condition
Project Planning			
3. Programme and key dates	N/A	<ul style="list-style-type: none"> Device replacement to commence as soon as funds become available for those devices that are end of life 	<ul style="list-style-type: none"> Device replacement to commence as soon as funds become available and would likely complete within 9-12 months.
4. Delivery Team	N/A	DITS – Technology Support	DITS – Technology Support
5. Risk implications	<p>Overall project option risk: <i>High</i></p> <p><i>There is a risk that devices will become end of life and no longer support future security updates. There is also a risk that devices will become faulty or damaged and there would be no replacements available.</i></p>	<p>Overall project option risk: <i>Low</i></p> <p><i>This option is deemed to be low risk as devices would be replaced only when required.</i></p>	<p>Overall project option risk: <i>Medium</i></p> <p><i>There is a risk that this option would result in the replacement of supported and fit for purpose devices, which could see corporate assets sold for less than their value.</i></p>

	<i>Option 1</i>	<i>Option 2</i>	<i>Option 3</i>
		<p><i>There is however a risk that device support would become more difficult with a mixed device estate.</i></p> <p>Further information available within the Risk Register (Appendix 2).</p>	
6. Benefits	No cost	<p>Lower cost than Option 3</p> <p>Devices would be replaced when required</p> <p>Considered to deliver best value to the organisation</p>	Would result in the complete refresh of the device estate
7. Disbenefits	High risk as faulty or end of life devices would not be replaced	Would result in a mixed device estate would may make support slightly more difficult	
8. Stakeholders and consultees	In selecting the future devices a number of key stakeholders were consulted including colleagues at the Barbican Centre, City of London Police, City Bridge Foundation and the Schools.	As opposite	As opposite
Resource Implications			

	<i>Option 1</i>	<i>Option 2</i>	<i>Option 3</i>
9. Total estimated cost	There would be no cost attached to option one	Option 2 is estimated to cost £750k over the next 2 years	Option 3 is estimated to cost in the region of £3m is replace all existing devices
10. Funding strategy	N/A	City Estate City Fund City Bridge Foundation	City Estate City Fund City Bridge Foundation
11. Estimated capital value/return	N/A	N/A	N/A
12. Ongoing revenue implications	N/A	N/A	N/A
13. Investment appraisal	N/A	N/A	N/A
14. Affordability	There would be no cost attached to option one	Option 2 is estimated to cost £750k over the next 2 years	Option 3 is estimated to cost in the region of £3m to replace all existing devices
15. Procurement strategy/route to market	N/A	There is an existing device contract in place with XMA, however the contract value limit has now been reached. As such a further procurement would be required	There is an existing device contract in place with XMA, however the contract value limit has now been reached. As such a further procurement would be required
16. Legal implications	N/A	N/A	N/A

	<i>Option 1</i>	<i>Option 2</i>	<i>Option 3</i>
17. Corporate property implications	N/A	N/A	N/A
18. Traffic implications	N/A	N/A	N/A
19. Sustainability and energy implications	N/A	N/A	The replacement of the entire corporate device estate would result in a large number of fit for purpose devices being replaced
20. IS implications	<i>There is a significant risk that devices would become unsupported, faulty or damaged which could impact individual staff members and services</i>	This approach would allow devices to be replaced only when required, which would reduce the resource and demand implications of the overall project	The replacement of all corporate devices would be a significant undertaking, estimated to take in excess of 12 months
21. Equality Impact Assessment	<i>An equality impact assessment will not be undertaken</i>	<i>An equality impact assessment will not be undertaken</i>	<i>An equality impact assessment will not be undertaken</i>
22. Data Protection Impact Assessment	<i>The risk to personal data is less than high or non-applicable and a data protection impact assessment will not be undertaken</i>	<i>The risk to personal data is less than high or non-applicable and a data protection impact assessment will not be undertaken</i>	<i>The risk to personal data is less than high or non-applicable and a data protection impact assessment will not be undertaken</i>
23. Recommendation	Not recommended	Recommended	Not recommended

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Project Coversheet

[1] Ownership & Status

UPI:

Core Project Name: Corporate Device Stock Replenishment

Programme Affiliation (if applicable):

Project Manager: Sam Collins

Definition of need: The replenishment of Corporate Devices as they become end of life, faulty or damaged.

Key measures of success:

- All officers provided with a fully supported and operational corporate device with which to perform their role.
- Corporate device stock maintained to ensure replacement devices are available at short notice if required.

Expected timeframe for the project delivery: Up to 2 years.

Key Milestones:

Are we on track for completing the project against the expected timeframe for project delivery? Y

Has this project generated public or media impact and response which the City of London has needed to manage or is managing? N/A

[2] Finance and Costed Risk

Headline Financial, Scope and Design Changes: Update relevant section post report approval. Add multiple entries to relevant box if issues reports are approved. Note this section is to tell the 'project story' of how we reached the current position outlined in the main report.

'Project Briefing' G1 report (as approved by Chief Officer xx/yy/zz):

- Total Estimated Cost (excluding risk):
- Costed Risk Against the Project:
- Estimated Programme Dates:

Scope/Design Change and Impact:

'Project Proposal' G2 report (as approved by PSC xx/yy/zz):

- Total Estimated Cost (excluding risk):
- Resources to reach next Gateway (excluding risk)
- Spend to date:
- Costed Risk Against the Project:
- CRP Requested:
- CRP Drawn Down:
- Estimated Programme Dates:

Scope/Design Change and Impact:

'Options Appraisal and Design' G3-4 report (as approved by PSC xx/yy/zz):

- Total Estimated Cost (excluding risk):

Appendix 1

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- Resources to reach next Gateway (excluding risk)
- Spend to date:
- Costed Risk Against the Project:
- CRP Requested:
- CRP Drawn Down:
- Estimated Programme Dates:

Scope/Design Change and Impact:

'Authority to start Work' G5 report (as approved by PSC xx/yy/zz):

- Total Estimated Cost (excluding risk):
- Resources to reach next Gateway (excluding risk)
- Spend to date:
- Costed Risk Against the Project:
- CRP Requested:
- CRP Drawn Down:
- Estimated Programme Dates:

Scope/Design Change and Impact:

Total anticipated on-going commitment post-delivery [£]:<Current Range>
Programme Affiliation [£]:<(If applicable) What is the estimated total programme cost including this project:>

City of London: Projects Procedure Corporate Risks Register

Project Name:	Corporate Device Stock Replenishment	PM's overall risk rating:	Low	CRP requested this gateway		Average unmitigated risk	5.0	Open Risks	2
Unique project identifier:	PV12345	Total estimated cost (exc risk):	£ 750,000	Total CRP used to date	£ -	Average mitigated risk score	5.0	Closed Risks	0

General risk classification											Mitigation actions				Ownership & Action				Comment(s)				
Risk ID	Gateway	Category	Description of the Risk	Risk Impact Description	Likelihood Classification pre-mitigation	Impact Classification pre-mitigation	Risk score	Costed Impact pre-mitigation (£)	Costed Risk Provision requested Y/N	Confidence in the estimation	Mitigating actions	Mitigation cost (£)	Likelihood Classification on post-mitigation	Impact Classification on post-mitigation	Costed impact post-mitigation (£)	Post-Mitigation risk score	CRP used to date	Use of CRP	Date raised	Named Departmental Risk Manager/Coordinator	Risk owner (Named Officer or External Party)	Date Closed OR/Realised & moved to Issues	Comment(s)
R1	5	(2) Financial	There is a risk that device prices will increase significantly due to inflation	This will impact the project budget and will mean that fewer devices can be replaced	Possible	Serious	6	£0.00	N		An appropriate device reseller will be procured to ensure that device prices remain competitive	£0.00	Possible	Serious	£0.00	6	£0.00						
R2	5	(8) Technology	There is a risk that a mixed device estate will result in additional support requirements	This may mean that multiple drivers, builds etc supported for different device types	Likely	Minor	4	£0.00			This will be managed through the existing support teams	£0.00	Likely	Minor	£0.00	4	£0.00						
R3							£0.00				£0.00			£0.00		£0.00							
R4							£0.00				£0.00			£0.00		£0.00							
R5							£0.00				£0.00			£0.00		£0.00							
R6							£0.00				£0.00			£0.00		£0.00							
R7							£0.00				£0.00			£0.00		£0.00							
R8							£0.00				£0.00			£0.00		£0.00							
R9							£0.00				£0.00			£0.00		£0.00							
R10							£0.00				£0.00			£0.00		£0.00							
R11							£0.00				£0.00			£0.00		£0.00							
R12							£0.00				£0.00			£0.00		£0.00							
R13							£0.00				£0.00			£0.00		£0.00							
R14							£0.00				£0.00			£0.00		£0.00							
R15							£0.00				£0.00			£0.00		£0.00							
R16							£0.00				£0.00			£0.00		£0.00							
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R18							£0.00				£0.00			£0.00		£0.00							
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R21							£0.00				£0.00			£0.00		£0.00							
R22							£0.00				£0.00			£0.00		£0.00							
R23							£0.00				£0.00			£0.00		£0.00							
R24							£0.00				£0.00			£0.00		£0.00							
R25							£0.00				£0.00			£0.00		£0.00							
R26							£0.00				£0.00			£0.00		£0.00							
R27							£0.00				£0.00			£0.00		£0.00							
R28							£0.00				£0.00			£0.00		£0.00							
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R37							£0.00				£0.00			£0.00		£0.00							
R38							£0.00				£0.00			£0.00		£0.00							
R39							£0.00				£0.00			£0.00		£0.00							
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R52							£0.00				£0.00			£0.00		£0.00							
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R61							£0.00				£0.00			£0.00		£0.00							
R62							£0.00				£0.00			£0.00		£0.00							
R63							£0.00				£0.00			£0.00		£0.00							
R64							£0.00				£0.00			£0.00		£0.00							

Committee(s): Finance Committee – <i>For Information</i> Digital Services Committee – <i>For Information</i> Corporate Services Committee – <i>For Information</i> City Bridge Foundation Board – <i>For Information</i>	Dated: 07 th May 2024 13 th May 2024 15 th May 2024 16 th May 2024
Subject: Enterprise Resource Planning (ERP) Programme Update Report	Public
Which outcomes in the City Corporation’s Corporate Plan does this proposal aim to impact directly?	7,9,10
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: Chief People Officer & The Chamberlain	For Information
Report author: Simon Gray, Chamberlain’s Department	

Summary

This report provides an update on the progress made on the Enterprise Resource Planning (ERP) Programme.

The ERP is a significant transformational project for the City of London Corporation to replace its current legacy systems; City People (Midland i-Trent) for HR & Payroll and Oracle R12 for both strategic and operational finance. The new ERP Solution will modernise the technology we rely upon to deliver back-office services.

The ERP Programme has achieved significant milestones in the last 3 months including the signing of the Software as a Service (SaaS) Contract with the preferred bidder SAP, commencing the System Integrator (SI) procurement process to identify our preferred SI partner to implement the programme and appointing a new HR and business analyst.

Recommendation(s)

Members are asked to note the report.

Main Report

Background

1. The City of London Corporation has embarked on implementing an Enterprise Resourcing Planning (ERP) System that will replace the ageing Finance, HR, Payroll and Procurement systems.

2. The same core back-office systems have been utilised for over 20 years. The systems are now either out of support (Oracle) or an unsupported platform (City People) which causes the City of Corporation the need to procure third-party support and invest staff time in prolonging their life to deliver critical services.
3. The current HR and Finance systems currently work in isolation and require significant manual interventions or manipulations to support our business-as-usual operations. Creating inefficiencies and impacting data-supported business decision-making.

Procurement Update

SaaS Contract Signing

4. As previously reported SAP were awarded preferred bidder status, with the Court of Common Council approving the award to the preferred bidder in November 2023. Contract negotiations commenced in January 2024, the Financial Services Director led weekly review calls with the Executive team from February.
5. In preparation of the signing, ERP Procurement Working Group also held discussions with Transport for London (TfL) as an existing SAP customer, to provide further assurance on the contract alignment. Ensuring functional fit – due diligence to ensure that the tender response from SAP would meet the entirety of the functional / transformation scope. As part of this engagement the Corporation spoke to the Department for Levelling Up, Housing & Communities to test our solution understanding and provide further assurance we had the correct product set.
6. On 28th March 2024, the Software as a Service (SaaS) contract was signed following a lengthy period of negotiations. The Procurement Working Group worked tirelessly in partnership with colleagues in Comptrollers and with the final steer of the ERP Programme's Senior Responsible Officer (SRO); The Chamberlain, to agree the contract with the supplier.

SI Procurement Progress

7. In January 2024, the market was approached with the Selection Questionnaire (SQ) phase of the procurement for the System Integrator. This process included an online supplier information session, which was also recorded and published on the portal. A total of 31 interested suppliers reviewed the SQ documentation, and 10 formally submitted a response. All responses were evaluated to be of a very high standard, with the top 6 suppliers being successful invited to phase 2 of the procurement.
8. The Signing of the SaaS contract is a significant milestone for the programme and enables the procurement process to appoint a System Integrator to progress to

phase two (ITT phase). It also enables further engagement with the supplier and preliminary work to take place.

9. The Initiation to Tender (ITT) phase of the SI procurement was published on Tuesday 16th April to the eligible suppliers, with a submission deadline of Friday 17th May.
10. Key dates to note: dates held to evaluate the SI responses are scheduled between 24 May and 6 June, followed by supplier interviews to be held week commencing 10 June. Updates to relevant committees and Court of Common Council will be provided in July with announcement of the preferred SI in August. A full table of dates is included in Appendix A

Resourcing Update

11. One benefit of the signed SaaS contract with SAP is the mobilisation of recruitment for key programme roles. The HR leadership team are providing dedicated support to the programme with its recruitment.
12. Interviews for the ERP Programme's HR lead were held in early March 2024, with a successful appointment due to commence in May 2024. The HR lead has previous experience in SAP transformation programmes. An initial task of the appointed HR lead in partnership with the Programme Director will be to lead the recruitment for the ERP Programme, which is expected to begin in May 2024.
13. The ERP Programme team has an experienced Finance Lead in post, the programme has also welcomed an IT Business Analysts who has SAP implementation experience. The programme resources structure and current appointments are detailed in appendix B.

Drawdown of Gateway 4 budget

14. Following Policy & Resource Committee's approval of the Gateway 4 budget on 18 March 2024, the budget drawdown was completed in late March. Robust budget monitoring continues on the programme. Due to the SaaS contract being signed, the first software costs are due to be occurred from July 2024.

Programme Next Steps

15. Initial focus in on completing the ITT phase of the SI Procurement, a supplier recommendation is expected to be presented to this committee in July. This will be following the review by the ERP Programme Board and Member Steering Group.
16. Progress with establishing the wider Project Team and commence the wider governance for the programme by establishing/continuing the project boards for both functional and institutional representation.

Corporate & Strategic Implications

Strategic implications - The ERP Programme supports the Corporate Initiatives to deliver brilliant basics and mitigates the risk of unsupported legacy systems.

Financial implications - Finance and Policy and Resources Committees have approved the budget envelope to bring in the relevant resources including backfills.

Resource implications - The requirement of resourcing is detailed in this paper.

Legal implications - All staff resourcing, and employment contracts will comply with statutory requirements and be in line with best practice.

Risk implications - Failure to baseline the programme roles would place a risk on the organisation. Further assurance on resources will be sought upon boarding the System Integrator planned for July 2024, this may have further implications on the budget agreed to date as previously highlighted to this committee. Digital Services Committee agreed the System Integrator score weighting should be Responsible Business (15%), Technical (60%) and Commercial (25%). Albeit this is unlikely to impact the overall budget envelope, it does put higher emphasis on the technical and responsible business scores compared to the price.

Equalities implications - An Equalities Impact Assessment was done initially and is currently being updated and will be brought back for review. This will be routinely updated throughout the life of the programme.

Climate implications - None

Security implications - None (other than standard vetting requirements)

Conclusion

17. The ERP Programme has achieved significant milestones in the last 3 months with significant input from Officers and Members to provide programme direction and control. There are no new risks to the budget or timeline to report to Committee at this time. This will continue over the next reporting period with the key pre-implementation decision to be taken for approval in readiness for programme delivery commencement (Gateway 5).

Appendix

Appendix 1 – ITT dates for Software Integrator Procurement

Appendix 2 – Programme Resourcing

Appendix 3 – Transformation Programme

Simon Gray

ERP Programme Manager

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Appendix 1 – ITT Dates for Software Integrator Procurement

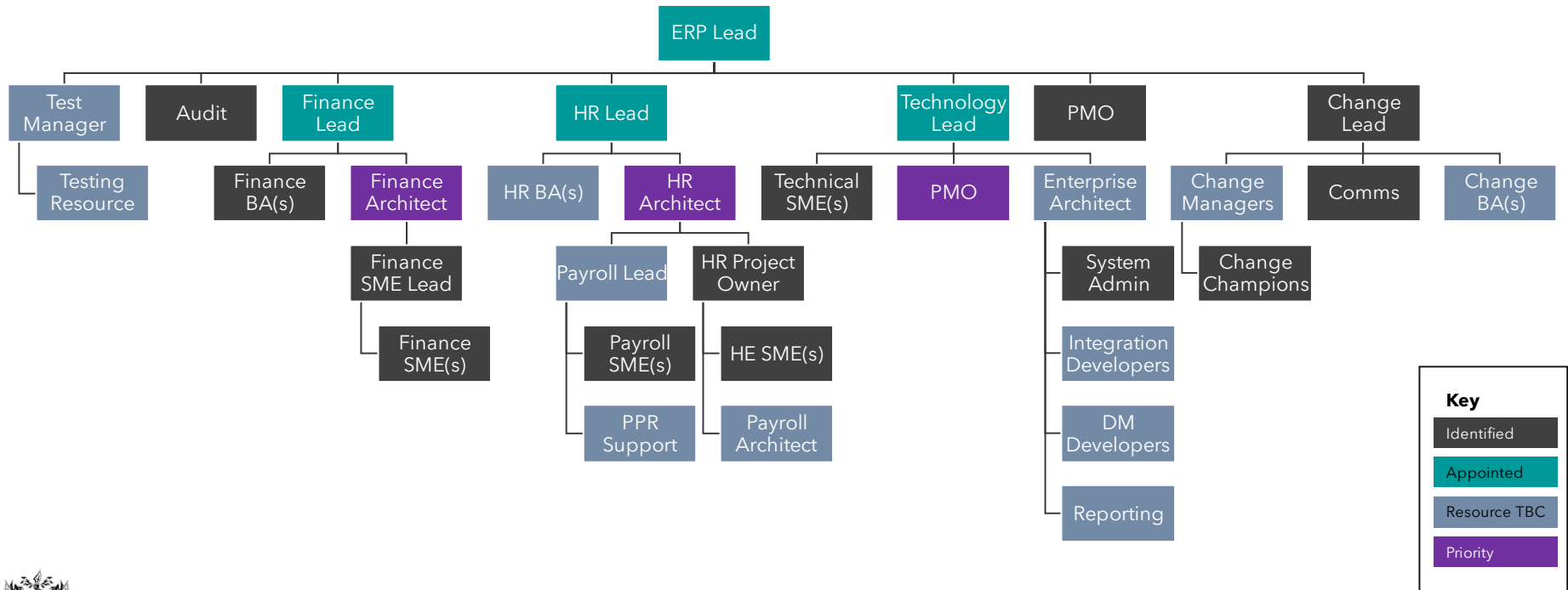
STAGE	DATE
Publication of Contract Notice	13/02/2024
SQ Issued	13/02/2024
SQ Deadline	26/02/2024
ITT Issued	16/04/2024
Deadline for ITT Clarification Questions	10/05/2024
Deadline for ITT Submission	17/05/2024
ITT Responses Evaluation & Moderation	20/05 – 0/06/2024
Presentations (optional)	13/06/2024
Notification of Outcome	26/07/2024
Expected Contract Award	31/07/2024
Expected Contract Start	16/08/2024

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ERP Programme Resourcing

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Key

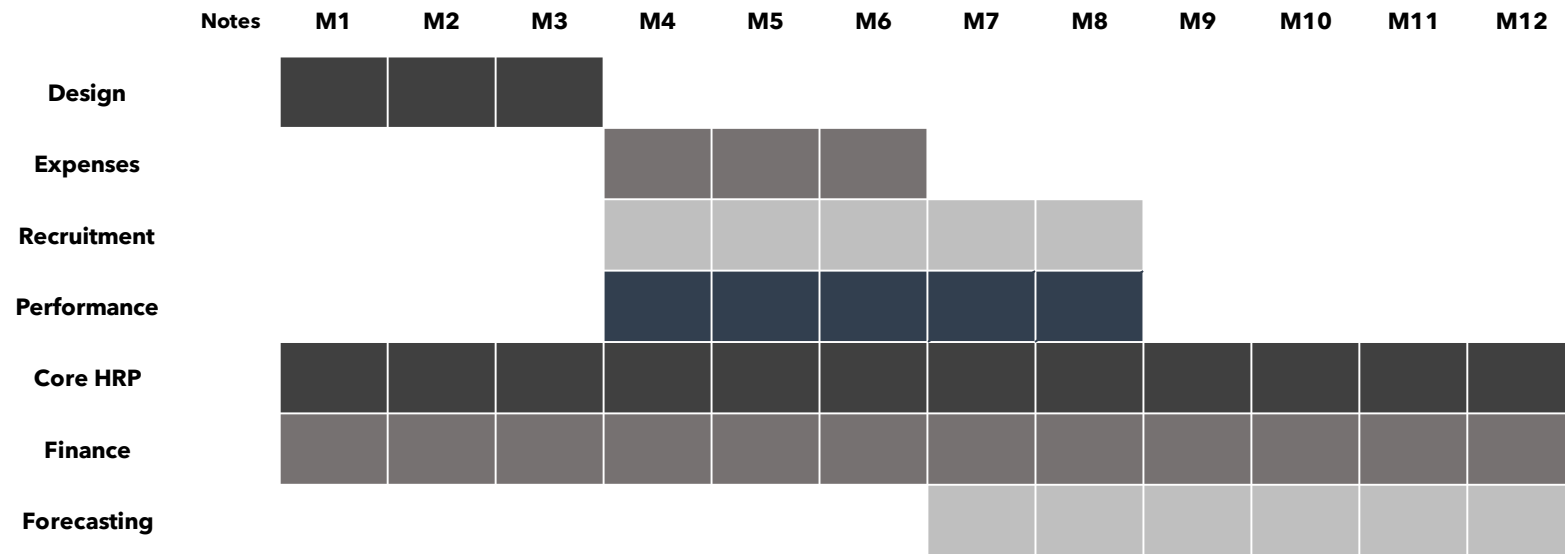
- Identified
- Appointed
- Resource TBC
- Priority

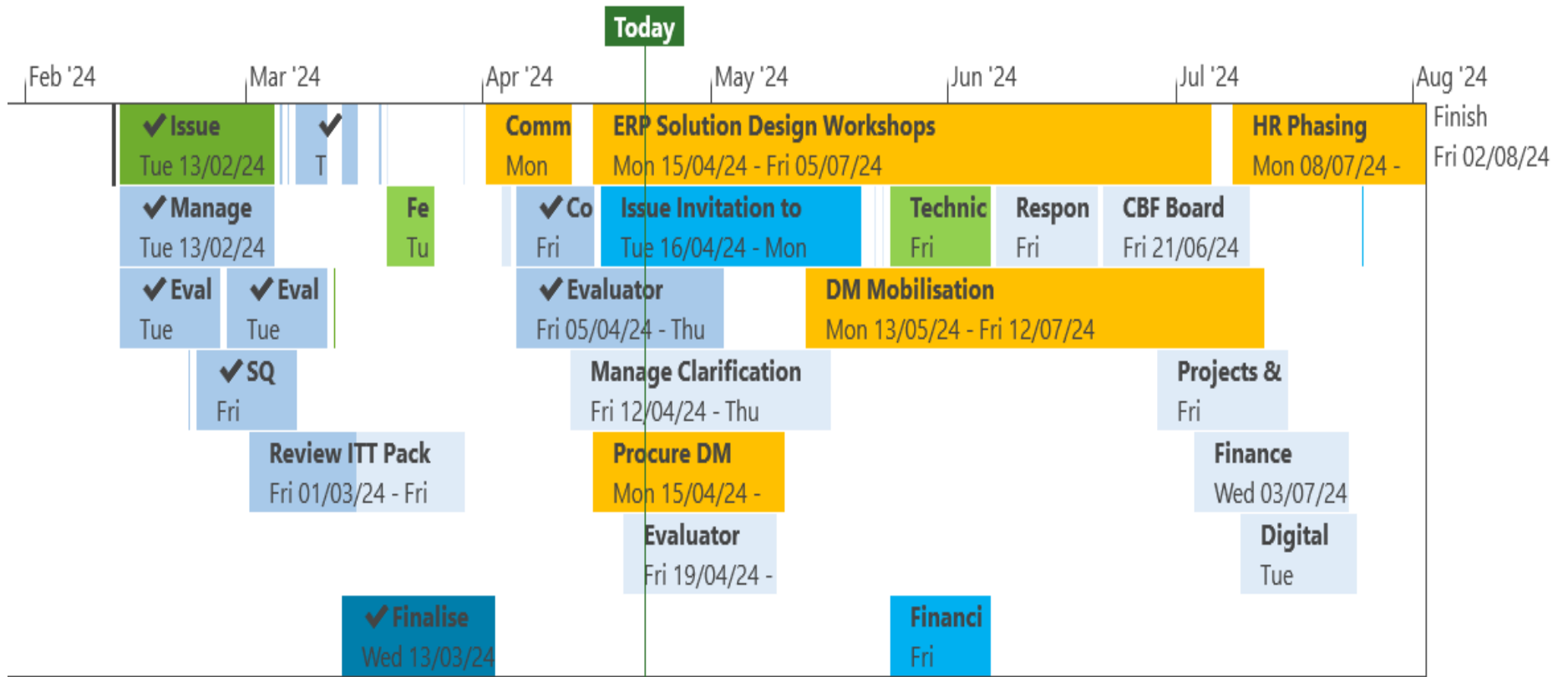


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Potential Phasing





Committee(s): Communication and Corporate Affairs Sub Committee – <i>For Information</i> Digital Services Committee – <i>For Information</i>	Dated: 24 th April 2024 13 th May 2024
Subject: Data Lighthouse Project Update	Public
Which outcomes in the City Corporation’s Corporate Plan does this proposal aim to impact directly?	4,5,6,7,9
Does this proposal require extra revenue and/or capital spending?	No
If so, how much?	N/A
What is the source of Funding?	N/A
Has this Funding Source been agreed with the Chamberlain’s Department?	N/A
Report of: Chamberlain, Caroline Al-Beyerty	For Information
Report author: Sam Collins, Chamberlain’s	

Summary

This paper provides an overview of the Data Lighthouse Project which commenced in November 2023. The findings of the project support the need for a Corporate Customer Relationship Management (CRM) system as a key priority for the Corporation. The Digital, Information and Technology Service are proposing a proof-of-concept utilising Microsoft Dynamics 365 Customer Insights to start in April 2024. The proof of concept is funded, however there is no agreed funding to progress further at present. The proof of concept will be used to support the business case for future funding but will also look to identify any benefit realisation and efficiency savings but most importantly will support one of the new Digital, Data and Technology Strategy strategic outcomes to be more ‘data driven’. Further information is provided in the accompanying presentation.

Recommendation

Members are asked to:

- Note the report.

Main Report

Background

1. In April 2023 the Digital, Information and Technology Service (DITS) initiated a Data Maturity Assessment for the City of London Corporation. The assessment was supported by Hitachi Solutions and consisted of 16 separate workshops covering various data related topics including data governance, data quality, data architecture and data security. There were over 40 participants from across the City of London Corporation.

2. The findings from the Data Maturity Assessment were presented to Digital Services Committee in July 2023 and included immediate, intermediate and strategic recommendations. One of the immediate recommendations was the initiation of a 'Data Lighthouse Project' to demonstrate best practices and the 'art of the possible with data'.
3. The management of customer data and the requirement for a Corporate Customer Relationship Management (CRM) system was identified as a key priority for the organisation and was chosen as the focus for the Data Lighthouse Project.

Current Position

4. The Data Lighthouse Project commenced in November 2023 and focussed on the management of customer data across 7 areas of the City of London Corporation. For each area the project sought to identify the customer experience, the purpose and use of the data collected, the systems used to manage the data and the type, quality and format of the data collected.
5. The chosen areas included Electoral Services, Innovation and Growth Marketing Team, the Destination City Programme, the City Belonging Project, the Small Business Research and Enterprise Centre (SBREC) and the Planning Engagement Team. The selected areas were intended as a sample only, recognising that a Corporate CRM has the potential to be used much more widely, across all departments.
6. The project highlighted that there were multiple disconnected tools and applications in use across these areas and a significant amount of manual effort was required in managing and making use of the data available. The project also conducted an analysis of the 81,000 records held across the services and found that 45% data was duplicated across one or more services.
7. The project concluded with a strong recommendation to investigate and implement a single, user friendly application which could be utilised across multiple areas of the organisation for effective and efficient management of customer interactions through a single shared platform.

Options

8. Given the existing skills and knowledge within the City of London Corporation, the Data Lighthouse Project recommended a solution based on Microsoft Dynamics 365. Microsoft Dynamics 365 Customer Insights is a customer data platform that supports the management and unification of customer data onto a single platform, to provide a holistic view of customers and their interactions across all services and communication channels. Customer Insights can be used a single platform for managing all interactions with customers, as well as ingesting customer information from other sources to provide a single view of the customer.

Proposals

9. As part of the new Digital, Data and Technology Strategy, and in order to support one of the strategic outcomes to be more 'data driven' – DITS is taking forward a proof of concept for Dynamics 365 Customer Insights, which will commence by the end of April 2024. The proof of concept will include the migration of data collected through the Data Lighthouse Project into Customer Insights as well as ingesting data from the existing Strategic Engagement and Events Management solution (SEEMS), which is also built on Dynamics 365.
10. The Proof of Concept seeks to evaluate the functionality of the Customer Insights solution and understand whether it meets the requirements of the organisation. Customer Insights will be demonstrated to the services involved in the Data Lighthouse Project and other interested parties to seek their views and assess the viability of the product.
11. If successful, the proof of concept will support the development of a business case, highlighting the benefits realisation, potential efficiency savings and if required to secure funding for the implementation of Microsoft Dynamics 365 Customer Insights as the Corporate CRM tool for the organisation. It is anticipated that a single shared platform used across multiple departments would deliver significant efficiency savings through a reduction in manual effort to gather and manage multiple, duplicated data sets. A single platform would also support a more consistent experience for our stakeholders, providing a holistic view of their interactions with the Corporation and highlighting opportunities for further engagement.

Key Data

12. The Data Lighthouse Project commenced in November 2023 and included a sample of 7 different areas of the City of London Corporation.
13. The Project analysed 81,000 customer records and found that 45% of the data was duplicated across two or more of the areas within the project.
14. A Proof of Concept for Microsoft Dynamics 365 Customer Insights will be initiated by the end of April 2024.

Corporate & Strategic Implications

Strategic implications – The efficient and effective management of customer data and a better understanding of customer interactions across the City of London Corporation would help to support the successful delivery of the new Corporate Plan 2024-29, supported by the new Digital, Data and Technology Strategy. A well-managed Corporate CRM is a necessity for any large organisation, offering significant opportunities to collaborate more effectively across services, support cross functional working removing any duplication and provide better understanding and insight into the organisation's stakeholders.

Financial implications – There is funding in place for the proof of concept, however without further work to understand the benefit realisation and efficiency savings, additional funding may be required to progress further. Licence costs for the proposed solution (Microsoft 365

Customer Insights) start from £20k per annum but could increase significantly based on usage. The proof of concept will support the development of the business case to either repurpose or secure future funding. The ongoing licensing and internal support costs are estimated to start from £250k per annum.

Resource implications – For the Corporate CRM, consideration should be given to the future support model which is likely to require 2-3 additional roles to provide functional and technical support. The proof of concept will determine whether existing resources can be repurposed and presented within the business case.

Legal implications – The proposed Corporate CRM would support compliance with the Data Protection Act 2018 in seeking and recording consent from customers to store their data and ensuring compliant retention periods for customer data.

Risk implications – There is an ongoing risk that customer data is not being managed effectively, or consistently in compliance with the requirements of the Data Protection Act 2018.

Equalities implications – It is not considered that the proposed Corporate CRM would have any equalities implications, however an Equalities Impact Assessment will be conducted to ensure that any impacts are considered.

Climate implications - None

Security implications - None

Conclusion

15. This paper provides a summary of the findings of the Data Lighthouse Project and the proposal for a proof of concept in the use of Microsoft Dynamics 365 Customer Insights as the corporate CRM for the City of London Corporation, which supports one of the key strategic outcomes under the new Digital, Data and Technology Strategy. The proof of concept is funded, however further work is required to understand implications of further funding going forward. The proof of concept will be used to support the benefits realisation, efficiency savings and much needed transformation required across the Corporation. Further information is provided in the accompanying presentation.

Appendices

- Appendix 1 – Presentation – Lighthouse Project Discovery Playback

Background Papers

None

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Lighthouse Project Discovery Playback City of London Corporation

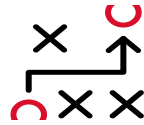
The Objective

For each service area Hitachi Solutions looked to understand...



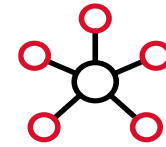
Customer Experience

Current "As-is" High Level customer journey of the system
 Issues with UX/UI of current system
 Pain points



Purpose and Use

Intended purpose and use of system and data within it
 Security and restriction requirements
 Consent, GDPR



Systems

Description and vendor
 Technology used
 Cost and maintenance



Data

Type
 Quality
 Format
 Duplication
 Retention

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Recommendations:

1. How can the City improve the customer journey?
2. How best can the systems be consolidated towards a single version of the truth?
3. How can efficiencies and savings be achieved against the Corporation's objectives?
4. What change support and/or training could help?

Analysis Summary

Summary



Page 75

- ✔ 9 workshops / stakeholder interviews
- ✔ 19 people involved
- ✔ 24 data sources considered
- ✔ We considered:
 - Customer & user experience
 - System purpose and cost
 - Data quality & structure

Observations Summary


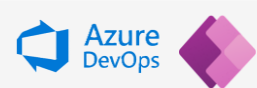
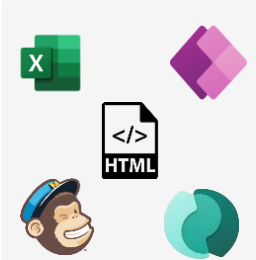

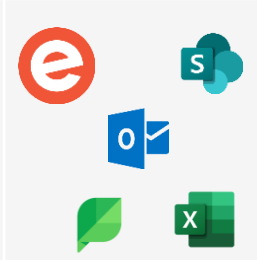
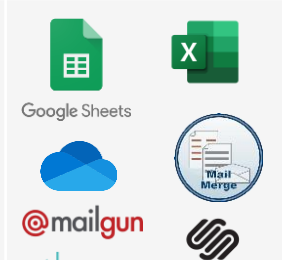
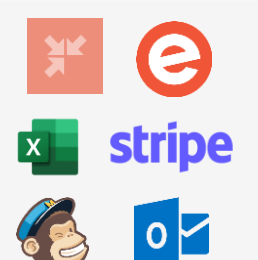
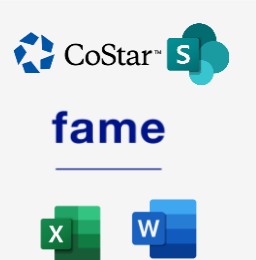
PROCESS

- ✔ Multiple **disconnected tools** and **applications** are used to support key processes.
- ✔ Significant amount of **manual, time-consuming tasks** and **workarounds**.
- ✔ Areas and functions across the Corporation **operate independently in silos** and tend to not share information as the areas do not know what information is available.
- ✔ Certain information relies on individuals' knowledge and memory, indicating a **risk in knowledge retention**.
- ✔ Individuals and organisations are contacted multiple times by disparate areas and functions without visibility, leading to potential **irritation/frustration** with the Corporation.

DATA

- ✔ Some areas **lack established processes**, raising concerns about compliance with GDPR principles.
- ✔ **Historical contacts** lack documented evidence for consent, posing potential risks.
- ✔ 81k records were included in our data profile
- ✔ The overall quality of data could be improved, to reduce duplication, population and update outdated information.
- ✔ Up to **45% data duplicated** between systems.
- ✔ Certain information, such as electoral data, cannot be shared due to regulatory restrictions.

Key Activities vs Technology Touchpoints

	Electoral services	SEEMS		Innovation and Growth Marketing	Destination City Programme	City Belonging Project	Small and Medium Enterprise	Contact Programme (Planning delivery)
		Strategic Engagement	Events					
Activities	<ul style="list-style-type: none"> Electoral registration Annual canvas Ad hoc request from Court, Political Parties, Credit Rating Agencies 	<ul style="list-style-type: none"> Recording key Organisations and Contacts Composing stakeholders' briefings Managing strategic partners and recording relevant activities 	<ul style="list-style-type: none"> Event organisation and management Managing event guests Email templates creation Creating Account and Contact records Planning table sitting 	<ul style="list-style-type: none"> Newsletters Analysing email communication performance 	<ul style="list-style-type: none"> Event organisation and management Promoting City as a and attracting visitors Newsletters & ad-hoc communications CHARN (City Hotel Attraction and Retails Network) City Culture Network Amplification management Organising photo shots and recording consent to use photos 	<ul style="list-style-type: none"> Promoting more inclusive and connected Square Mile Event organisation Supporting electoral services and encouraging organisations to register for voting 	<ul style="list-style-type: none"> Managing membership network Managing partners' network Running business advice sessions 	<ul style="list-style-type: none"> Attracting new organisations & businesses to the City Contacting new business and presenting the Programme Supporting existing business & organisations Help with rental leases
Tools & Apps								

Case for Change

CHALLENGES TO RESOLVE

- ❑ No unified single source of truth to inform decision-making
- ❑ Consent cannot be tracked across service areas risking GDPR compliance.
- ❑ The extent of manual processes is limiting operational efficiency and productivity.
- ❑ Lack of data governance exposes the Corporation to reputational damage risk.

IMPROVEMENT OPPORTUNITIES

- ❑ Enhance the customer journey and satisfaction.
- ❑ Stakeholders agree on the need to a corporate CRM system
- ❑ Align Business and IT strategy to support Corporate Plan 2024-2029.
- ❑ Empower forward-thinking and collaborative atmosphere.



Recommendations Summary

PROCESS

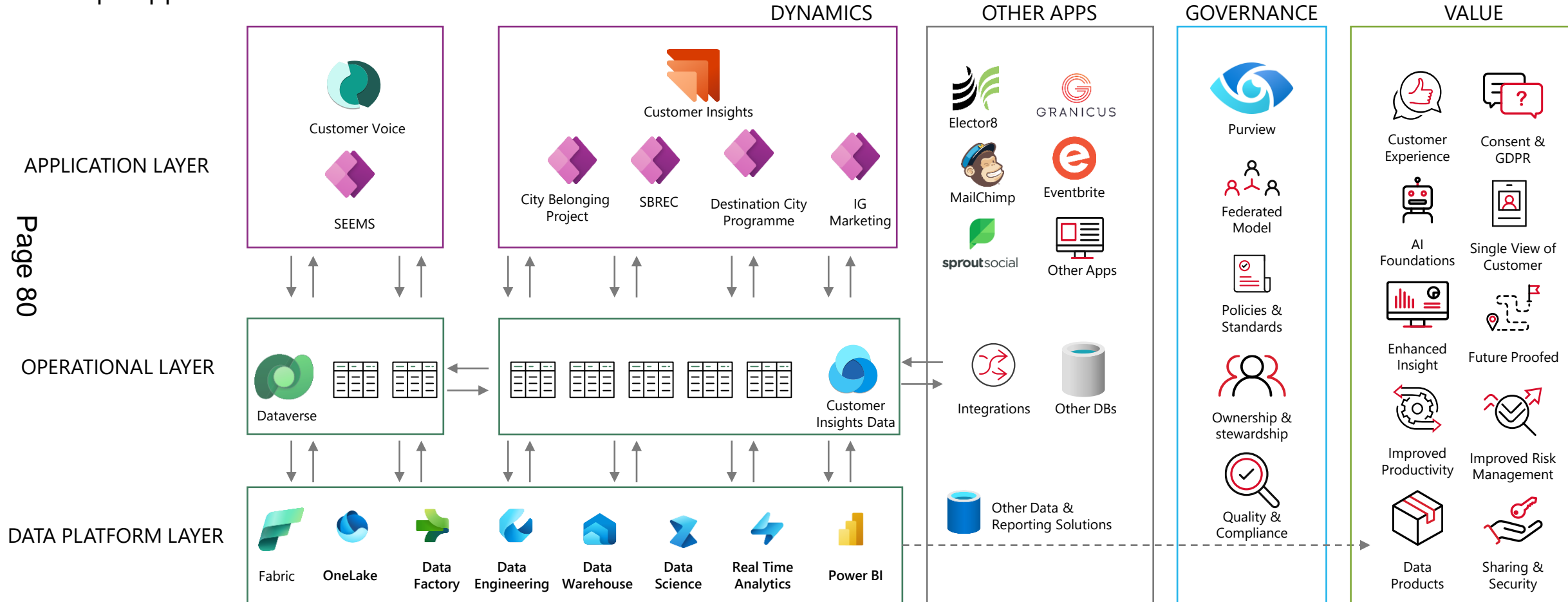
- ✓ Replace spreadsheets with a **single, user-friendly application**.
- ✓ Aligning **roles** and **responsibilities** as well as permissions and tasks within a new tool to simplify and **streamline the processes** making them **more efficient** and **saving time**.
- ✓ Introduce a **single platform for requesting** and **storing consent** and agree on a Corporation-wide process how **subject access requests** are dealt with.
- ✓ Design a **joined-up, end-to-end customer journey** and **consistent approach** for “welcoming” new businesses and organisations to City of London.

DATA

- ✓ Integrate data from multiple source systems to provide a **single “customer” view** across the Corporation.
- ✓ **Cleanse and deduplicate** data where necessary.
- ✓ Agree on **roles and responsibilities** for the data quality assurance and develop policies and **standards for data management**.
- ✓ Provide appropriate training and create guidance resources.
- ✓ Setup a **Centre of Excellence (CoE)** to support the Corporation on the new CRM platform.
- ✓ Automate repetitive data tasks.
- ✓ Enhance **analytics and reporting**.

Future Vision – Marketing Automation & Data Mesh

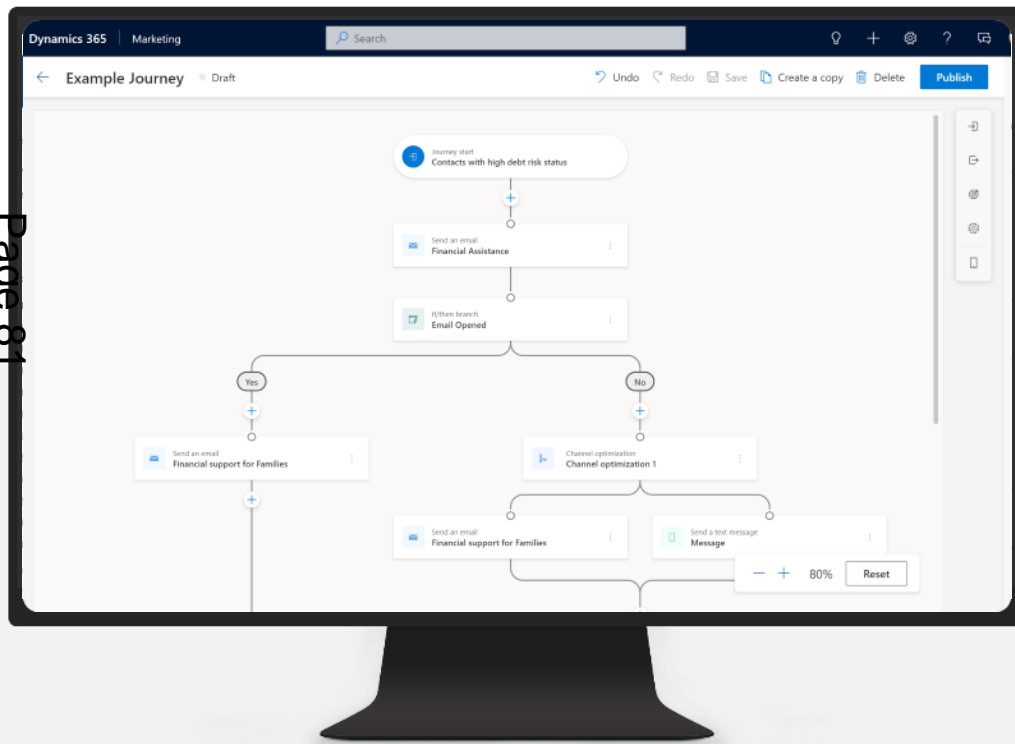
In Scope applications



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Customer Insights Overview

Turn shared data into personalised actions



360 degree profile

- Single view of all the information we have about that company and their activities. Including all the key stakeholders and contact details
- Apply third party enrichments (company data, location data etc)
- Create intelligent segments based on actions or company information

Engagement

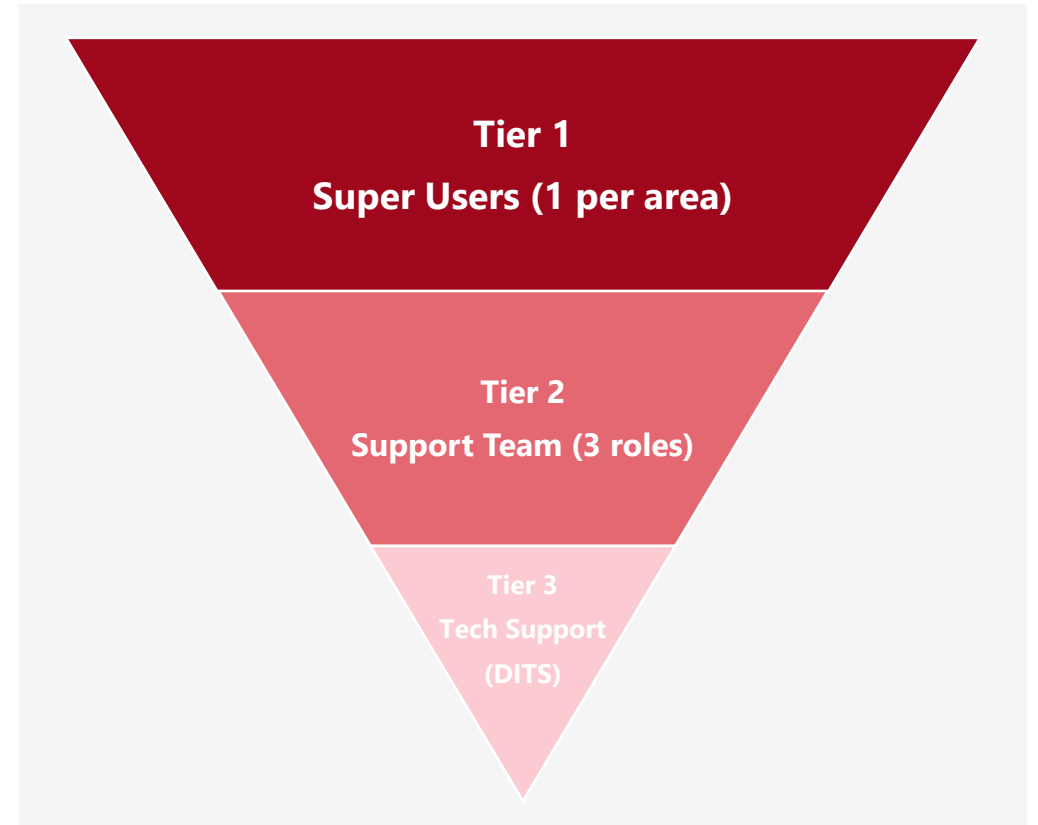
- Automatically manages consent
- Automate communications based on real time actions
- Use information to create intelligent segments
- Dashboards to understand engagement across all departments
- Event management and outreach
- Copilot to support efficiency

Corporate CRM **Estimated Costs**

Estimated Costs

- **Development** – £120k utilising existing contract resource
- **Licencing** – Customers Insights (starting from £18k per annum)
- **Support** – Tier 2 support – 2 additional roles (£140k per annum), Tier 3 support – 1 additional role (£90k per annum)

- **One Off Cost (CAPEX)**- c£120k
- **Ongoing Cost (OPEX)** – c£248k per annum (cost will increase based on usage)



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

Summary

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

Recommendation

Members are asked to:

- Note the report.

Main Report

Background

1. The DITS PMO Team oversees all projects and programmes being delivered within DITS. The team consists of 5 Project Managers, 3 Business Analysts, a PMO Manager, and an Apprentice; and is currently supplemented by 2 contract Project Managers assigned to specific Programmes of work.
2. The team is responsible for managing project requests from all areas of the organisation. The project requests can vary greatly in terms of scope and scale. Examples can include requests for Wi-Fi hubs and internet connectivity, to implementation of new systems and entire network replacements for the organisation.

3. The type of work can vary from a supporting role, coordinating with suppliers and vendors, or providing analysis expertise to define processes. The DITS PMO works with colleagues in Commercial Services to undertake procurement activity such as market testing and procuring systems, and coordinates with technical teams to implement and update systems.
4. All new project requests follow the same process, with service users completing an online form to request support. Requests are assessed at a fortnightly PMO Meeting where the discussion focuses on the requirement, and the enabling team's capacity to deliver before recommending that a project should proceed.
5. The project request and approval process has recently been reviewed. More detailed prioritisation criteria is being introduced to ensure we are focusing on the right projects that are linked to our strategic priorities, including our new Digital, Data and Technology strategy. A more formal options appraisal stage is being introduced to enable us to fully evaluate requests and make recommendations to ensure we are selecting the right systems.
6. All Projects and Programmes are managed using 'Project Accelerator', a dedicated Power App which allows projects to be managed at an individual level, Programme level or at the Portfolio level. Reports and Dashboards are provided using Power BI, examples of these are shown in the Appendix.

Current Position

7. The DITS portfolio currently consists of 95 open projects, of which:
 - 75 are active and in various stages of delivery and this is made up of:
 - 53 projects and 5 overarching programmes
 - 17 Non-Standard Requests (NSRs)
 - 20 are awaiting resources to deliver, which could be resources from internal teams or external vendors.
8. This gives some indication of the scale of the portfolio, and whilst many projects are delivered by the Project Managers in the PMO Team, other smaller projects such as delivery of online forms are managed by the Digital Applications team. Other projects may be delivered by vendors with light touch oversight from the PMO.

Key Data

9. Whilst the PMO Team are delivering many projects, a key focus for the team is some of the larger, high-value projects and programmes of work that deliver organisation wide benefits, and an update on some of these key projects is provided.
10. **The Future Network Programme.** The strategy for this programme was approved by Digital Services Committee in January 2024. This programme will be refreshing old and out of date network infrastructure; implementing a new approach to networking through Secure Access Service Edge (SASE); and going

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

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

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

Corporate & Strategic Implications

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

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

Resource implications – none at this time.

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

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

Equalities implications – none.

Climate implications – none.

Security implications – none.

Conclusion

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

Appendices

- Appendix 1 – Presentation – DITS Portfolio overview

Background Papers

None

Tara Crombie

Head of Project Delivery

Digital, Information and Technology Service, Chamberlain's

E: tara.crombie@cityoflondon.gov.uk

DITS portfolio overview

Digital Services Committee 13 May 2024

Future Network Project

- Replacement of network infrastructure and support provision
- Second round of questions have been published to the market
- Route to market to be confirmed following market engagement

Managed Print Services

- Invitation to Tender (ITT) documents published
- Evaluation of ITT vendor responses in May
- Contract award due in September

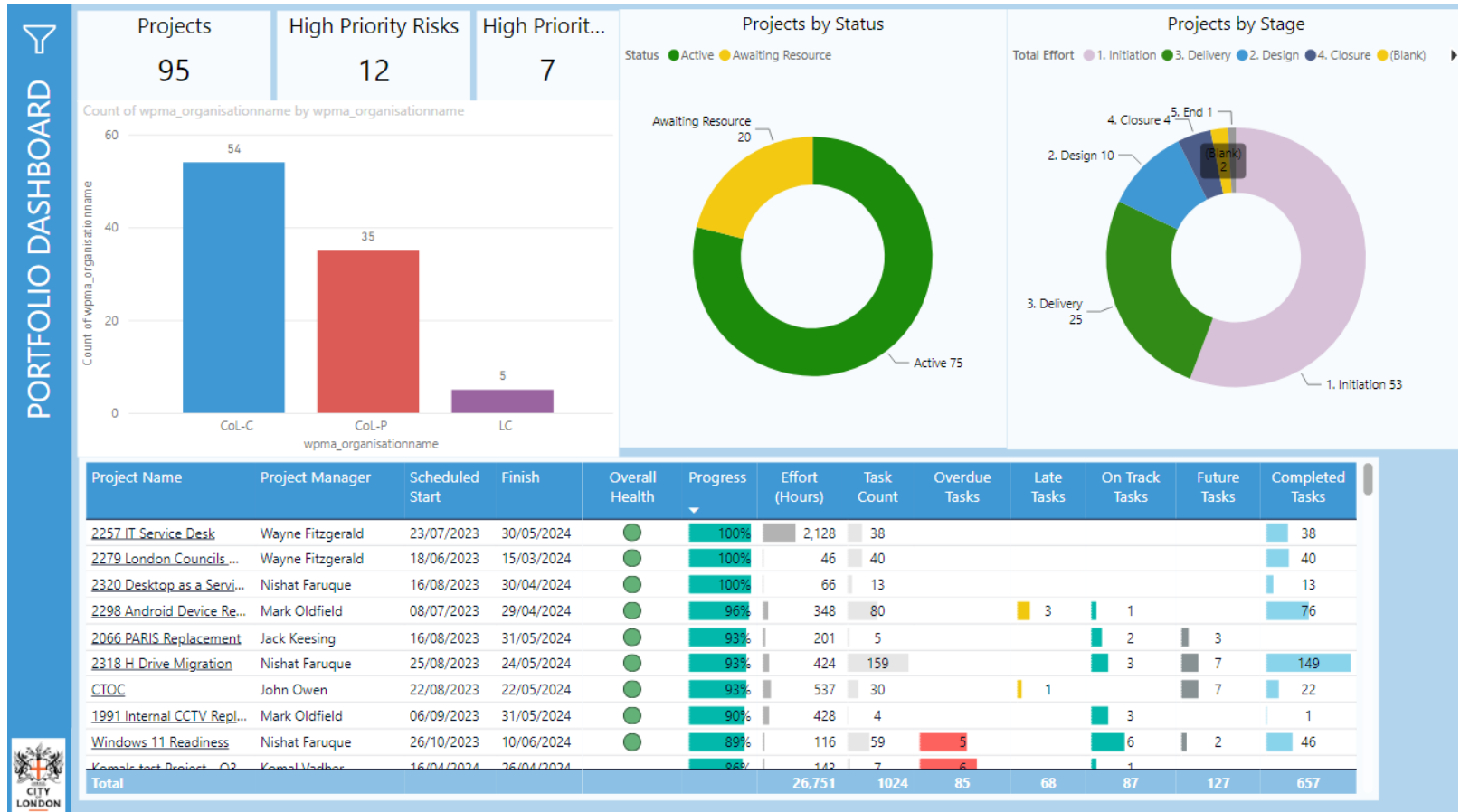
ERP

- Business Analyst (BA) supporting with procurement evaluation for system integrator
- Reviewing processes, benefits, and supporting data cleansing with HR and Finance
- Planning PM support and building the team with Programme Director

Portfolio Dashboard

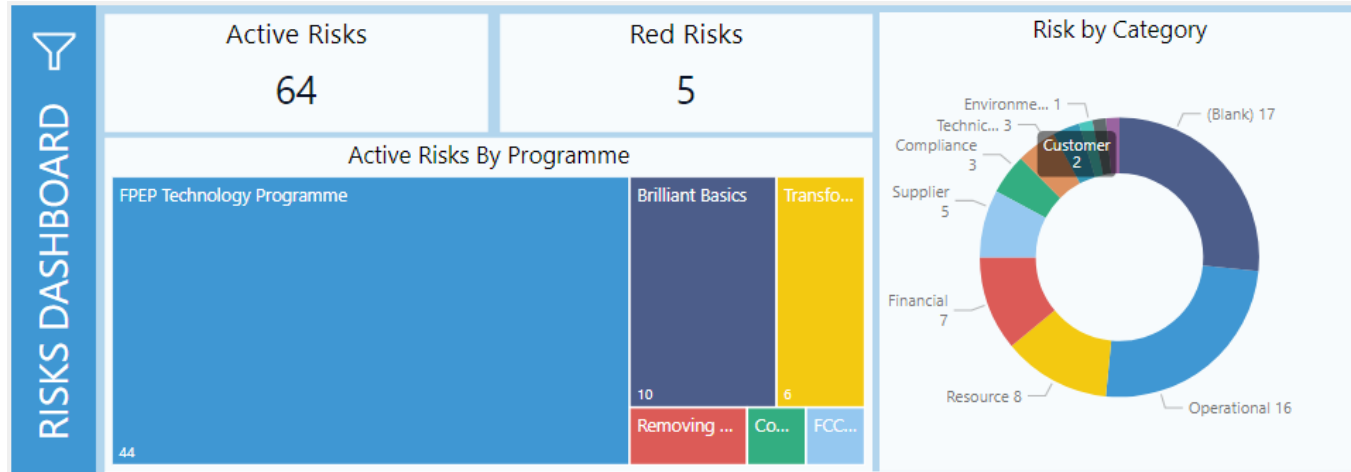
95 Total open projects

- 75 active and in delivery
 - 53 projects and 4 overarching programmes
 - 18 non-standard requests (smaller changes)
- 20 awaiting resources (internal teams and external vendors)



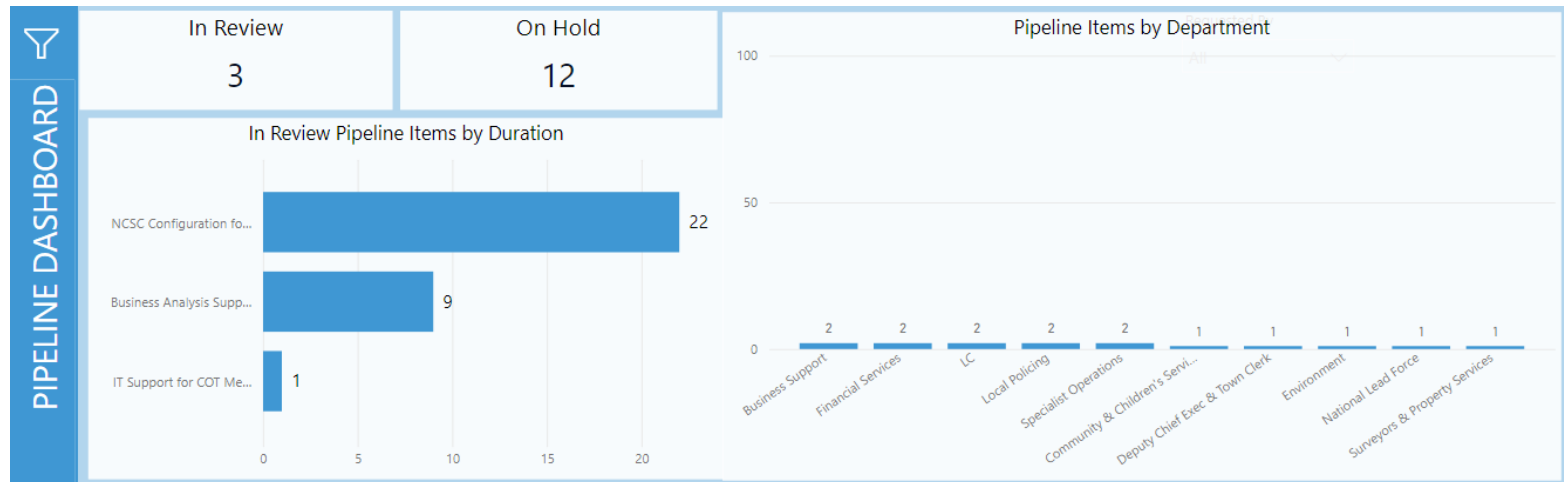
Risk overview

4 projects currently have risks to timeline



Pipeline items

Requests received by PMO and awaiting further information or approval



Committee(s): Digital Services Committee	Dated: 13 th May 2024
Subject: Digital, Information and Technology Service (DITS) Departmental Business Plan – Quarterly Update	Public
Which outcomes in the City Corporation’s Corporate Plan does this proposal aim to impact directly?	8, 9, 10, 11
Does this proposal require extra revenue and/or capital spending?	No
If so, how much?	N/A
What is the source of Funding?	N/A
Has this Funding Source been agreed with the Chamberlain’s Department?	N/A
Report of: Caroline Al-Beyerty, Chamberlain	For Information
Report author: Zakki Ghauri, Director of Digital & IT	

Summary

This report provides an update on progress against the 2024/25 Business Plan for the Digital & IT Service which falls within the remit of the Digital Services Committee.

The intention is to provide the Committee with a clearer line of sight to our progress, and so a report like this will be brought to this Committee quarterly going forwards.

Good progress has been made against the 2024/25 Business Plan objectives. Of note this quarter,

- We have insourced all 10 Agilisys Services which were previously outsourced, delivering reoccurring savings of £903k to the organisation.
- Work to update our Digital, Data and Technology Strategy is complete, with a single strategy covering the Corporation including the institutions to be presented to Members for approval.

Recommendation(s)

Members are asked to note this report and our progress towards implementing our 2024/25 Business Plans.

Main Report

Background

1. The Corporate Services Committee approved the 2024/25 Business Plan for DITS, at Digital Services Committee on 17 January 2024. The plan was then presented to Finance Committee 23 January 2024 where it was also agreed. As explained at that meeting, our plan represents our own continual improvement is key to supporting the Corporation’s overall agility, effectiveness and impact, as the work DITS does reaches all parts of the organisation.

2. These Business Plans included our Key Workstreams for 2024/25 (**Appendix 1**) and are reported on regularly.

Current Position

3. Our Plans for 2024/25 were designed to be ambitious but achievable. This section covers some of the performance highlights to date against our Key Workstreams (**Appendix 1**).
4. We have insourced all 10 Agilisys Services which were previously outsourced, delivering reoccurring savings of £903k to the organisation.
5. Work to update our Digital, Data and Technology Strategy has now completed, with a single strategy covering the Corporation including the institutions now agreed at officer level.
6. We have carried out a Data Maturity Assessment across the organisation which has been reported at Digital Services Committee. A Lighthouse project was also carried out, which demonstrated the value of Data to the organisation.
7. We have agreed a direction of travel for our future network and will be carrying out a full refresh with a “wireless first” approach. Work is continuing to ensure effective procurement of the new solution.
8. This solution will be a blueprint for our wider organisation, allowing colleagues across the Corporation – including Institutions, to connect without friction to a network regardless of which building they are working from.
9. Work around our Managed Print solution is continuing, with a focus on having the right solution in place for the wider organisation, and to allow the flexibility for our partners and colleagues from other parts of the organisation to print no matter where they are based.
10. Our SharePoint migration has almost completed, with a small number of sites left. We are sharing best practice around this migration and lessons learnt with our Institutions.

Corporate & Strategic Implications

11. Strategic implications – The cross-cutting nature of our Department’s work means that we provide leadership and support to a number of our Corporate Plan deliverables. Embedded into our DITS work is our support of the following Corporate Plan outcomes: safety (outcome 1) through our Cyber Security work; innovation in professional services (outcome 8); accessing skills and talent (outcome 9); digitally and physically well-connected (outcome 10), and to inspire excellence and collaboration (outcome 11).
12. Financial implications – None arising from this report.
13. Resource implications – None arising from this report.

14. Legal implications – None.
15. Risk implications – None arising from this update report. Our Departmental risks are captured and managed per the Corporation’s framework.
16. Equalities implications – None
17. Climate implications – None.
18. Security implications – None arising from this report; however it should be noted that we are continuing work to enhancing the security posture of the organisation.

Conclusion

19. At the end of Q1, good progress has been made against the 2024/25 Business Plans for DITS.
20. The focus for much of our work is to bring together the wider organisation, and to provide a consistent Digital, Data and Technology experience, no matter which part of the Corporation colleagues are a part of, or where they are based.
21. Engagement work with the organisation has been completed, and we are seeking approval from Digital Services Committee around our new Digital, Data and Technology Strategy.
22. Following on from the approval of the Strategy, we will seek to carry out a review of our existing structure to ensure that it is optimal for the effective delivery of our strategy.
23. Work will continue to converge and bring together the wider organisation.

Appendices

Appendix 1 – Key Workstreams from our 2023/24 Business Plans

Zakki Ghauri

Director of Digital & IT

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Appendix 1 – Key Workstreams from our 2024/25 Business Plans

• Workstream Name	• Dependencies	• Outcomes/ Impacts
• DITS Strategy Implementation	• Recruitment to permanent SLT roles	• Clear strategy and priorities, inform service direction and redesign
• ERP Programme	• Successful Software Tender and Service Integrator Tender	• Replacement of legacy systems and opportunity for Finance / HR Transformation
• Managed Print Service	• Successful Tender for new Print Service	• Improved managed print service and new supplier
• Network Refresh	• Dependent upon successful tender outcome and secure of funding	• New, high performing and streamlined Network
• SharePoint Migration (COL and COLP)	• Completion of SharePoint Migration in COL	• Reduction in Azure file directories and £ savings on storage
• Data Maturity Programme	• Dependent upon successful recruitment to permanent data roles	• Better use and management of data across COL

Committee(s) Digital Services Committee	Dated: 13 th May 2024
Subject: Digital Information Technology Service (DITS) –Service Delivery Summary	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?	No
If so, how much?	N/A
What is the source of Funding?	N/A
Has this Funding Source been agreed with the Chamberlain’s Department?	N/A
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 March 2024.

The services managed by DITS for the City of London (CoL) have been stable.

KPI performance across CoL and CoLP continues to improve but focus is maintained on achievement of KPIs across all targets.

Recommendation(s)

Members are asked to note the report.

Main Report

Current Position

1. The following are P1 incidents that are under the responsibility of CoL/CoLP DITS or DITS 3rd parties as of March 2024
 - 1.1. CoLP: An outage occurred affecting the Police National Computer (PNC). Service was restored. PNC do not advise us on the root cause/resolution.
 - 1.2. CoLP: Two P1s were raised on consecutive days as Android Users were unable to sync and search via Pronto. The issue was caused by a change implemented by Motorola.
 - 1.3. CoLP: Users of PNC were receiving a HTE connection failure when uploading PNC records or when printing from Niche. The issue was resolved by PNC. The root cause is unknown.

Key service provider status:

2. Roc had one P1 incident reported in March where CoLP users were unable to log onto shared on site desktop machines. The root cause was identified as a proxy policy change which should have had no impact to services. The change was reversed, and accessibility was restored. A case has been opened with Fortinet and remains under investigation.
3. British Telecom (BT) had one P1 incident reported in March for the Lammas Green Estate (CoL) where connectivity was lost. The root cause was identified as an issue with the BT core service.

Service improvements and highlights

4. Work has commenced to review the DITS Starter, Mover, Leaver process.

Service Metrics

5. Although KPI performance is continuing to improve across CoL and CoLP, focus remains on assisting all Resolver teams to achieve the targeted KPIs. The Service Management team are taking a number of actions to improve this situation:
 - 5.1. A number of “deep dive” sessions by Resolver Group have been arranged to identify areas for process improvement.
 - 5.2. Teams are being encouraged to resolve tickets rather than pass back to the Service Desk for resolution. This will reduce overall resolution timelines.
 - 5.3. High Priority tickets (P1/P2) are being verified against the agreed Priority classification table. Where appropriate, tickets are being downgraded to the correct Priority.

5.4. Tickets which have a system generated Priority are being reviewed and a change has been implemented to allow manual re-prioritisation.

5.5. System generated Priority classifications are being reviewed for accuracy in line with the Critical Application and Services table.

6. The current performance stats are detailed in Appendix 1.

Options

7. None to advise this reporting period.

Proposals

8. None to advise this reporting period.

Corporate and Strategic Implications

9. None to advise this reporting period.

Conclusion

10. Work continues to improve the monthly performance of our in-house Resolver teams against the agreed Service Metrics.

Appendices

Appendix 1 – Current Performance against Service Metrics

Dawn Polain

CoL/CoLP Service Delivery Manager
Digital Information and Technology (DITS)

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Appendix 1 – Current Performance against Service Metrics

COL/LC In House Incident Performance

Executive Performance Metrics | COL/LC In House

CoL/LC	KPI Metrics	October 2023			November 2023			December 2023			January 2024			February 2024			March 2024		
		Total			Total	KPI %		Total	KPI %		Total	KPI %		Total	KPI %		Total	KPI%	
Service Performance Measure (In House)	Total Incidents (Logged)	551			436	-		248	-		499	-		719	-		816	-	
	Total Incidents (Closed)	694			543	-		309	-		397	-		726	-		842	-	
	98% of all P1 Incidents responded < 15 minutes	2	0%	↓	2	0%	→	0	-		0	-		0	-		0	-	-
	98% of all P2 incidents responded to < 15 minutes	8	12%	↑	18	6%	↓	3	0%	↓	5	60%	↑	6	33%	↓	10	40%	↑
	95% of all P3 incidents responded to < 2 hours	154	52%	↑	148	61%	↑	76	57%	↓	95	60%	↑	130	52%	↓	226	79%	↑
	95% of all P4 incidents responded to < 8 hours	545	93%	↑	438	93%	→	230	92%	↓	297	91%	↓	590	87%	↓	606	95%	↑
	98% of all P1 Incidents resolved < 2 hours.	2	50%	↑	2	0%	↓	0	-		0	-		0	-		0	-	
	98% of all P2 Incidents resolved < 4 hours	8	37%	↑	18	38%	↑	3	33%	↓	5	80%	↑	6	50%	↓	10	80%	↑
	90% of all P3 incidents resolved < 8 hours	154	57%	↑	148	72%	↑	76	65%	↓	95	66%	↑	130	68%	↑	226	70%	↑
	90% of all P4 incidents resolved < 5 business days	545	90%	↓	438	91%	↑	230	97%	↑	297	94%	↓	590	93%	↓	606	94%	↑

CoLP In House Incident Performance

Executive Performance Metrics | COLP In House

COLP	KPI Metrics	October 2023		November 2023		December 2023		January 2024		February 2024		March 2024	
		Total	KPI %	Total	KPI %	Total	KPI %	Total	KPI %	Total	KPI %	Total	KPI %
Service Performance Measure (In House)	Total Incidents (Logged)	367	-	396	-	319	-	408	-	731	-	694	-
	Total Incidents (Closed)	348	-	389	-	271	-	398	-	867	-	663	-
	98% of all P1 Incidents responded < 15 minutes	2	0%	4	0%	8	0%	4	0%	1	0%	5	0%
	98% of all P2 incidents responded to < 15 minutes	12	8%	12	17%	11	0%	17	12%	30	9%	21	10%
	95% of all P3 incidents responded to < 2 hours	85	36%	117	29%	73	30%	135	27%	151	38%	160	39%
	95% of all P4 incidents responded to < 8 hours	249	71%	256	76%	179	80%	242	64%	151	74%	476	75%
	98% of all P1 Incidents resolved < 2 hours.	2	0%	4	0%	8	0%	4	0%	1	0%	5	0%
	98% of all P2 Incidents resolved < 4 hours	12	50%	12	50%	11	0%	17	18%	18	45%	21	57%
	90% of all P3 incidents resolved < 8 hours	85	46%	117	49%	73	38%	135	43%	120	51%	160	46%
	90% of all P4 incidents resolved < 5 business days	249	71%	256	76%	179	87%	242	75%	99	83%	475	88%

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Agenda Item 16

Committee: Policy & Resources Committee Digital Services Committee	Date: 9 th May 2024 13 th May 2024
Subject: Report of Action Taken	Public
Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?	See background papers
Does this proposal require extra revenue and/or capital spending?	No
If so, how much?	N/A
What is the source of Funding?	N/A
Has this Funding Source been agreed with the Chamberlain's Department?	N/A
Report of: Town Clerk	For Information
Report author: Kate Doidge, Governance Officer	

Summary:

This report provides details of delegated decisions taken under urgency between Committee meetings.

Recommendation

Members are asked to note the report.

Delegated Decisions Under Standing Order 41A

Digital Services Committee Terms of Reference

1. At its meeting on 22nd November 2023, the Digital Services Committee received a report as part of the annual considerations for the Committee's Terms of Reference. The Committee discussed the Terms of Reference and suggested several revisions. These were due to be formally received for onward approval at its meeting on 18th April 2024. However, this meeting was cancelled.
2. Further, at its meeting on 18th March 2024, the Policy & Resources Committee were asked to consider and approve revised Terms of Reference by the Court of Common Council's Committees. Policy & Resources also Delegated Authority to the Town Clerk (in consultation with the Chairman and Deputy Chairman) to consider and approve any subsequent changes to Committee Terms of Reference ahead of the April 2024 Court of Common Council.
3. It had since come to light that Appendix F of this report, Digital Services Committee Terms of Reference (detailing the proposed revisions), was missing from the agenda pack. This was an administrative error. A summary of the changes was provided to the Policy & Resources Committee but for completeness, and due to the Digital Services Committee meeting being cancelled and not due to meet again until 13th May 2024, it was recommended that a request for an urgent decision under the Delegated Authority outlined above to be sought on the proposed revisions, for onward approval at the Court of Common Council.
4. Approval under urgency procedures was therefore sought as the Court of Common Council was due to receive all proposed revisions to its Committee's Terms of Reference at its meeting on 25th April 2024 through the "White Paper".
5. The Town Clerk therefore agreed, in consultation with the Chairman and Deputy Chairman of Policy & Resources Committee, and the Chair and Deputy Chair of the Digital Services Committee, to approve the revisions to the Digital Services Committee Terms of Reference, for onward approval by the Court of Common Council on 25th April 2024.

Delegated Decisions Under Standing Order 41B

Future Network Programme

6. The current City of London Corporation and City of London Police network was implemented in 2017. The network hardware is ageing, and the requirements of the organisation have evolved to a point where there is no longer a cohesive approach to networking across the organisation. The Future Police Estates Programme (FPEP) and Markets Consolidation Programme (MCP) require a resilient and robust network provision to support the delivery of modern, future-proofed facilities. The current network contract with ROC Technologies expires in January 2025 at the latest and cannot be extended.
7. Accordingly, the Future Network Strategy was approved at Digital Services Committee on 17th January 2024. The Future Network Programme ('the Programme') aims to deliver the Strategy through replacing the existing network with a Secure Access Service Edge solution. This is likely to lead to improved performance, reduced hardware needs, decreased energy usage, and greater flexibility in building use across the organisation, delivering a modern and resilient network to the City of London Corporation and City of London Police.
8. Officers sought approval of a budget of £535k to progress the Programme through Gateways 1-4. This would cover programme resource (to support the specification and preparation in advance of the procurement), external procurement support (to manage the procurement of the new Network Support Provider), and network coverage surveys (to support the specification preparation).
9. The budget of £535k would be funded from an approved bid for £4.25m (reduced from an initial bid of £10m). This was approved by the Policy & Resources Committee for inclusion in the 2024/25 budgets as part of the Capital Bids report in December 2023. The total estimated cost of the projects excluding risk is £9.24m, with an estimated Costed Risk Provision of £2.93m (total including risk: £12.17m). The Chamberlain has confirmed that additional costs beyond the agreed £4.25m for the overall scheme would require additional funding requests through the budget-setting process for 2025/26 and has indicated over e-mail that she is content with this approach. Should these requests be unsuccessful, any spend would from the approved £4.25m budget may become abortive costs.
10. It should therefore be noted that whilst the total costs cited within the Estimated Total Costs Table under Section 15 – Funding Strategy are correct, the proposed apportionment is not and is still to be confirmed.

11. Approval under urgency procedures was therefore sought as the Committee's 18th April 2024 meeting was cancelled and was not due to meet again until 13th May 2024. Officers advised that waiting until May for approval would cause significant delays to the programme, holding up the subsequent required stages of approval to issue an Invitation to Tender and the award of the new contract.
12. Further, with an estimated programme completion date of December 2024, there was a risk of the existing network becoming unsupported, specifically the wired and wireless connectivity that is provided at Guildhall and other sites. If no contract, there would be a higher risk if there were an incident with the network or if updates were required, as there would be no support mechanism in place. The current contract is due to expire in January 2025 with no further extensions allowed, and delays would mean that alternative arrangements would need to be made; these would likely increase running costs as well as holding up the required service improvements.
13. Finally, the request required Court approval; a decision under urgency would allow it to be submitted to the Court of Common Council on 25th April 2024, which is required as Gateway 4b as the cost exceeds £5m.
14. The Town Clerk therefore agreed, in consultation with the Chair and Deputy Chair of Digital Services Committee, in its capacity in overseeing the appropriateness and effectiveness of the Digital infrastructure and services for the City of London Corporation and the City of London Police:
 - That budget of £535k is approved to reach Gateway 5.
 - Note the total estimated cost of the project at £9.24m, with an estimated Costed Risk Provision of £2.93m.
 - That Option 3 – to replace the existing network with a Secure Access Service Edge (SASE) solution in line with the approved Future Network Strategy is approved.
15. The proposals were subsequently received and approved at the Court of Common Council on 25th April 2024.

Background Papers

Public Report – Committee Terms of Reference, Policy & Resources Committee, 18th March 2024

Minutes of the Digital Services Committee, 22nd November 2023

Public Report – Future Network Programme, April 2024

Kate Doidge

Governance Officer

Deputy Town Clerk's Department

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