



Digital Services Committee

Date: WEDNESDAY, 24 JULY 2024
Time: 2.00 pm
Venue: COMMITTEE ROOMS - WEST WING, GUILDHALL

Members: Deputy Dawn Wright (Chair) Judith Pleasance
Eamonn Mullally (Deputy Alderman Sir William Russell, Barbican
Chairman) Centre Board (Ex-Officio Member)
Deputy Randall Anderson Deputy James Thomson, City Bridge
Ian Bishop-Laggett Foundation Board (Ex-Officio Member)
Caroline Haines, Policy & James Tumbridge
Resources Committee (Ex-Officio
Member)

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Ian Thomas CBE
Town Clerk and Chief Executive

AGENDA

Part 1 - Public Agenda

1. **APOLOGIES**

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

3. **MINUTES**

To agree the public minutes and non-public summary of the meeting held on 13th May 2024.

For Decision
(Pages 5 - 12)

4. **PUBLIC SWITCHED TELEPHONE NETWORK (PSTN) REPLACEMENT**

Report of the Chamberlain.

For Decision
(Pages 13 - 26)

5. **REVENUE OUTTURN 2023-24**

Report of the Chamberlain.

For Information
(Pages 27 - 32)

6. **DIGITAL, INFORMATION AND TECHNOLOGY SERVICE (DITS) REDESIGN UPDATE**

Report of the Chamberlain.

For Information
(Pages 33 - 36)

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

Report of the Chamberlain.

For Information
(Pages 37 - 42)

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

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

10. **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

11. **NON-PUBLIC MINUTES**

To agree the non-public minutes of the meeting held on 13th May 2024.

For Decision
(Pages 43 - 46)

12. **END USER DEVICES - REFRESH CONTRACT**

Report of the Chamberlain.

For Decision
(Pages 47 - 56)

13. **CROSS-CORPORATION CYBER SECURITY STANDARDS**

Report of the Chief Information Security Officer.

For Information
(Pages 57 - 62)

14. **CYBER SECURITY UPDATE**

Report of the Chief Information Security Officer.

For Information
(Pages 63 - 110)

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

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

DIGITAL SERVICES COMMITTEE

Monday, 13 May 2024

Minutes of the meeting of the Digital Services Committee held at Guildhall, EC2 on Monday, 13 May 2024 at 2.00 pm

Present

Members:

Deputy Dawn Wright (Chair)
Deputy Randall Anderson
Ian Bishop-Laggett
Alderman Professor Emma Edhem (Ex-Officio Member)
Deputy Madush Gupta
Judith Pleasance
James Tumbridge

Officers:

Caroline Al-Beyerty	- Chamberlain's Department
Zakki Ghauri	- Chamberlain's Department
Sam Collins	- Chamberlain's Department
Tara Crombie	- Chamberlain's Department
Simon Gray	- Chamberlain's Department
Samantha Kay	- Chamberlain's Department
Ellen Murphy	- Chamberlain's Department
Chris Bell	- City of London Police
Gary Brailsford-Hart	- City of London Police
Jonathan Chapman	- City of London Police
John Galvin	- City Surveyor's Department
Adam Zivanic	- City of London Schools
Kate Doidge	- Town Clerk's Department

It was moved by Deputy Randall Anderson and agreed that James Tumbridge take the Chair until Item 4, Election of Chairman.

1. APOLOGIES

Apologies were received from Eamonn Mullally and Caroline Haines.

Eamonn Mullally observed the meeting virtually.

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

There were no declarations.

3. COURT ORDER

The Committee received the Order of the Court of Common Council dated 25th April 2024, appointing the Committee and setting its Terms of Reference.

4. **ELECTION OF CHAIRMAN**

The Committee proceeded to elect a Chairman in accordance with Standing Order No. 29. The Town Clerk informed the Committee that Dawn Wright, being the only Member expressing their willingness to serve, was duly elected Chair of the Digital Services Committee for the ensuing year and took the Chair for the remainder of the meeting.

RESOLVED – That Dawn Wright be elected Chair of the Digital Services Committee for the ensuing year.

5. **ELECTION OF DEPUTY CHAIRMAN**

The Committee proceeded to elect a Deputy Chairman in accordance with Standing Order No. 30.

As multiple expressions of interest were received, a ballot of Members was undertaken and Eamonn Mullally, upon receiving a majority of votes cast, was duly elected as Deputy Chair for the ensuing year.

RESOLVED – That Eamonn Mullally be elected Deputy Chair of the Digital Services Committee for the ensuing year.

6. **MINUTES**

RESOLVED - That the public minutes and non-public summary of the meeting held on 17th January 2024 be approved as an accurate record.

7. **APPOINTMENTS TO OTHER COMMITTEES**

The Committee received a report of the Town Clerk relative to the Committee's appointments to other Committees.

The Committee considered the appointment of one Member to the Projects and Procurement Sub-Committee. The Town Clerk informed the Committee that no expressions of interest were received ahead of the meeting and invited any declaration of interest in the position. Deputy Randall Anderson, being the only Member willing to serve was duly appointed to serve on the Sub-Committee for the ensuing year.

RESOLVED – That Deputy Randall Anderson be appointed to the Projects and Procurement Sub-Committee.

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

The Committee received a report of the Chamberlain, concerning the approval of the Digital, Data and Technology (DDaT) Strategy. The Committee had sight of presentation slides providing an overview of the creation of the Strategy, and its strategic outcomes. Following the presentation, Members were invited to ask questions and make comments.

A Member raised Outcome 4 within the Strategy, to transform services through responsible use of Automation and AI and noted that the Committee had received a Generative AI Standard Operating Procedure at its meeting in November 2023. The Member queried when this policy would be approved by

the Committee. The Committee heard that this had been delayed due to waiting for the Independent Data Ethics Advisory Council to review the Policy. It was agreed that an addition within the actions would note that these would be in line with the organisation's Generative AI policy.

Members raised concerns that underlying control of the Corporation's websites did not sit with the DITS Service. The response was that the website would form part of the Communications Strategy, but that further work needed to be done at an officer level to determine the direction of travel and the risks, given that there were a variety of applications for the City Corporation's websites. The Committee were assured that the Communications team were engaged with security, and the websites were actively monitored and reported on if issues were found. The Committee heard that the Strategy was intended not to be a static document, and that the website could be incorporated into the Strategy in the future once the work at officer level was completed.

It was questioned what the Key Performance Indicators (KPIs) measures or targets would be for the Strategy. The response was that there needed to be further work done to assure that there were the right KPIs for the organisation, and that these would be different to those KPIs from Agilisys. This would be reported back to the Committee in due course. Some work had already begun on some of the outcomes, such as on digitisation and automation and how these would be the most beneficial for the organisation. Again, this would be reported back to the Committee in due course.

RESOLVED – That Members of the Digital Services Committee approve the Shared Digital, Data and Technology Strategy.

9. **DEVICE REFRESH**

The Committee received a report of the Chamberlain, concerning the future device purchasing for the City of London Corporation and its Institutions, intending to unify the vendor and models of hardware deployed.

In terms of the funding for the device refresh, funding had been identified for parts of the organisation, with the remainder being part of the 2025/26 budget/. The procurement route would be identified before the budget would be agreed in March 2025. The recommendation before Members was for the strategy for the device refresh. The Committee heard that officers would be working with Commercial Services on the best procurement route for the 6,500 devices.

Officers had identified a preferred device, which would be procured through the appropriate procurement gateways. This had indicative pricing. There would be work on the logistics of rolling out the new devices, including where the devices could be serviced, and there had been consideration of pop-up sites.

For the old devices, these had a National Cyber Security Centre approved software which wiped the device and provided certification as proof. If a device contained highly sensitive information, the device would be crushed.

A Member raised a question on procurement, the response of which had to be heard in non-public session. The Committee agreed, that following its satisfaction to the response received to this question in non-public session, it would agree the recommendation as listed in the report, and that this be recorded in the public minutes.

Later in the meeting, following the response received in the non-public session, the Committee agreed the recommendation as listed in the report.

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

10. **CORPORATE DEVICE STOCK REPLENISHMENT**

The Committee received a report of the Chamberlain concerning the ongoing replenishment of the Corporate Devices. Following a query, it was confirmed that the project was funded within the capital programme.

RESOLVED –

- That budget of £750,000 is approved for the delivery of the project
- Note the project budget of £750,000 (excluding risk)
- That Option 2 to replace devices that have become faulty, damaged or are now out of support is approved
- Note the partial approval of the funding for 24/25 of £250,000.

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

The Committee received a joint report of the Chief People Officer and the Chamberlain, concerning an update on the progress made in the Enterprise Resource Planning (ERP) Programme. Following a concern raised by a Member, officers responded that they believed that they could meet the dates provided in Appendix 1 of the report with regards to meeting the required decisions within the governance pathway.

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

12. **DATA LIGHTHOUSE PROJECT UPDATE**

The Committee received a report of the Chamberlain, concerning an overview of the Data Lighthouse Project, which supported the need for a Corporate Customer Relationship Management (CRM).

The Committee heard that there had been disparate systems found that were used across the Corporation, but these were not necessary classified as CRM tools. It was intended to focus on areas which required involved manual processes to collate customer data. More services and users could be added to the CRM system. Certain applications which had detailed functions tailored to their specific use (such as social work and housing management) would not be replaced, but the customer data could be used from those applications to measure levels of interaction. There had been a CRM project from 2017 which replaced the CRM 2011 with Dynamic 365, which was a specific use case for the Strategic Engagement Events Management (SEEM). This was a highly

customised solution to engage with senior stakeholders and event management at Mansion House, Guildhall, and other areas. This was not being extended as the platform was highly customised and would not be compatible with a Corporate CRM. Data would be integrated from the old platform for customer insights.

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

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

The Committee received a report of the Chamberlain, concerning a portfolio overview of the Digital, Information and Technology Service (DITS).

It was suggested that future reports contain a short sentence summary of why a risk was red, and any measures taken to address that risk.

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

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

The Committee received a report of the Chamberlain, concerning a quarterly update on the Digital, Information and Technology Service (DITS) Business Plan.

Following a Member query, the Committee heard that data would be moved from the H/Drive into SharePoint. The benefits of SharePoint included enhanced version control and ability to collaborate.

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

15. DIGITAL, INFORMATION AND 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.

16. REPORT OF ACTIONS TAKEN

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

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

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

There were no questions.

18. ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT

There were no items of urgent business.

19. **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.

20. **NON-PUBLIC MINUTES**

RESOLVED – That the non-public minutes of the previous meeting held on 17th January 2024 be approved as a correct record.

21. **DEVICE REFRESH**

The Committee considered the report of the Chamberlain, concerning the Device Refresh in non-public session, following questions raised by Members in the public session which required a non-public response.

Following the Committee's satisfaction of the answers to these questions, the Committee agreed the recommendation as listed in the public report.

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

22. **CYBER SECURITY UPDATE**

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

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

The Committee received a report of the Chamberlain, concerning an overview of the Secure City Programme (SCP)'s Video Management System (VMS).

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

The Committee received a report of the City Surveyor, concerning a progress report on the Oracle Property Manager (OPN) Replacement Programme.

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

The Committee received a report of the Chamberlain, concerning an update on the risks faced by the Digital, Information and Technology Service (DITS).

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

There were no non-public questions.

27. **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.

28. **CONFIDENTIAL MINUTES**

RESOLVED – That the confidential minutes of the previous meeting held on 17th January 2024 be approved as a correct record.

The meeting ended at 3.53 pm

Chairman

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

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<p>Committees: Digital Service Committee - For Decision Police and Authority Board - For Decision City Bridge Foundation - For Decision Projects and Procurement Sub Committee - For Information</p>	<p>Dates: 24 July 2024 04 September 2024 19 September 2024 23 September 2024</p>
<p>Subject: Public Switched Telephone Network (PSTN) Replacement</p> <p>Unique Project Identifier: 12453</p>	<p>Gateway 2: Project Proposal Regular</p>
<p>Report of: Chamberlain</p> <p>Report Author: Nishat Faruque</p>	<p>For Decision</p>

PUBLIC

Recommendations

<p>1. Next steps and requested decisions</p>	<p>Project Description: By 31 January 2027, the Public Switched Telephone Network (PSTN) and the Integrated Services Digital Network (ISDN) will be switched off nationally and must be replaced by an IP (Internet Protocol) fibre-based network and infrastructure. The City of London Corporation also relies on MPF technologies (metallic path facilities) for the majority of its business connections, and although the deadline for MPF to IP migrations is 2030, the project will aim to migrate these connections by 2027 to ensure a smooth transition to IP only services.</p> <p>Next Gateway: Gateway 3/4 - Options Appraisal (Regular)</p> <p>Next Steps: Following approval, the project will engage a third party to conduct a thorough audit of analogue connections. This will help us identify necessary actions, provide an estimation of costs related to the transition and plan the next steps accordingly.</p> <p>Requested Decisions:</p> <ol style="list-style-type: none"> 1. That a budget of £200,000 is approved for the appointment of a consultant to reach the next Gateway, subject to the release of funds by Resource Allocation Sub Committee, Policy and Resource Committees and the City Bridge Foundation (CBF) Board. 2. Note the total estimated cost of the project is subject to an audit of our current state.
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	<p>3. Note that that an indicative amount of £2.5m has been put forward under the City’s Capital and Supplementary Revenue (SRP).</p> <p>4. That a Costed Risk Provision of £50,000 is approved up to the next Gateway as detailed in the Risk Register in Appendix 2.</p>																
<p>2. Resource requirements to reach next Gateway</p>	<table border="1" data-bbox="504 412 1364 1379"> <thead> <tr> <th data-bbox="504 412 735 555">Item</th> <th data-bbox="735 412 983 555">Reason</th> <th data-bbox="983 412 1171 555">Funds/ Source of Funding</th> <th data-bbox="1171 412 1364 555">Cost (£)</th> </tr> </thead> <tbody> <tr> <td data-bbox="504 555 735 954">PSTN Consultant</td> <td data-bbox="735 555 983 954">To identify the locations and extent of required works, to provide available options to manage migrations</td> <td data-bbox="983 555 1171 954">City Fund: 57% City Estate: 38% CBF: 5%</td> <td data-bbox="1171 555 1364 954">£150,000</td> </tr> <tr> <td data-bbox="504 954 735 1308">Internal Programme Resources</td> <td data-bbox="735 954 983 1308">To support with the coordination of the audit, analysis of data, stakeholder engagement</td> <td data-bbox="983 954 1171 1308">City Fund: 57% City Estate: 38% CBF: 5%</td> <td data-bbox="1171 954 1364 1308">£50,000</td> </tr> <tr> <td data-bbox="504 1308 735 1379">Total</td> <td data-bbox="735 1308 983 1379"></td> <td data-bbox="983 1308 1171 1379"></td> <td data-bbox="1171 1308 1364 1379">£200,000</td> </tr> </tbody> </table> <p data-bbox="504 1420 1444 1532">Costed Risk Provision requested for this Gateway: £50,000 (as detailed in the Risk Register – Appendix 2). The CRP will be funded by City Fund, City Estate and City Bridge Foundation.</p>	Item	Reason	Funds/ Source of Funding	Cost (£)	PSTN Consultant	To identify the locations and extent of required works, to provide available options to manage migrations	City Fund: 57% City Estate: 38% CBF: 5%	£150,000	Internal Programme Resources	To support with the coordination of the audit, analysis of data, stakeholder engagement	City Fund: 57% City Estate: 38% CBF: 5%	£50,000	Total			£200,000
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Total			£200,000														
<p>3. Governance arrangements</p>	<ul data-bbox="552 1621 1401 1895" style="list-style-type: none"> • Service Committee: Digital Services Committee • SRO: Sudeep Chatterjee, DITS (Digital, Information and Technology Services) Assistant Director Cloud Infrastructure & Security • Project Manager: Nishat Faruque • Governance: PSTN Replacement Project Board TBC 																

Project Summary

Context	<ul style="list-style-type: none">a. The Public Switched Telephone Network (PSTN) is scheduled to be switched off on 31 January 2027 and traditional landline connections must be replaced with Internet Protocol (IP)-based services.b. Provided by BT Openreach, the PSTN is the analogue copper cable telephone network that has been in use since 1876. As well as landline services, the PSTN also provides standard broadband and fibre-to-the-cabinet (FTTC) broadband services via fibre optic cables.c. Services rely on PSTN for critical functionality such as telephony, payment machines, emergency lines and fire alarm systems, so moving to a modern, fit for purpose alternative before the end of January 2027 is crucial. PSTN Systems and equipment that are incompatible with IP, may also need replacing.d. The City of London Corporation also relies on MPF technologies (metallic path facilities) for the majority of its business connections. The deadline for MPF to IP migrations is 2030.
4. Brief description of project	<ul style="list-style-type: none">a. The project plan includes conducting a comprehensive audit of our current analogue connections, which aims to support a more accurate cost estimation and strategic planning for required upgrades.b. Conducting an audit of our current state will assist in identifying the number of connections in operation, their locations, purposes, and the compatibility of existing hardware with IP. It is also predicted to identify a number of connections that are no longer required.c. The overarching goal of the project is to co-ordinate the replacement of all of the Corporation's analogue connections by January 2027, address potential disruptions and ensure uninterrupted functionality of essential business services across sites managed by the Corporation. This includes both PSTN and MPF connections.d. The project will directly manage the migration of connections under DITS (Digital Information and Technology Services) contracts. These include City of London Police sites, as well as the City Bridge Foundation, Barbican Centre, Guildhall School of Music and Drama (GSMD) and the Schools.e. If the audit identifies other locally contracted connections, the project will work with the responsible department to migrate them.f. Analogue connections to Residential and Investment Properties are not in scope for replacement within the context of this project. These are to be managed by Housing and Investment Property Group respectively.

<p>5. Consequences if project not approved</p>	<p>a. With Openreach ceasing PSTN services in 2027, the transition must be completed to ensure uninterrupted service provision.</p> <p>b. Any equipment that currently uses the PSTN will stop working. Some examples are alarms, EPOS machines (electronic point of sale), door entry systems, CCTV, faxes, emergency care lines.</p> <p>c. The Integrated Services Digital Network (ISDN) will also stop working.</p> <p>d. MPF connections will cease in 2030.</p> <p>e. An audit of our existing analogue infrastructure must be carried out to be able to make an informed decision on which technologies to migrate to.</p>
<p>6. SMART project objectives</p>	<p>a. Conduct an audit on all of the Corporation's analogue business connections.</p> <p>b. Ensure that all analogue connections are ceased or replaced with an alternative IP based solution by the start of 2027.</p> <p>c. Replace any equipment, asset or component that is not compatible with IP.</p> <p>d. PSTN replacement is completed with minimal disruption for end users; engaging and informing stakeholders throughout the project lifecycle to maintain transparency and alignment with objectives.</p> <p>e. Ensuring compatibility and integration with existing systems and future technologies.</p> <p>f. Adhering to regulatory requirements and industry standards throughout the transition process.</p>
<p>7. Key benefits</p>	<p>a. By undertaking this project, we ensure full compliance with Openreach standards and alignment with industry requirements.</p> <p>b. Other benefits include:</p> <ul style="list-style-type: none"> • simplifying and future proofing our systems • reducing costs • boosting sustainability • enabling a more flexible workplace <p>The project will have a better understanding of benefits after a comprehensive audit on all analogue connections.</p>
<p>8. Project category</p>	<p>7b. Major renewals, typically of a one-off nature (supplementary revenue)</p>
<p>9. Project priority</p>	<p>A. Essential</p>
<p>10. Notable exclusions</p>	<p>a. The project will audit and facilitate the replacement of PSTN in and around sites managed by the Corporation.</p> <p>b. While the project will cover the costs for purchasing and installing necessary hardware, and other associated</p>

	<p>costs, such as cost for project management resources, the responsibility for managing the purchase and installation of systems (such as lifts, emergency care lines, Building Management System, and fire alarms) lies with the Facilities Manager or the responsible department.</p> <p>c. IPG and residential connections are not included in the PSTN Replacement Project.</p>
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Options Appraisal

<p>11. Overview of options</p>	<ol style="list-style-type: none"> 1. Do nothing – this option is not recommended as it will expose the Corporation to significant risk. Refer to Section 5 above. 2. Audit and migrate PSTN connections only to address the January 2027 deadline. <ul style="list-style-type: none"> • This option would alleviate any immediate risks to the business once PSTN is switched off. • Ensures that there is no undue pressure on resources. • Does not allow planning for the MPF migration. 3. Audit and migrate all analogue connections by January 2027, prioritising sites with PSTN connections. Note that some sites contain both MPF and PSTN connections, in which case the project will aim to migrate all connections at those sites at the same time. <ul style="list-style-type: none"> • Addresses the immediate risks to the business. • Auditing all connections may provide immediate cost benefits as well as ensuring that the Corporation is prepared for MPF replacement in terms of costs, resources and lessons learned. • Delivering the upgrade to IP into two priority groups will mean that there is no undue pressure on resources. • Aligns with the bid cycle structure. Following the audit's conclusion, the MPF migration requirements will become more defined. Subsequently, a capital bid can be formulated for 25/26 based on these assessments.
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Project Planning

<p>12. Delivery period and key dates</p>	<p>Overall project: All PSTN connections to be ceased or migrated to IP technology by 31 January 2027.</p> <p>Key dates:</p>
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	<p>Start audit/discovery work: November 2024</p> <p>G3/4/5: April 2025</p> <p>Start works: June 2025</p> <p>Practical Completion: January 2027</p> <p>G6: February 2027</p> <p>Other works dates to coordinate: None that the project is aware of.</p>
13. Risk implications	<p>Overall project risk: Medium</p> <p>The most significant risks relate to uncertainty around costs. Until the audit process is completed all migration costs are estimated.</p> <p>There is also a risk that our third-party suppliers for lifts, fire alarms and other components are not ready for the change to IP. The project will investigate alternative solutions, such as copper to IP converters, and will work with the responsible departments to ensure that the risk of down-time is mitigated. An audit of the current state will inform the necessary adjustments.</p> <p>Costed Risk Provision (CRP) will be estimated after the audit has been completed in Gateway 2.</p> <p>Further information available within the Risk Register (Appendix 2)</p>
14. Stakeholders and consultees	<ul style="list-style-type: none"> a. City Surveyor's – Corporate Property Group, Facilities Management, b. City of London Police c. Chamberlain's – IT, Finance, Procurement d. Capital Bids team. e. Corporate Projects f. Barbican Estate g. Markets h. Housing i. Environment – Strategic infrastructure j. Daisy Corporate Services k. BT Business l. BT Openreach m. CBF – Operational & Finance Teams

Resource Implications

15. Total estimated cost	<p>Likely cost range (excluding risk): £2.5m</p> <p>Likely cost range (including risk): To be confirmed in the next Gateway.</p> <p>The costs will be determined based on the outcomes of the audit. Presently, an indicative amount of £2.5 million has been allocated for utilisation in the years 2024/25.</p>
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16. Funding strategy	Choose 1: All funding fully guaranteed	Choose 1: Internal - Funded wholly by City's own resource									
	<table border="1"> <thead> <tr> <th>Funds/Sources of Funding</th> <th>Cost (£m)</th> </tr> </thead> <tbody> <tr> <td>City Fund</td> <td>1.425</td> </tr> <tr> <td>City Estate</td> <td>0.950</td> </tr> <tr> <td>City Bridge Foundation</td> <td>0.125</td> </tr> <tr> <td style="text-align: right;">Total</td> <td>2.500</td> </tr> </tbody> </table> <p>This was submitted in the new bids process for 24/25, an indicative amount of £2.5m was approved, with the acknowledgment that the amount would change when a more detailed assessment was undertaken.</p> <p>Note that allocations for future funding are provisional at this stage of the project and will be revised based on the findings of the audit. The final funding breakdown will be agreed in consultation with Chamberlain's and City Bridge Foundation.</p> <p>In the event that the investigation reveals the need for additional funding, this will be documented during Gateway 3/4. At that point, Members will have the choice to either reduce or approve additional funding. Costs beyond £2.5m will come from future allocations of capital funds.</p>		Funds/Sources of Funding	Cost (£m)	City Fund	1.425	City Estate	0.950	City Bridge Foundation	0.125	Total
Funds/Sources of Funding	Cost (£m)										
City Fund	1.425										
City Estate	0.950										
City Bridge Foundation	0.125										
Total	2.500										
17. Investment appraisal	None. An investment appraisal may be carried out in the next Gateway.										
18. Procurement strategy/route to market	<p>There will be two procurement streams relating to this project.</p> <ul style="list-style-type: none"> a. Procurement 1: In relation to Gateway 1 and 2, the Commercial Service will procure a contract for a PSTN consultant to carry out an audit on PSTN and MPF connections. b. Procurement 2: The procurement strategy for the latter part of the project is dependent on the findings of the PSTN and MPF audit and will be undertaken by Commercial Service. 										
19. Legal implications	None.										
20. Corporate property implications	The project has reached out to the City Surveyor Facilities Management team to inform them about the upcoming project. Once an audit is conducted, we will clarify the requirements of Facilities Management and related departments. The audit will identify the locations needing work and assess available options for management.										

21. Traffic implications	No traffic implications at this Gateway.
22. Sustainability and energy implications	There may be relevant sustainability impacts associated with this project, but they will be considered at a later Gateway.
23. IS implications	The project needs to ensure that any new technology acquired due to the migration to IP aligns with the DITS strategy. Further implications will be clarified upon completion of the audit.
24. Equality Impact Assessment	An equality impact assessment will not be undertaken
25. Data Protection Impact Assessment	The risk to personal data is less non-applicable and a data protection impact assessment will not be undertaken

Appendices

Appendix 1	Project Briefing
Appendix 2	Risk Register

Contact

Report Author	Nishat Faruque
Email Address	Nishat.faruque@cityoflondon.gov.uk

Project Briefing

Project identifier			
[1a] Unique Project Identifier	12453	[1b] Departmental Reference Number	PRJ-1213
[2] Core Project Name	Public Switched Telephone Network (PSTN) Replacement		
[3] Programme Affiliation (if applicable)	N/A		

Ownership	
[4] Chief Officer has signed off on this document	Yes
[5] Senior Responsible Officer	Sudeep Chatterjee
[6] Project Manager	Nishat Faruque, DITS Project Manager

Description and purpose	
[7] Project Description	
<p>The Public Switched Telephone Network (PSTN) is scheduled to be switched off on 31 January 2027, and traditional landline connections must be replaced with Internet Protocol (IP)-based services.</p> <p>Provided by BT's Openreach, the PSTN is the analogue copper cable telephone network that has been in use since 1876. As well as landline services, the PSTN also provides standard broadband and fibre-to-the-cabinet (FTTC) broadband services via fibre optic cables.</p> <p>Services rely on PSTN for critical functionality such as telephony, payment machines, emergency lines and fire alarms systems, so replacing these with a modern, fit for purpose alternative before January 2027 is crucial. Systems and hardware reliant on PSTN, that are incompatible with IP, may also need replacing.</p> <p>The City of London Corporation also relies on MPF technologies (metallic path facilities) for the majority of its business connections. Although the deadline for MPF to IP migrations is 2030, the project will aim to migrate these connections by 2027 to ensure a smoother transition to IP services.</p> <p>The project plan includes conducting a comprehensive audit of our current analogue connections, which will support more accurate cost estimation and strategic planning for required upgrades. The overarching goal of the project is to coordinate the replacement of all of the City's analogue connections, address potential disruptions and ensure uninterrupted functionality of essential business services across sites managed by the Corporation.</p> <p>Analogue connections to Residential and Investment Properties are not in scope for replacement within the context of this project. These are to be managed by Housing and IPG respectively.</p>	
[8] Definition of Need: What is the problem we are trying to solve or opportunity we are trying to realise (i.e. the reasons why we should make a change)?	
<p>With BT ceasing analogue services, the transition must be completed to ensure uninterrupted service provision. This project will oversee the transition from analogue to digital systems and address the technical challenges associated with migrating.</p> <p>The switch is an opportunity for the Corporation to simplify and future proof systems, reduce costs, boost sustainability, and enable a more flexible workplace.</p>	

[9] What is the link to the City of London Corporate plan outcomes?					
[3] People have equal opportunities to enrich their lives and those of others and reach their full potential.					
[4] Communities are cohesive and have suitable housing and facilities.					
[5] Businesses are trusted and socially and environmentally responsible.					
[6] We have the world's best regulatory framework and access to global markets.					
[7] We are a global hub for innovation and enterprise.					
[9] Our spaces are secure, resilient, and well-maintained.					
[11] Our spaces are digitally and physically well-connected and responsive.					
[12] Our spaces inspire excellence, enterprise, creativity, and collaboration.					
[10] What is the link to the departmental business plan objectives?					
Links to Digital, Information and Technology Service Business Plan Objectives;					
<ul style="list-style-type: none"> • To provide "Brilliant Basics" • To remove complexity across the organisation • To enable and accelerate collaboration & transformation • To converge appropriate services across Institutions • Deliver high quality services that meet the needs of our customers • Drive systems and process improvements to increase automation and self-service to deliver more proactive added value support 					
[11] Note all which apply:					
Officer: Project developed from Officer initiation	Y	Member: Project developed from Member initiation	N	Corporate: Project developed as a large scale Corporate initiative	Y
Mandatory: Compliance with legislation, policy and audit	Y	Sustainability: Essential for business continuity	Y	Improvement: New opportunity/ idea that leads to improvement	Y

Project Benchmarking:					
[12] What are the top 3 measures of success which will indicate that the project has achieved its aims?					
<These should be impacts of the activity to complete the aim/objective, rather than 'finishes on time and on budget'>>					
1) PSTN replacement is completed by the respective deadlines with minimal disruption for services and service users. Engaging and informing stakeholders throughout the project lifecycle to maintain transparency and alignment with objectives is crucial.					
2) Ensuring compatibility and integration with existing systems and future technologies.					
3) Adhering to regulatory requirements and industry standards throughout the transition process.					
[13] Will this project have any measurable legacy benefits/outcome that we will need to track after the end of the 'delivery' phase? If so, what are they and how will you track them? (E.g. cost savings, quality etc.)					
1) Completion Timeliness: Measure the actual completion date against the planned timeline.					
2) Service Continuity: Assess the downtime and functionality of critical services post-transition through user feedback and system performance metrics.					
3) Cost Efficiency: Compare actual project costs to the budget allocated for the transition.					
4) User Satisfaction: Conduct surveys or interviews to gather feedback on user experience with the new systems and services.					
5) Compliance: Verify adherence to regulatory guidelines and industry standards through audits and compliance checks.					
6) Reliability: Monitor system uptime, response times, and incident reports to evaluate reliability.					

7) Minimal Disruption: Track the number and duration of disruptions during the transition phase.
8) Compatibility: Assess the integration and interoperability of new systems with existing infrastructure and future technologies.
9) Risk Management: Evaluate the effectiveness of risk mitigation strategies based on the frequency and severity of identified risks.
10) Stakeholder Engagement: Measure stakeholder satisfaction and involvement levels through feedback surveys, meeting attendance, and communication logs.
[14] What is the expected delivery cost of this project (range values) [£]?
Lower Range estimate: £2.5m Upper Range estimate: To be confirmed at Gateway 3/4. Costs are dependent on findings of the analogue connections audit.
[15] Total anticipated on-going revenue commitment post-delivery (lifecycle costs) [£]:
N/A. No on-going revenue costs.
[16] What are the expected sources of funding for this project?
(In £m) City Fund - 1.375, City's Cash - 0.925, CBF - 0.200. Total - £2.5m.
[17] What is the expected delivery timeframe for this project (range values)? Are there any deadlines which must be met (e.g. statutory obligations)?
<Critical deadline(s):> PSTN will be switched off at the end of January 2027. All connections must be replaced by this point.

Project Impact:	
[18] Will this project generate public or media impact and response which the City of London will need to manage? Will this be a high-profile activity with public and media momentum?	
No. Engaging and informing stakeholders throughout the project lifecycle to maintain transparency and alignment with objectives is necessary. This will be managed through the project.	
[19] Who has been actively consulted to develop this project to this stage?	
<(Add additional internal or external stakeholders where required) >	
Chamberlains: Finance	Officer Name: Yasin Razaaq
Chamberlains: Procurement	Officer Name: Aga Watt
IT	Officer Name: Zakki Ghauri, Sam Collins, Chris Rawding, Jonathon Chapman
HR	Officer Name: N/A
Communications	Officer Name: N/A
Corporate Property	Officer Name: Paul Friend, Matt Baker
External	Daisy Corporate Services, BT, Openreach, Elite Group
[20] Is this project being delivered internally on behalf of another department? If not ignore this question. If so:	
Please note the Client supplier departments. Who will be the Officer responsible for the designing of the project? If the supplier department will take over the day-to-day responsibility for the project, when will this occur in its design and delivery?	
Client	Department:
Supplier	Department:
Supplier	Department:
Project Design Manager	Department:
Design/Delivery handover to Supplier	Gateway stage: <Before Project Proposal>, <Post Project Proposal>, <Post Options Appraisal>, <Post Detailed design>, <Post Authority to start work>

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City of London: Projects Procedure Corporate Risks Register

Project Name: PSTN Replacement		PM's overall risk rating: Medium	CRP requested this gateway: £ 50,000	Average unmitigated risk: 3.0	Open Risks: 2
Unique project identifier: PV12345		Total estimated cost (exc risk): £ 2,500,000	Total CRP used to date: £ -	Average mitigated risk score: 0.0	Closed Risks: 0

General risk classification													Mitigation actions					Ownership & Action						
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 post-mitigation	Impact Classification 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	2	(4) Contractual Partnership	There may be more sites and connections to audit than originally planned.	This could cause delays depending on availability of the PSTN consultant, as well as financial implications.	Possible	Minor	3	£150,000.00	Y - for mitigation costs	B - Fairly Confident	Initiate early engagement with suppliers. Collaborate with property and contract managers to identify the connections currently being funded by the business.	£35,000.00			£35,000.00		£0.00	CRP will be used to extend the contract with the supplier, to cover additional connections and sites.			Nishat Faruque			
R2	2	(2) Financial	The discovery period may take longer than originally planned.	The project may have to finance additional resources for a longer period	Possible	Minor	3	£50,000.00	Y - for mitigation costs	B - Fairly Confident	Conduct a thorough resource planning exercise upfront. This would involve estimating the required resources and their duration based on realistic project timelines and potential delays.	£15,000.00			£15,000.00		£0.00	CRP will be used to cross charge internal programme resource against the project budget.			Nishat Faruque			
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							
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Committee: Digital Services Committee	Dated: 24 th July 2024
Subject: Revenue Outturn 2023/24	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: The Chamberlain	For Information
Report authors: Dawit Araya, Chamberlain’s Department	

Summary

This report details the revenue outturn in 2023/24 for your committee. The total net expenditure, for the year, was £9.128m compared to the final budget of £9.639m an underspend of £511,000 or 5%. This is mainly due to reduced spend on professional fees as a result of bringing the service ‘in house’ and a reduction in central accommodation recharges due to a new basis of allocation, which was offset in part by an increase in staff costs as a result of bringing the service ‘in house’ and not recovering as much employee costs from capital projects as anticipated due to project slippage.

Recommendations

It is recommended that Members note:

- i. the revenue outturn for 2023/24; and
- ii. the agreed central risk budget carry forwards into 2024/25, amounting to £97,000.

Main Report

Revenue Outturn for 2023/24

1. The revenue outturn is measured against the final 2023/24 budget for your committee of £9.639m. The original budget of £8.525m was agreed by Finance Committee in January 2023. The subsequent approved budget adjustments of £1.114m that comprise the final budget are set out at Appendix 1
2. The revenue outturn position for 2023/24 is a net expenditure of £9.128m. This is an overall underspending of £511,000 compared to the final budget of £9.639m.
3. The service overspent by £14,000 against the local risk budget of £8.248 (0.2%) but this small overspending was covered from the underspending on

the Chamberlain's other services. Across all services, the Chamberlain was underspent for the 2023/24 year.

4. The summary below details to the relevant variances.

Summary Comparison of 2023/24 Revenue Outturn with Final Budget					
Committee(s): Digital Services	Final Budget	Revenue Outturn	Variance Better/ (Worse)	Variance	Notes
	£000	£000	£000	%	
Local Risk					
Expenditure					
Employee Costs	(5,948)	(6,224)	(276)	5%	i
Transport related	0	(4)	(4)	N/M	
Supplies and Services (mainly professional fees and hardware/software and system costs)	(9,002)	(8,464)	538	-6%	ii
Sub Total	(14,950)	(14,692)	258	-2%	
Income					
Fees & Charges (mainly recovery from COLP and London Councils)	6,161	6,255	94	2%	
Recovery of staff time from capital projects	541	175	(366)	-68%	iii
Sub Total	6,702	6,430	(272)	-4%	
Total Local Risk	(8,248)	(8,262)	(14)	0%	
Central Risk					
Project Costs	(340)	(341)	(1)	0%	iv
Software Maintenance & Support	(603)	(511)	92	-15%	v
Total Central Risk	(943)	(852)	91	-10%	
TOTAL LOCAL AND CENTRAL RISK	(9,191)	(9,114)	77	-1%	
RECHARGES					
Expenditure					
Support Services (Guildhall Complex, CLPS & Insurance)	(448)	(14)	434	-97%	vi
TOTAL COST TO BE RECOVERED	(9,639)	(9,128)	511	-98%	

5. The principal reasons for the variations are set out below:

Local Risk

- i **Employee Cost- overspend £276,000** – This is due to increase in staff costs as a result of bringing the service 'in house' as well as recruitment advertising and other related employee costs. It was partly offset by savings on vacant posts.

- ii **Supplies & Services- underspend £538,000** -Hardware Maintenance & support significantly reduced because the service has been brought in house from being outsourced.
- iii **Recovery of staff time from capital projects - reduced by £366,000** - There was a lower than anticipated recovery of staff time principally due to slippage on the ERP project.

Central Risk

- iv **Project Costs** This relates to revenue cost element of IT capital projects principally IT Transformation Phase 2; HR, Payroll and Finance ERP; Managed Service Transition; and Wide Area Network projects. These costs cannot be capitalised and therefore are accounted through the revenue ledger. A budget is allocated from the project to cover the revenue cost which is why there is no variance.
- v **Supplies and services – underspend £92,000** -This relates to an underspending against the Data Light House Project. The Data Maturity Assessment was completed; however the implementation was not finalised in year.

Recharges

- vi **Central Recharges – underspend £434,000** – Due to a change of basis of allocation the Guildhall complex costs are being charged to the Chamberlain's department overall and recovered from service users through it recharge. The remaining charge to DITS relates to professional liability insurance.

Budget Carry- Forwards

- 6. The Chamberlain requested that the £97,000 underspending on central risk be carried forward in 2024/25. This has now been agreed. The split is as follows:
 - Data Light house project - £28,000 the discovery phase has been completed with Hitachi Solutions. The remaining funding requested to progressing proof of concept expected to complete by December 2024.
 - Data Governance Manager, Business Analyst and Developer Transformation completed their respective roles and a total of £63,000 is requested to transfer to Data lighthouse project.
 - Power BI & Data Maturity - £6,000. Work is concluded but a request to transfer to Data Lighthouse project has been made.
- 7. During 2023/24 a review of central support services recharges was carried out. This involved updating the basis of apportionment for all recharges following the TOM and Governance Review along with trying to make them more transparent and fairer across all services. The updated basis has led to several variations to the original budget across committees, but overall total recharges have remained within the total

original envelope. City Fund Original Budget £29.9m, Outturn £27.9m, and City's Estate Original Budget £24.2m, Outturn £22.9m. Consultation has been held with areas where recharges are funded from local reserves, i.e. HRA and Police, any variation/increase in costs across other services are met from the deficit funding and have no effect on front-line services.

Appendices

Appendix 1 – Approved Budget Adjustments for the 2023/24 Budget

Contact details:

Dawit Araya
Chamberlain's Department
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Samantha Kay
Chamberlain's Department
Samantha.Kay@cityoflondon.gov.uk

Appendix 1

<u>Local Risk</u>		£'000	£'000
Original Local Risk Budget			(8,077)
Add:			
	Finance Contingency Allocation 23-24- ERP & IL4	(320)	
	Agency backdated pay from contingency	(12)	
	MHR Drawdown from contingency	(100)	
	Pay Award 23/24	(213)	
	2023/24 Centrally Funded Apprenticeships	<u>(53)</u>	
			(698)
Less			
	Budget Adjustment -DiTs SAVINGS 23-24 as part of payback (Sep23-Mar24) for scheme to move systems in house	<u>527</u>	
			527
Final Local Risk Budget			(8,248)
<u>Central Risk</u>			
Original central Risk Budget			0
Add:			
	MHR Settlement from Contingency Fund	(248)	
	23/24 SRP Budget L5-CoL IT Transformation PH2 /ERP/Wide Area Network. Contract Renewals	(340)	
	C/F E5 - Implementation of E5 - Telephony migration and Security	(99)	
	Managed Services Transition	(256)	
			(943)
Final Central Risk Budget			(943)
<u>Recharges</u>			
Original Recharge Budget			(448)
Final Recharge Budget			(448)
Summary			
Original Budget 2023/24			(8,525)
Final Budget 2023/24			(9,639)
Increase			(1,114)

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Committee(s): Digital Services Committee	Dated: 24 th July 2024
Subject: Digital, Information and Technology Service (DITS) Redesign 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: The Chamberlain, Caroline Al-Beyerty	For Information
Report author: Zakki Ghauri, Director of Digital & IT	

Summary

Following on our co-design sessions that took place with Digital, Information and Technology Service (DITS) last year which resulted in changes being made to the DITS Senior Leadership Team, a commitment was made to look at the whole of the service after the Assistant Director roles had been filled, and after our new Strategy had been approved.

We have commenced discussions with the wider DITS Team to seek their early input into the areas we should focus on, and are being supported by HR.

Recommendation(s)

Members are asked to note this report.

Main Report

Background

1. At the 13 May Digital Services Committee, our new Shared Digital, Data and Technology (DDaT) Strategy was approved, giving the wider Corporation five strategic outcomes to align with. These are shown in Appendix 1.
2. DITS have completed the insourcing of all services from Agilisys, and there is a need to ensure that the insourced teams are structured in a manner that allows us to deliver the strategic outcomes set out in our DDaT Strategy.

Current Position

3. Changes to the DITS senior leadership team were made last year, with the appointment to our Assistant Director User Services being made in November. This new role, brought new focus to our priority around providing the best support to our users and our ambition to deliver a new and more joined-up approach to

the services that are provided to users. This role was key to transforming the approach we take to assisting our users through our Service Desk, and we have heard positive feedback on the changes made by this role.

4. The Assistant Director of Cloud, Infrastructure and Security was recruited to in May, and has responsibility for our technology estate, including improvements to our network and device estate.
5. DITS Colleagues have been engaged early, and we are seeking their views and input on how to optimally structure the team prior to formally going to consultation.
6. We are being supported by colleagues in HR and our Transformation team.
7. Unions have been engaged early to give an overview of our approach, and are supportive.

Corporate & Strategic Implications

8. **Strategic implications** – The redesign of the DITS Service will allow the organisation to deliver the strategic outcomes set out in our DDaT Strategy more effectively. The DDaT Strategy is a key enabler for the Corporate Plan.
9. **Financial implications** – None arising from this report.
10. **Resource implications** – None arising from this report.
11. **Legal implications** – None.
12. **Risk implications** – None arising from this update report. Our Departmental risks are captured and managed per the Corporation's framework.
13. **Equalities implications** – None
14. **Climate implications** – None.
15. **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

16. The new SLT structure is now in place, and positive feedback has been received.
17. DITS will shortly be starting the next phase of our redesign and Digital Services Committee will be kept updated with any further changes.

Appendices

Appendix 1 – DDaT Strategic Outcomes

Zakki Ghauri

Director of Digital & IT

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Appendix 1 – DDaT Strategic Outcomes



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Committee(s) Digital Services Committee	Dated: 24 th July 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?	N
If so, how much?	N
What is the source of Funding?	
Has this Funding Source been agreed with the Chamberlain’s Department?	N/A
Report of: The Chamberlain	For Information
Report author: Dawn Polain – Service Delivery Manager, CoL/CoLP	

Summary

This is an overview of the current service provision as managed by DITS. Performance is measured monthly therefore for the purposes of this report, the most recent reporting month is May 2024.

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

Customer Satisfaction levels are high with 88% of CoL and CoLP employees providing a score of 8 or above.

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 CCTV where cameras were shutting off and lagging was experienced by Users. The root cause was found to be faulty hardware which was replaced.

Key service provider status:

2. Roc had no P1 incidents reported in May
3. British Telecom (BT) had no P1 incidents reported in May.

Service improvements and highlights

4. Work continues to improve the DITS Starter, Mover, Leaver (SML) process. The team are working with CoLP HR colleagues to ensure that process changes are aligned. The intention will be to have all SML processes revised by the end of September 2024.
5. Enhancements have been made to the Major Incident Management process to ensure that actions from Major Incidents are tracked through to resolution.

In addition, a WhatsApp group of senior DITS management has been created for the Service Desk to alert when there is a Major Incident both in core hours and out of hours.

6. The Service Management team are pro-actively managing a number of ongoing Problems within the CoLP environment. In particular, the introduction of the latest version of Teams has led to a number of issues which are receiving a high level of focus. DITS colleagues are working collaboratively with CoLP Stakeholders to identify a root cause as quickly as possible.
7. Work continues to improve our in house IT Service Management tool, ServiceTeam. Monthly reviews are scheduled with Resolvers to identify potential enhancements and Users are also invited to share improvement ideas directly to the Digital Services Portal Inbox.

Service Metrics

8. Twice weekly “scrums” are taking place for CoL and CoLP Resolvers to ensure that all Resolver Teams are managing tickets in line with Service Metrics. The sessions are proving to be a success and we are seeing a steady improvement in performance as a result.
9. For May, the Service Management team undertook an exercise to verify that all P2 tickets logged, were accurately reported in the Monthly Performance stats. The exercise established that for CoL, only 3 tickets were eligible for inclusion, and this resulted in a 100% achievement against the P2 resolution SLA.
10. The CoL P4 Resolution KPI has been achieved consistently for the past 6 months. The CoLP P4 Resolution KPI has been achieved for past 2 months. These improvements can be attributed to the “scrums” as mentioned in point 8 above.
11. The CoLP Standard Service Request KPI was achieved in May.

12. Within CoLP, out of 767 tickets logged in May, the DITS team received only 2 escalations. Both of these were managed at Level 1 by the Service Desk.

Within CoL, out of 569 tickets logged in May, the DITS team received 0 escalations

Options

13. None to advise this reporting period.

Proposals

14. None to advise this reporting period.

Corporate and Strategic Implications

15. None to advise this reporting period.

Conclusion

16. DITS are committed to working in an environment of Continual Service Improvement. Potential improvements are consistently being identified and implemented to ensure that our services meet the expectations and needs of our business.

Appendices

CoL and CoLP Performance Stats.

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	December 2023		January 2024		February 2024		March 2024		April 2024		May 2024	
		Total	KPI %	Total	KPI %	Total	KPI %	Total	KPI %	Total	KPI%	Total	KPI%
Service Performance Measure (In House)	Total Incidents (Logged)	248	-	499	-	719	-	816	-	695	-	569	-
	Total Incidents (Closed)	309	-	397	-	726	-	842	-	743	-	563	-
	98% of all P1 Incidents responded < 15 minutes	0	-	0	-	0	-	0	-	0	-	0	-
	98% of all P2 incidents responded to < 15 minutes	3	0%	5	60%	6	33%	10	40%	10	10%	3	33%
	95% of all P3 incidents responded to < 2 hours	76	57%	95	60%	130	52%	226	79%	171	74%	129	78%
	95% of all P4 incidents responded to < 8 hours	230	92%	297	91%	590	87%	606	95%	562	96%	431	94%
	98% of all P1 Incidents resolved < 2 hours.	0	-	0	-	0	-	0	-	0	-	0	-
	98% of all P2 Incidents resolved < 4 hours	3	33%	5	80%	6	50%	10	80%	10	60%	3	100%
	90% of all P3 incidents resolved < 8 hours	76	65%	95	66%	130	68%	226	70%	171	76%	129	81%
	90% of all P4 incidents resolved < 5 business days	230	97%	297	94%	590	93%	606	94%	562	97%	431	94%

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CoLP In House Incident Performance

Executive Performance Metrics | COLP In House

COLP	KPI Metrics	December 2023			January 2024			February 2024			March 2024			April 2024			May 2024		
		Total	KPI %		Total	KPI %		Total	KPI %		Total	KPI %		Total	KPI %		Total	KPI %	
Service Performance Measure (In House)	Total Incidents (Logged)	319	-	-	408	-	-	731	-	-	694	-	-	818	-	-	767	-	-
	Total Incidents (Closed)	271	-	-	398	-	-	867	-	-	663	-	-	890	-	-	727	-	-
	98% of all P1 Incidents responded < 15 minutes	8	0%	→	4	0%	→	1	0%	→	5	0%	→	4	0%	→	1	0%	→
	98% of all P2 incidents responded to < 15 minutes	11	0%	↓	17	12%	↑	30	9%	↓	21	10%	↑	13	38%	↑	15	27%	↓
	95% of all P3 incidents responded to < 2 hours	73	30%	↑	135	27%	↓	151	38%	↑	160	39%	↑	217	53%	↑	180	61%	↑
	95% of all P4 incidents responded to < 8 hours	179	80%	↑	242	64%	↓	151	74%	↑	476	75%	↑	656	83%	↑	531	86%	↑
	98% of all P1 Incidents resolved < 2 hours.	8	0%	→	4	0%	→	1	0%	→	5	0%	→	4	50%	↑	1	0%	↓
	98% of all P2 Incidents resolved < 4 hours	11	0%	↓	17	18%	↑	18	45%	↑	21	57%	↑	13	69%	↑	15	67%	↓
	90% of all P3 incidents resolved < 8 hours	73	38%	↓	135	43%	↑	120	51%	↑	160	46%	↓	217	71%	↑	180	74%	↑
	90% of all P4 incidents resolved < 5 business days	179	87%	↑	242	75%	↓	99	83%	↑	475	88%	↑	656	96%	↑	531	96%	→

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