Public Document Pack

Digital Services Committee

Date: **THURSDAY, 30 JANUARY 2025**

Time: 1.45 pm

Venue: **COL ROOM 11 - NORTH WING, GROUND FLOOR, GUILDHALL**

Members:

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

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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 November 2024.

   For Decision
   (Pages 5 - 10)

4. **REVENUE BUDGETS - BUDGET 2024/25 AND DRAFT ESTIMATE 2025/26**

   Report of the Chamberlain.

   For Decision
   (Pages 11 - 22)

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

   Report of the Chamberlain.

   For Decision
   (Pages 23 - 32)

6. **ANNUAL REVIEW OF TERMS OF REFERENCE FOR THE DIGITAL SERVICES COMMITTEE**

   Report of the Town Clerk.

   For Decision
   (Pages 33 - 36)

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

   Joint report of the Chamberlain and Chief People Officer.

   For Information
   (Pages 37 - 42)

8. **COLP DEVICE REFRESH**

Report of the Chamberlain.

For Information
(Pages 43 - 64)

9. **DIGITAL, INFORMATION, & TECHNOLOGY SERVICE (DITS) - SERVICE DELIVERY SUMMARY**

Report of the Chamberlain.

For Information
(Pages 65 - 70)

10. **DIGITAL, INFORMATION, & TECHNOLOGY SERVICE (DITS) - BUSINESS PLAN QUARTERLY UPDATE**

Report of the Chamberlain.

For Information
(Pages 71 - 74)

11. **CITY OF LONDON POLICE ORGANISATIONAL LEVEL AGREEMENT**

For Information
(Verbal Report)

12. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**

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

14. **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

15. **NON-PUBLIC MINUTES**

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

For Decision
(Pages 75 - 78)

16. **FUTURE NETWORK PROGRAMME - ISSUES REPORT**

Report of the Chamberlain.

For Decision
(Pages 79 - 84)

17. **FUTURE NETWORK PROGRAMME - PROCUREMENT OPTIONS APPRAISAL**

Report of the Chamberlain.

For Information
(Pages 85 - 92)

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

Report of the Chamberlain.

For Information
(Pages 93 - 102)

19. **CYBER SECURITY UPDATE**

Report of the Chief Information Security Officer.

For Information
(Pages 103 - 140)

20. **AI AGENTS DEMONSTRATION**

Report of the Chamberlain.

For Information
(Pages 141 - 142)

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

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

Part 3 - Confidential Items

23. **MINUTES**

To agree the confidential minutes of the meeting held on 13th November 2024.

For Decision

DIGITAL SERVICES COMMITTEE

Wednesday, 13 November 2024

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

Present

Members:
Deputy Dawn Wright (Chair)
Eamonn Mullally (Deputy Chair)
Deputy Randall Anderson
Ian Bishop-Laggett
Caroline Haines (Ex-Officio Member)

Officers:

Caroline Al-Beyerty	-	The Chamberlain
Sam Collins	-	Chamberlain's Department
Tara Crombie	-	Chamberlain's Department
Zakki Ghauri	-	Chamberlain's Department
Simon Gray	-	Chamberlain's Department
Shoid Islam	-	Chamberlain's Department
Samantha Kay	-	Chamberlain's Department
Ellen Murphy	-	Chamberlain's Department
Dawn Polain	-	Chamberlain's Department
William Roberts	-	Chamberlain's Department
Gary Brailsford-Hart	-	City of London Police
Christopher Bell	-	City of London Police
Lorenzo Conigliaro	-	City of London Police
Ruth Kocher	-	Department of the Built Environment
Melissa Richardson	-	Town Clerk's Department
Kate Doidge	-	Town Clerk's Department

1. **APOLOGIES**
Apologies were received from Deputy Timothy Butcher, Alderman Sir William Russell, Deputy James Thomson, and James Tumbridge.

James Tumbridge 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 5th September 2024 be approved as an accurate record.

4. **ENTERPRISE RESOURCE PLANNING (ERP) PROGRAMME UPDATE**
The Committee received a report of the Chamberlain, concerning an update on the progress made on the Enterprise Resource Programme (ERP).

A query was raised concerning whether the City Corporation's institutions were aware of the resource required for ERP, as this would impact upon their daily operations and might require the backfilling of resource. The response was that meetings were set to discuss the matters as such recruitment, including resources and backfilling.

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

5. **WOMEN IN TECH**
The Committee received a report of the Chamberlain, concerning an update on the recently created Women in Tech network. Following the introduction to the report, it was requested that dates of events for the network be published further in advance, to expand the rate of attendance.

With regards to developing networks and communities across boundaries, there was a monthly networking meeting for the City Corporation and its institutions, and extended team management meetings. These were the forums used internally to discuss KPIs, best practices, share ideas, and help retain internal talent. The Women in Tech network was hoped to be a good addition to these forums.

The Women Pivoting to Digital Taskforce included approximately 170 companies and aimed to be a network utilising the same manifesto. It was key to fit into the growth agenda, for the City Corporation to support other FPS companies. Setting up an internal network was critical to information flow through this Taskforce, but this information flow may be less effective if companies were not signed up to the Taskforce. It was noted that the Livery Companies had parallel efforts via the Information Technologists.

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

6. **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. A query was raised regarding CCTV, which was answered in non-public session.

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

7. **DIGITAL, INFORMATION AND TECHNOLOGY SERVICE (DITS) BUSINESS PLAN - QUARTERLY UPDATE**
The Committee received a report of the Chamberlain, concerning an update on the progress against the 2024/25 Business Plan for the Digital, Information and Technology Service.

It was confirmed that the contract had been signed for the provision of End User Devices and associated services and could include COLAT within the procurement.

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

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

The Committee received a report of the Town Clerk, concerning the Annual Review of the Terms of Reference of the Digital Services Committee.

A Member queried what the process would be to establish a Sub-Committee. The response was that constitution of any new Sub-Committee or Working Party were subject to the approval of the Policy & Resources Committee, as set out in the City Corporation's Standing Orders. This included providing a 'business case' justifying the establishment of a new Sub-Committee.

A question was raised on the reporting of IT risks, which should be reported to the Committee on a quarterly basis. The City of London Police risks were reported to the Resource, Risk & Estates (Police) Committee, and it was agreed this matter would be taken away for consideration in terms of reporting to both Committees.

It was raised that data breaches were reported to the Digital Services Committee, such as those falling under the Data Protection Act 2018 by the Comptroller & City Solicitor. It was suggested that paragraph d) of the Committee's terms of reference be amended to codify this practice. It was agreed that this request would be taken away and appropriate wording would be drafted and reported to the Committee's next meeting for agreement and onward submission to the Court of Common Council in April 2025.

RESOLVED – That Members considered changes to the Digital Services Committee's Terms of Reference, and that the Town Clerk return to the Committee's next meeting with amendments, for approval and onward submission.

9. **CITY OF LONDON POLICE (COLP) ORGANISATIONAL LEVEL AGREEMENT**

The Committee heard a verbal report, concerning an update on the City of London Police (COLP) Organisational Level Agreement (OLA). The current OLA was older, and therefore did not cover all areas of business at COLP (such as the Fraud and Cyber Crime Reporting and Analysis Service Procurement). It was therefore necessary to refresh the OLA, to ensure that it was fit for purpose, including the use of external consultants. The review would also include what support was required from the Digital, Information and Technology Service. It would also provide clarity on responsibilities. It was aimed to complete the work with the external consultants in early 2025.

RESOLVED – That the verbal report be received.

10. **CO - PILOT DEMONSTRATION**

The Committee received a verbal report of the Chamberlain, concerning a demonstration of Microsoft Co-Pilot. The Committee heard that Co-Pilot could be used, for instance, to summarise emails, schedule meetings, and summarise meeting actions. Licenses were being funded from individual Department budgets, but also depended on the aptitude of the individual and whether they wished to utilise Co-Pilot. There were signs on the return of investment, but the technology needed to continue to be used in the long-term and be embedded into everyday use.

The Committee viewed a demonstration of Microsoft Co-Pilot. Following this, it was invited to ask questions.

It would be investigated as to whether Members could have a Co-Pilot license. The Town Clerk's Department were one of the early adopters of the license. One of the abilities of Co-Pilot was to provide basic summaries of committee agendas. Co-Pilot could be used to schedule meetings, but this would have to be investigated further.

The Committee were reminded of the importance of guardrails and risk assessments when using any Artificial Intelligence (AI), including being mindful of where data was pulled from and used. There was also internal data that was highly sensitive and could unintentionally create bias.

In terms of using other Generative AI applications, the Committee had approved a Generative AI Policy, and there was the ability to switch off the use of Generative AI on City Corporation devices, but this had not been used as there was little to no evidence of misuse. When a device connected to the internet, there was web filtering which could detect the use of Generative AI. There would also be mandatory training informing use, which would extend to Members.

RESOLVED – That the verbal report be received.

11. **MEMBER IT PROTOCOL**

The Committee received a verbal report of the Town Clerk, concerning the Member IT Protocol. The Committee noted the forthcoming elections and new Member induction in 2025. Questions had arisen concerning general IT provision, training, and support to Members. Officers had noted that this information currently existed but was disaggregated into disparate policies or documents. These would be drawn together in a single reference document. Members were invited to provide comments on any areas for specific focus that may be helpful for the induction.

The Chair requested that mandatory cyber security training be provided to Members.

RESOLVED – That the verbal report be received.

12. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**
There were no questions.

13. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT**
There were no items of urgent business.

14. **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.

15. **NON-PUBLIC MINUTES**
RESOLVED – That the non-public minutes of the previous meeting held on 5th September 2024 be approved as an accurate record.

16. **IT NETWORK SEGREGATED TUNNELLING PROJECT**
The Committee received a report of the Chamberlain, concerning the IT Network Segregated Tunnelling project.

17. **IT SERVICE TRANSITION PROGRAMME**
The Committee received a report of the Chamberlain, concerning the IT Service Transition Programme.

18. **ORACLE PROPERTY MANAGER REPLACEMENT PROGRAMME - MRI HORIZON**
The Committee received a report of the City Surveyor, concerning the Oracle Property Manager Replacement Programme.

19. **SECURE CITY PROGRAMME (SCP) ISSUES REPORT**
The Committee received a joint report of the Executive Director of Environment and the Commissioner of City of London Police, concerning an update on the Secure City Programme (SCP).

20. **CYBER BREACH ACTIONS**
The Committee received a report of the Chamberlain, concerning cyber breach actions.

21. **CYBER SECURITY UPDATE**
NOTE – During this item, the Committee agreed that, under Standing Order 40, the meeting be extended in order to conclude its business.

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

22. **REPORT OF ACTION TAKEN**
The Committee received a report of the Town Clerk, concerning details of decisions taken under urgency between Committee meetings.

23. **NON-PUBLIC QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**
There were no non-public questions.

24. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT AND WHICH THE SUB COMMITTEE AGREE SHOULD BE CONSIDERED WHILST THE PUBLIC ARE EXCLUDED**
There were no items of non-public urgent business.

25. **INDEPENDENT REVIEW - OUTCOME REPORT**
The Committee received a confidential report of the Commissioner of Police.

The meeting ended at 4.27 pm

Chairman

Contact Officer: Kate Doidge
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City of London Corporation Committee Report

Committee(s): Digital Services Committee	**Dated:** 30/01/2025
Subject: Revenue Budgets – Budget 2024/25 and Draft Estimate 2025/26	**Public report:** For Decision
This proposal: • **provides business enabling functions**	
Does this proposal require extra revenue and/or capital spending?	N/A
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
Report author:	Dawit Araya, Chamberlain's Department

Summary

This report presents the annual submission of the revenue budgets overseen by your committee. It is asking Members to note the approved Budget 2024/25 and the approve the draft estimate 2025/26 for subsequent submission to Finance Committee.

The Budget 2024/25 totals £8.819m a net approved increase of £710,000 compared to the Original Budget of £8.109m. Part of the net increase is for ERP support team and out of hours service desk requirement now that the delivery of the service has been brought 'in house' from Agilysys, as well as for increased cyber security. These costs have been funded, from contingency. The remainder comprises several one-off IT projects, shown under central risk, funded either from budget underspending carried forward from 2023/24 or the Transformation Fund.

The 2025/26 draft estimate has been compiled in accordance with the overall budget policy guidelines agreed by Resource Allocation sub-committee. It totals net expenditure of £8.604m a net increase of £495,000 compared with the original budget for 2024/25. This additional cost, apart from a 2% inflation uplift is principally because of the additional pressure for ERP support team and for the out of hours service desk, which have been funded from retained savings from bringing the Agilysys contract 'in house.'

Recommendations

The Committee is requested to: -

i) note the Budget for 2024/25.
ii) approve the Draft Estimate 2025/26 for onward submission to the Finance Committee.
iii) Note the committee's capital budgets for 2025/26, set out in Appendix 2.
iv) agree that any minor amendments for 2024/25 and 2025/26 budgets arising during the corporate budget setting period be delegated to the Chamberlain.

Main Report

Background

1. The report sets out the Budget 2024/25 and the Draft Estimate for 2025/26 for your committee. This service is all under the Chamberlain, and is analysed between:

   i) **Local Risk Budgets** – these are budgets deemed to be largely within the Chief Officer's control.
   ii) **Central Risk Budgets** – These are costs whilst under the supervision of the chief officer are not under his/her direct control
   iii) **Support Services** – these cover budgets for services provided by one activity to another. The control of these costs is exercised at the point where the expenditure or income first arises as local or central risk.

2. For the tables presented in this report, figures in brackets denote expenditure, increases in expenditure, or shortfalls in income. Increases in income, and reductions in expenditure are shown as positive balances.

3. The approved Budget 2024/25 and Draft Estimate 2025/26 for the Digital Services Committee is summarised in Table 1 below. Net cost of the service is recovered from the users of the service.

Table 1 – Digital Services Committee - Revenue Budget 2024/25 & 2025/26

Original Budget 2024/25	Chamberlain Summary Revenue Budgets All Risks	Approved changes during 2024/25 (see Table 2 for detail)	Budget 2024/25	Draft Estimate 2025/26
£'000	£'000	£'000	£'000	£'000
(7,720)	Local Risk	(599)	(8,319)	(8,590)
0	Central Risk	(111)	(111)	0
(389)	Support Services	-	(389)	(14)
(8,109)	Net Expenditure	(710)	(8,819)	(8,604)
8,109	Recovery of cost from Services	710	8,819	8,604
-	Net	-	-	-

4. The approved changes to the Original Budget 2024/25 are set out below. For further details of how this is applied refer to Appendix 2.

Table 2 -Approved Changes to the 2024/25 Original Budget

	£'000
Local Risk	
Additional MHR licences for new HR system	62
Cross Corporation Cyber Security (COLPS)	91
Out of hours service team	150
ERP Support Team	296
Total Movement Local Risk (drawn down from contingency)	**599**
Central Risk	
Approved projects funded by 2023/24 carry-forward	
DDat Strategy	15
Approved projects funded by transformation fund	
Data lighthouse project	28
Power BI data architect	6
Data governor manager	12
Business analyst	40
Developer transformation	10
Total Movement Local Risk (drawdown from contingency)	111
Net Movement	**710**

Proposed Draft Estimate for 2025/26

5. The 2025/26 draft estimate overseen by the Committee has been prepared in accordance with the overall budget policy guidelines as agreed by the Policy and Resources and Finance Committees. These adjustments to the local risk cash limit comprise:

- a 2% allowance for inflation
- A retention of £747k of the Agilisys savings following the completion of payback for the project to bring the Agilisys contract back 'in house'. The savings are being retained within DITS to fund additional IT roles, including the enhanced service desk and cyber training and security.
- Less a minor adjustment of £31k to Financial Shared Services for their IT Contract for BACS Payments

These increases in the local risk budget have in part been offset by a reduction in premises costs of £349k which are now to be charged directly to end users rather than as an overhead on central services like I

6. The net increase in spending by £495,000 between the 2024/25 Original Budget and the 2025/26 Draft Estimates is shown in Table 3 below

Table 3 – Draft Estimate 2025/26				
Chamberlain Summary Revenue Budgets All Risks	Original Budget 2024/25 £'000	Draft Estimate 2025/26 £'000	Movement Better/ (Worse) £'000	Note
Local Risk				
Expenditure				
Employee Costs	(6,922)	(7,394)	(472)	a
Supplies and Services	(7,866)	(7,914)	(48)	b
Sub Total	(14,788)	(15,308)	(520)	
Income				
Fees and Charges	6760	6487	(273)	c
Recharge staff to capital projects	308	231	(77)	d
Sub Total	7,068	6,718	(350)	
Total Local Risk	(7,720)	(8,590)	(870)	
Central Risk				
Supplies and Services	0	0	0	
Total Central Risk	0	0	0	
Support Services				
City Procurement	(24)	0	24	e
Insurance	(16)	(14)	2	
Premises	(349)	0	349	f
Sub Total	(389)	(14)	375	
Net Expenditure	(8,109)	(8,604)	(495)	
Recovery of cost from Services	8,109	8,604	495	
Net	-	-	-	

The principal reasons for these are:

<u>Local Risk:</u>

An increase of £870k in local risk budgets comprising

a. An increase due to a net addition of four new roles for highlighted gaps following the transition to the 'in house service'; an increased budget for the out of hours service; and an allowance for the July 2025 pay award.

b. A net increase in supplies and services by £48k mainly relating to our 24/7 Cyber Security monitoring and response service and additional MHR licences for the HR

system. The former is to mitigate the threat posed to the City of London Corporation from Cyber Security attacks. These additional costs have in part been offset by savings on telephony and computer storage, and reduced computer software and hardware requirements

c. A reduction in fees and charges by £273k which mainly relates to the charge to the Police to recover their share of the cost of the project to end the Agilysys contract and bring the service back 'in house'. Now that these costs have been recovered the charge of £301k per annum ceases

d. A decrease to staff costs being recovered from capital projects by £77k reflecting the latest forecast of work to be undertaken on the schemes in 2025/26

Offset in part by:

Support Services:

e. A reduction of Commercial Services by £24k as a result of the new apportionment method meaning DITS are no longer charged directly

f. A £349k reduction of premises recharges as a result of a new method of apportionment where end users are charged directly rather than DITS being charged and passing the cost on as an overhead

Staffing Statement

7. The table below shows the movement in the DITS staffing and related staff costs for 2024/25 and 2025/26. The increase in posts of 4.0 fte relates to posts created to plug gaps highlighted by bringing the service back 'in house' from Agilysys. The indirect costs in 2025/26 relate mainly to provision for Cyber Security training and other training for staff.

Table 4	**Original Budget 2024/25**		**Draft Estimate 2025/26**	
Manpower Statement	**Staffing full-time equivalent**	**Estimated Cost £'000**	**Staffing full-time equivalent**	**Estimated Cost £'000**
Direct Employee Cost	87.6	(6,922)	91.6	(7,254)
Indirect Costs				(140)
Total Chamberlain	**(87.6)**	**(6,922)**	**(91.6)**	**(7,394)**

Capital Project Budgets for 2025/26

8. The committee's current approved capital projects are summarised in Appendix 2. There are no new capital bids for 2025/26. The latest forecast expenditure on these schemes will be presented to the Court of Common Council for formal approval in March 2025

Appendices

- Appendix 1 - Brief Overview of the Service
- Appendix 2 - 2024-25
- Appendix 3 - Capital Projects
- Appendix 4 - Analysis of Supplies & Services Budgets 2025/26

Contacts

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Appendix 1

DIGITAL SERVICES COMMITTEE
SERVICE OVERVIEW

Digital Information and Technology Services (DITS)

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

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

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

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

Appendix 2

Budget for 2024/25

There is a net increase in expenditure between the Committee's original and a budget for 2024/25 of £710,000. The Table below summarises the position.

Approved Budgets 2024/25				
Chamberlain Summary Revenue Budgets All Risks	Original Budget 2024/25 £'000	Budget 2024/25 £'000	Movement Better/ (Worse) £'000	Note
Local Risk				
Expenditure				
Employee Costs	(6,922)	(7,072)	(150)	i
Supplies and Services	(7,866)	(8,019)	(153)	ii
Sub Total	(14,788)	(15,091)	(303)	
Income				
Fees and Charges	6,760	6,705	(55)	
Recharge staff to capital projects	308	67	(241)	
Sub Total	7,068	6,772	(296)	iii
Total Local Risk	(7,720)	(8,319)	(599)	
Central Risk				
Supplies and Services	0	(111)	(111)	iv
Total Central Risk	0	(111)	(111)	
Support Services				
City Procurement	(24)	(24)	0	
Insurance	(16)	(16)	0	
Premises	(349)	(349)	0	
Sub Total	(389)	(389)	0	
Net Expenditure	(8,109)	(8,819)	(710)	
Recovery of cost from Services	8,109	8,819	710	
Net	-	-	-	

The principal reasons for the increase are:

<u>Local Risk:</u>

i) The increased cost of £150k principally are for the out of hours service desk, following migrating from Agilisys..

ii) £91k for increased cost for cross-Corporation Cyber Security training and a 24/7 Cyber Security Monitoring survey and £62k for the additional corporate MHR Licences for the HR system. This is to address a current shortfall in the Cyber Security training offer to officers and Members and to provide a 24/7 Cyber Security monitoring and response service to

mitigate the threat posed to the City of London Corporation from Cyber Security attacks.

iii) A decrease of income by £296k as ERP support team (an ongoing revenue cost) will be met from DiTS revenue budget rather than the ERP project

Central Risk:

iv) £111k increase in central risk budgets for agreed one-off projects funded either from transformation fund or from 2023/24 carry-forwards.

Appendix 3

Draft Capital Budgets

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

Comments	Project	Exp. Pre 01/04/24 £'000	2024/25 £'000	2025/26 £'000	2026/27 £'000	Later Years £'000	Total £'000
	Authority to start work granted						
Led by City Surveyors	Oracle Property Manager	807	938	-	-	-	1,745
IT Schemes:	IT – Member Device Refresh 2022	95	50	109	46	-	300
	IT - BMS Wired Network.	62	128				190
	IT Security		100				100
	Audio Visual Replenishment		140				140
	Corporate Device Stock Replenishment		250				250
	Public Switched Telephone Network (PSTN) Replacement		250				250
	L5-Future Network Programme		535				535
	Shadow Forecast						
Led by Chamberlains	HR Payroll, Finance, ERP	730	5,000	13,322	-	-	19,052
	TOTAL Digital Services Approved	**1,694**	**7,391**	**13,431**	**46**	**0**	**22,562**

Notes

1. Pre-implementation costs comprise feasibility and option appraisal expenditure which has been approved in accordance with the project procedure, prior to authority to start work. These figures exclude the implementation costs of those schemes which have yet to receive authority to start work.

2. The latest Capital Project forecast expenditure on approved schemes will be presented to the Court of Common Council for formal approval in March 2025

3.The Shadow Forecasts represents expenditure yet to be approved, as it has not reached the Gateway stage. Where preliminary/pre-implementation costs have been approved these have been shown on the same line for clarity.

4. The Oracle Property Management System and ERP Projects are not DITS sponsored projects but are shown for completeness. Approve pre-implementation costs are shown on the same line for clarity.

Appendix 4

Analysis of Supplies & Services Budgets

Supplies & Services	Original Budget 2024/25	Estimate 2025/26	Vatiance	Note
	£'000	£'000	£'000	
Telephony	266	144	122	1
Mgd Service & Storage & Compute	2678	2573	105	2
Hardware & Software	1352	1254	98	3
Corporate Licences	2242	2393	(151)	4
Network	1328	1550	(222)	5
TOTAL	**7866**	**7914**	**(48)**	

Notes

1. Savings on mobile phone and other telephony contracts

2. Additional cost of cyber security in revised offset in 2025/26 draft estimate by anticipated storage savings

3. Anticipated reduced requirement for hardware and software.

4. Principally the cost of additional MHR licences for the new HR system

5. Anticipated increase costs due to cyber security and monitoring service

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Committees: Digital Service Committee - *For Decision* Projects and Procurement Sub Committee – *For Information*	**Dates:** 30 Jan 2025 4 Feb 2025
Subject: Public Switched Telephone Network (PSTN) Replacement **Unique Project Identifier:** 12453	**Issue Report**
Report of: Chamberlain **Report Author:** Nishat Faruque	**For Decision**
PUBLIC	

1. Status update	**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. The work mitigates corporate risk CR40. **RAG Status:** Amber. (Green at last report to Committee) The project is marked Amber due to the need to migrate failing lift and alarm devices before completing the PSTN audit and earlier than originally scheduled. Approving the requests in this issue report will address risks associated with device failures caused by the PSTN and 3G shutdown, as detailed in Section 4.**Risk Status:** Low (Low at last report to committee) **Total Estimated Cost of Project (excluding risk):** £2.5m **Change in Total Estimated Cost of Project (excluding risk):** £0 **Spend to Date:** No spend to date. **Costed Risk Provision Utilised:** None.

	Slippage: None.
2. Requested decisions	**Next Gateway:** Gateway 3/4 - Options Appraisal (Regular) **Requested Decisions:** 1. Note that since the last committee, the total estimated cost for the project remains at £2.5m, subject to the results of the PSTN audit, which will reveal exactly how many lines and devices must be migrated. 2. Approve an additional budget drawdown of £350k ahead of the completion of the PSTN Audit for the migration of high priority analogue lines and devices associated with Facilities Management across the City of London Corporate Property Group, the Barbican Housing Estate, and the Community and Children's Services Department (Housing). 3. Note the revised budget for Gateway 2 is £550k (excluding risk). 4. Approve Option **2**, subject to decision of Digital Services Committee.
3. Budget	1. Since the last committee, the total estimated cost for the project remains at £2.5m, subject to the results of the PSTN audit. 2. Of the £200k requested for Gateway 1 and 2, the project expects to spend the full amount on the procurement of the PSTN Audit Contract and internal staff costs. 3. Of the £50k allocated for CRP for Gateway 2, none of the risk provision has been drawn down. 4. The project requires an additional budget drawdown of £350k to action Option 2 at Gateway 2. 5. The budget breakdown is based on estimates to migrate lift and alarm devices and were provided by Facilities Management across Corporate Property Group, Housing and Barbican Estate. 6. No funding is being requested from the City Bridge Foundation, as no changes are planned for CBF sites at this stage.

Item	Reason	Funds/ Source of Funding	Cost (£)
GSM (Global System for Mobiles) - Barbican Estate	To replace PSTN dependant lines and devices with	City Fund: 60% City Estate: 40%	£150k

	SIM technology		
GSM Units - Housing	To replace PSTN dependant lines and devices with SIM technology	City Fund: 60% City Estate: 40%	£100k
GSM Units – Corporate Property Group	To replace PSTN dependant lines and devices with SIM technology	City Fund: 60% City Estate: 40%	£100k
Total			£350k

Costed Risk Provision requested for this Gateway: An additional risk provision of £50k is required at this Gateway. This brings the total CRP amount for Gateway 2 to £100k.

4. Issue description

1. At the last committee meeting, the proposed project plan outlined the need to audit the Corporation's entire PSTN network before implementing any changes to connections or devices. The audit will begin in February 2025 and is expected to be completed within seven months. Result will be shared with relevant committees at the next Gateway report.
2. Since the last committee, Facilities Management and Housing have advised that several lift and fire alarm devices are failing due to existing PSTN line faults and dependence on the 3G network, which is also being phased out. These non-compliant devices pose significant risk to both site users and the Corporation.
3. While a physical audit will be conducted at the affected sites to identify further connections, fire and lift devices have already been identified as a priority for replacement by the departments.
4. Most are suitable for migration to wireless GSM devices, which utilise the 4G and 5G network via a SIM card, as opposed to physical lines.
5. For these reasons, it is recommended that lift and alarm systems are migrated without delay (Option 2 below).

5. Options	**Option 1 –** Delay funding request and device replacement until post-audit (Gateway 3/4/5): • **Not recommended** due to reduced time for completing replacements after the audit. • Increased risk of device failures due to existing faults and the ongoing phase-out of the 3G network. • Replacing devices individually as they fail prevents the Corporation from capitalising on economies of scale. **Option 2 –** Migrate known devices, such as lift lines and alarms, alongside the PSTN audit based on the recommendation from Facilities Management: • **Recommended approach.** • Enables Facilities Management to initiate a centrally managed replacement program with funding readily available. • Provides sufficient time to conduct market research and tender processes as needed. • Reduces the risk of device failures. • The procurement of devices will be managed by the respective departments and Commercial Services.

Appendices

Appendix 1	Project Coversheet
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

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.

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.

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.

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.

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.

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.

[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)?

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.

The switch is an opportunity for the Corporation to simplify and future proof systems, reduce costs, boost sustainability, and enable a more flexible workplace.

[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;

- 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, John James
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>

City of London: Projects Procedure Corporate Risks Register

Project Name:	PSTN Replacement	PM's overall risk rating:	Medium	CRP requested this gateway	£ 100,000	Average unmitigated risk	3.0
Unique project identifier:	PV12345	Total estimated cost (exc risk):	£ 2,500,000	Total CRP used to date	£ -	Average mitigated risk score	0.0

Open Risks: 3

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	2	(2) Financial	There is a potential risk that the procurement costs for GSM units may exceed initial estimates	If the costs are higher than anticipated, it could lead to budget overruns, which might require seeking additional funding.	Possible	Minor	3	£350,000.00	Y - for mitigation costs	B – Fairly Confident	Cost estimates have been received from suppliers and contract managers involved.	£50,000.00			£50,000.00		£0.00	CRP will be used to cover costs for GSM units.			Nishat Faruque		
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						
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City of London Corporation Committee Report

Committee(s): Digital Services Committee	**Dated:** 30th January 2025
Subject: Annual Review of Terms of Reference for the Digital Services Committee	**Public report:** For Decision
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
Report author:	Kate Doidge, Governance Officer

Summary

This report concerns the annual review the Terms of Reference of the Digital Services Committee, for the approval of previously suggested amendments before they are submitted to the Policy & Resources Committee, in time for the annual reappointment of Committees by the Court of Common Council.

The proposed amended Terms of Reference for the Digital Services Committee are attached at Appendix 1.

Recommendation(s)

That Members agree that the proposed amended Terms of Reference for the Digital Services Committee (Appendix 1) be approved for submission to the Court of Common Council in April 2025, and that any further changes required in the lead up to the Court's appointment of Committees be delegated to the Town Clerk in consultation with the Chair and Deputy Chair.

Main Report

1. The City of London Corporation's Committees review their Terms of Reference annually.

2. The Terms of Reference were received by the Digital Services Committee at its meeting on 13th November 2024, to consider and discuss any changes, and to allow time for proposed changes to be considered and developed at subsequent meetings.

3. At this meeting, it was agreed that paragraph (d) of the Terms of Reference be amended to reflect that data breaches, when they occur, are reported to the Digital Services Committee. Officers took this action away for consideration and to draft appropriate wording, and the proposed amendment to the Terms of Reference can be found at Appendix 1.

4. In addition to amending the Terms of Reference to refer to the receiving of any data breaches, it is also suggested to refer to the reporting of lost / stolen devices, and the Committee's supporting the prompt reporting to all relevant authorities once a breach has been identified. The proposed amendment codify practice already occurring at the Committee. Again, the proposed amendment can be found at Appendix 1.

5. Following approval, the amended Terms of Reference shall be submitted to the Policy & Resources Committee, for onward submission to the Court of Common Council in April 2025.

6. It is therefore recommended that the Digital Services Committee approve the proposed amendment its Terms of Reference.

Appendices

- Appendix 1 – Proposed Amendment to the Digital Services Committee Terms of Reference.

Kate Doidge

Governance Officer

E: kate.doidge@cityoflondon.gov.uk

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 Schools[1]

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, to include receiving reports on breaches (such as cyber, lost / stolen devices, and Data Protection); to include supporting the prompt reporting to all relevant authorities (e.g. ICO) once a breach has been identified;

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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City of London Corporation Committee Report

Committee(s): Corporate Services Committee – *For Information* Finance Committee – *For Information* Digital Services Committee – *For Information*	**Dated:** 08/01/2025 21/01/2025 30/01/2025
Subject: Enterprise Resource Planning (ERP) Programme Update Report	**Public report:** For Information
This proposal: • **delivers Corporate Plan 2024-29 outcomes** • **provides business enabling functions**	Providing Excellent Services
Does this proposal require extra revenue and/or capital spending?	No
If so, how much?	n/a
What is the source of Funding?	n/a
Has this Funding Source been agreed with the Chamberlain's Department?	n/a
Report of:	Chief People Officer; Ali Littlewood & The Chamberlain, Caroline Al-Beyerty
Report author:	Simon Gray, Chamberlain's Department

Summary

This report provides an update on the advancements in the Enterprise Resource Planning (ERP) Programme for the fourth quarter of 2024.

The City of London Corporation is undertaking a major programme to replace its systems with an ERP solution, which will take over the duties from the current legacy systems; namely City People (Midland i-Trent) for HR & Payroll, and Oracle R12 for strategic as well as operational finance functions. This new ERP system will update and significantly improve the technology used to provide our essential behind-the-scenes services.

The ERP Programme has achieved significant milestones in the last 3 months, including completing the procurement exercise for the System Integrator Partner, recruiting to roles within the programme team.

The programme timeline has been mapped to deliver in three phases.

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 Operational 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.

Programme Update

3. The programme has been rebranded as “Programme Sapphire”. Establishing a brand for the programme will underpin the change and communications strategy. We will create a recognisable and relatable brand which our audience can engage with and seek to avoid being view as a system replacement – i.e. a technical programme rather than a transformation programme. It also provides a separation from the Programme delivery phase and the future operational state.

4. The programme held a kick-off event on the 17th of November which included over 80 members of the programme team (included the team from the system integrator).

5. During October / November the programme team worked with the system integrator (HCL) to complete the statement of works which confirms the timing, scope and approach of the programme

   i. The programme timeline is being delivered in 3 waves:

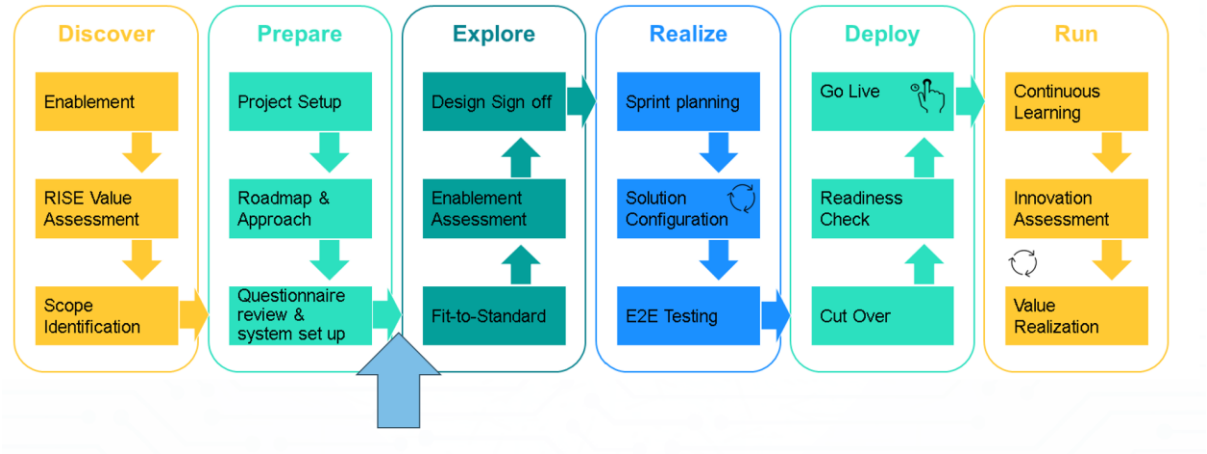
   - Wave 1: Learning Management, Performance and Goals & Recruitment – Q1 2025
   - Wave 2: Full HR and Payroll – Q4 2025
   - Wave 3: Finance – Q1 2026

   The payment to the System Integrator is aligned to the above delivery schedule on a milestone basis.

   ii. The requirements of the Corporation are consistent with those that were included in the Invitation to Tender that were issued (no change in scope).

   iii. The approach is based on the Corporation adopting to best practice using the SAP Public Cloud (Adopt not Adapt).

6. The programme is following the SAP Activate methodology and is now in the "Explore Phase" as shown below:



7. The Explore phase will be delivered between 18th November 2024 and 31st March 2025. There are currently over 200 "fit to standard workshops" scheduled to agree the design of the solution.

8. The initial focus has been on Wave 1 design workshops, which are scheduled to be completed by December 20th, 2024, and are on track at the time of writing this report. The first data migration wave will be delivered in December 2024 to support Wave 1 testing.

9. The Realise / Deploy and Run phases will be delivered iteratively for each Wave (see appendix A for detail).

10. The Corporation has also set up networking with other Local Authority customers who are on a similar journey including:

    i. Gloucestershire County Council (SAP upgrade to Public Cloud – Testing Phase)
    ii. Manchester City Council (SAP upgrade to Public Cloud – nearing end of Design)
    iii. Warrington Borough Council (SAP upgrade – end of procurement)

11. The intention is to meet monthly on a virtual basis – initial meetings will focus on each party sharing where it is and challenges / opportunities. The plan will be to develop specific knowledge sharing acoss the functional areas. The above has been facilitated by SAP

12. The program is progressing according to the approved budget.

Programme Next Steps

13. The primary focus will be on completing the fit to standard workshops. The Wave 1 workstreams will also be delivering the change readiness assessments in January which will include:

    i. Testing Plans
    ii. Training Plans

iii. Communications Plans
iv. Cutover Plans
v. Business Support Plans

14. The plans for Wave 2 & 3 Wave will be due after sign-off of the whole design in March. This will include identified benefits discovered as part of the design workshops. During the workshops we are performing as-is process work to validate the benefits targeted

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 – Digital Services Committee, Finance Committee and Court of Common Council 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.

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

The last quarter saw notable advancements in the rollout of the new Enterprise Resource Planning (ERP) system, set to supersede the existing systems for Finance, HR, Payroll, and Operational Procurement. Selection of the System Integrator Partner is finalised, with the project aiming to conclude its planned scope by April 2026. The team is now focusing efforts on preparation tasks, such as staffing, data verification, change planning, and initial programme announcements. Members should acknowledge this report.

Simon Gray
ERP Programme Manager
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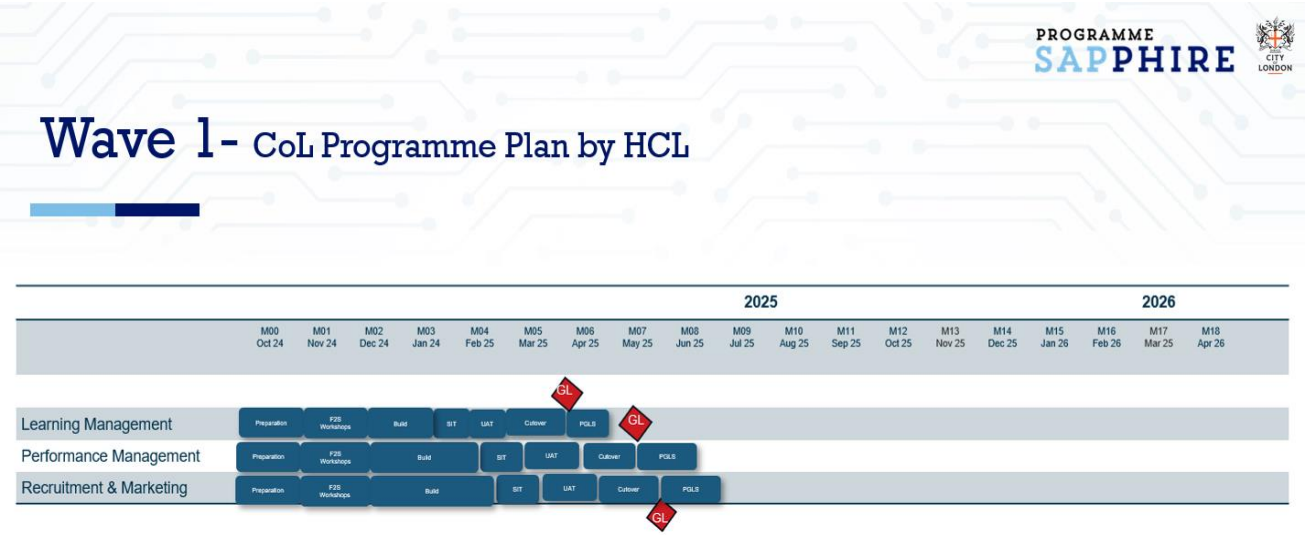
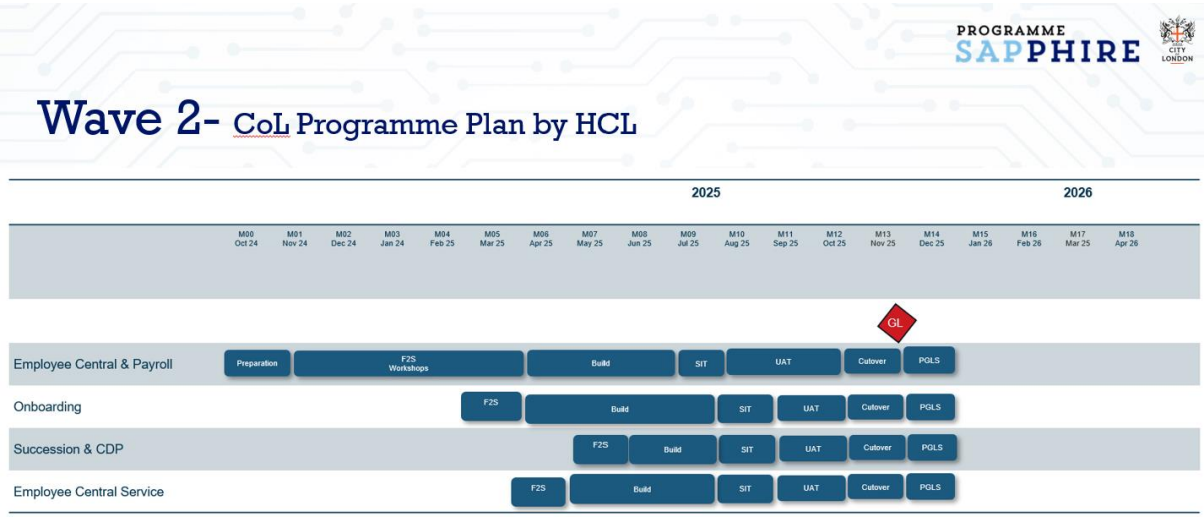
Appendix A

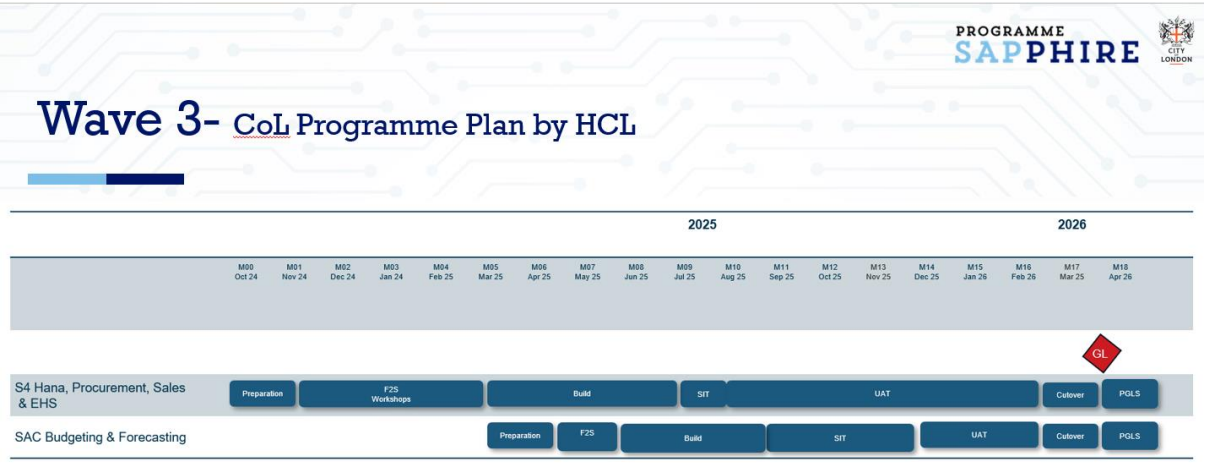
Wave 1



Wave 2



Wave 3



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Committees:	**Dates:**
Police Authority Board – for decision (Urgency) Projects and Procurement Sub – for information Digital Services Committee – for information	Under Urgency 09 December 2024 30 January 2025
Subject: COLP Device Refresh **Unique Project Identifier:** *PV Project ID* – Pending Projects Board	**Gateway 1-5 Authority to Start Work** Light
Report of: Chamberlain **Report Author:** Zakki Ghauri	**For Information**
PUBLIC	

Recommendations

1. Approval track, next steps and requested decisions	**Project Description:** *The purpose of this project is to replace existing end-of-life devices in the COLP IT estate. The City of London (across Corporation and all institutions) recently conducted a joint device evaluation process. The result of the evaluation was that HP devices were, overall, the most suitable device to issue to the workforce in the future. This project will purchase and rollout new HP devices and Docks across COLP and decommission end-of-life end-user devices.* *Procurement have managed route to market with HP with XMA as reseller, including COLP funding approach detailed. Papers have been signed off by Digital Services Committee in July and Court of Common Council in September 2024* **Next Gateway:** Gateway 6 Outcome Report **Next Steps:** *Decision on budget request to enable COLP Device Refresh Project to commence ordering devices, via COLP Finance governance* **Requested Decisions:** 1. That budget of **£1,703,000** is approved for COLP Device Refresh to reach the next Gateway; 2. Note the project budget of **£1,703,000** (excluding risk);

<table>
<tr><td></td><td>3. Note the total estimated cost of the project at £1,703,000 (excluding risk);
4. That a Costed Risk Provision of £0 is approved (to be drawn down via delegation to Chief Officer).
5. Note – A credit is anticipated for the sale of the end-of-life devices for £72k, which would result in an overall net cost of £1.631m
6. That Option 1 is approved</td></tr>
<tr><td>2. Budget</td><td>Complete this section in consultation with your Head of Finance
<table>
<tr><th>Item</th><th>Reason</th><th>Funds/ Source of Funding</th><th>Cost (£)</th></tr>
<tr><td>HP Devices and Docks</td><td>Replace end-of-life COLP devices</td><td>COLP Capital Budget</td><td>£1,703,000</td></tr>
<tr><td>Resources</td><td>Manage and deliver device replacement project</td><td>N/A – Existing Resources</td><td>£0</td></tr>
<tr><td>Total</td><td></td><td></td><td>£1,703,000</td></tr>
</table>
Costed Risk Provision requested for this Gateway: £0</td></tr>
<tr><td>3. Governance arrangements</td><td>• Digital Service Committee
• Project Sponsor – Jonathan Chapman – COLP Head of IT
• COLP Devices Project Board</td></tr>
<tr><td>4. Progress reporting</td><td>Six monthly progress reports to Spending Committee and any project changes will be sought by exception via Issue Report to Spending and Projects Sub Committees</td></tr>
</table>

<u>Project Summary</u>

5. Context	*1. Most of the CoL and CoLP device estate is now out of warranty and cannot be extended.* *2. In addition, over 50% of the devices in the estate will become end of life via forced obsolescence in 2024, with more devices to become end-of-life in 2025*

	3. *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* 4. *CoL will be required to carry the risk of against these devices until the refresh has completed.*
7. Brief description of project	1. *The purpose of this project is to replace existing end-of-life devices in the COLP IT estate* 2. *The City of London (across Corporation and all institutions) recently conducted a joint device evaluation process.* 3. *The result of the evaluation was that HP devices were, overall, the most suitable device to issue to the workforce in the future* 4. *This project will purchase and rollout new HP devices and Docks across COLP and decommission end-of-life end-user devices. Buy back value is expected to be realised from the resale of COLP end-of-life devices.*
8. Consequences if project not approved	1. *With increased adoption of digital services across all part of the organisation, demands on the physical devices have increased and users require more processing power in both memory, CPU and in some case storage.* 2. *CoL has been hindered by the extremely poor hardware performance of devices, in particular the Surface Pro 7 variant which is predominant in COLP estate.* 3. *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.* 4. *The compromised hardware performance, will continue to harm COLP's officer and staff operational efficiency* 5. *In addition, the end-of-life unsupported devices present security and device failure risks*

9. SMART project objectives	*1. Purchase and rollout new HP devices and Docks to replace all COLP end user devices across the estate over a 5-month period, commencing in December 2024*
10. Key Benefits	*1. **Stable and reliable application performance** - Significantly more powerful and robust base device for all end-users, enabling reliable access to all core Microsoft and Force specific applications* *2. **Increased longevity of devices** – With a baseline i7 Processor across the IT estate, this will ensure resilient performance as future device updates and enhancements require more system resources* *3. **Evergreen device management** - Move beyond a typical end-of-life cycle with device warranties which can be extended* 4. ***Simplicity** – One device across the estate. Replacing the existing 6 variants that currently sit within the COLP device estate.* *5. **Buy Back Value** – Resale of COLP end-of-life devices, has been estimated at £72k. This has been calculated based off the maximum estimate of £144k provided by reseller, with a 50% discount rate applied. This accommodates for potentially lower quality/condition devices being returned by COLP. The final buy back value received, will offset a proportion of the COLP £1.7m project cost. Note final value will depend on condition of COLP devices and will vary from estimate.*
11. Project category	7a. Asset enhancement/improvement (capital)
11. Project priority	A. Essential
12. Notable exclusions	***Out of scope for this project;*** *1. Additional Docks or Travel Docks for end-users for Working from Home* *a. Existing travel docks that end-users have at home, will be compatible with the new HP devices* *2. Additional devices, hardware or peripherals for end-users*

	a. Unless this is covered by reasonable adjustments which will be solicited during project comms *3. Device Usage Training*

Options Appraisal

1. Overview of options	*Option 1 – Procure HP devices* *Option 2 – Procure Lenovo devices* *Option 3 – Do nothing*
2. Risk	**Overall project risk:** Low *Main risks* *1. Devices are not able to be procured in 2024 to benefit from best possible cost savings* *2. Buy Back total income is lower than expected* *3. Windows 11 readiness work is not completed before the device rollout* *4. Tech Support resourcing - Unable to rollout 100 x devices per week* Further information available within the Risk Register (Appendix 2) and Options Appraisal.

Resource Implications

3. Total estimated cost	For recommended option 1 **Total estimated cost (excluding risk): £1,703,000** **Total estimated cost (including risk): £1,703,000**	
4. Funding strategy	Is the funding confirmed: All funding fully guaranteed	Who is providing funding: Internal - Funded wholly by City's own resource
	Recommended option	
	Funds/Sources of Funding	**Cost (£)**

CoLP direct revenue financing (as part of the approved CoLP Capital Programme)	£1.631m
Disposal of existing devices (Buy Back Value) – Please refer to section 9.5	£0.072m
Total	£1.703m

Appendices

Appendix 1	Project Briefing – Gateway 1 paper submitted separately
Appendix 2	Risk Register
Appendix 3	PT4 Form – Not produced. Procurement advised Financial Appraisal Form was completed by Corp. treasury team and XMA passed. Documents included in appendix
Appendix 4	Device Vendor Price Comparisons

Contact

Report Author	Mark Oldfield
Email Address	mark.oldfield@cityoflondon.police.uk
Telephone Number	

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Options appraisal table.

	Option 1 – HP	***Option 2 – Lenovo***	***Option 3 – Do nothing***
• **Design Summary**	Purchase new COLP laptops via HP	Purchase new COLP laptops via Lenovo	Do nothing – Retain existing laptop devices
• **Scope and exclusions**	**In Scope** • Distribute new HP Devices to end-users • Allow for reasonable adjustments, where there are specific requirements for certain users • Distribute new Docks for COLP desks across the estate • Collect and decommission existing devices and docks from end-users and COLP desks • Undertake a COLP Windows 11 Readiness Assessment for a decision to be made on ability for COLP to rollout new devices directly on Windows 11 **Out of Scope**	**In Scope** • Distribute new HP Devices to end-users • Allow for reasonable adjustments, where there are specific requirements for certain users • Distribute new Docks for COLP desks across the estate • Collect and decommission existing devices and docks from end-users and COLP desks • Undertake a COLP Windows 11 Readiness Assessment for a decision to be made on ability for COLP to rollout new devices directly on Windows 11 **Out of Scope**	**In Scope** • Retain existing laptops **Out of Scope** • Do not procure any new devices or peripherals

	Option 1 – HP	***Option 2 – Lenovo***	***Option 3 – Do nothing***

	• Additional Docks or Travel Docks for end-users for Working from Home
	  ○ Existing travel docks that end-users have at home, will be compatible with the new HP devices
	• Additional devices, hardware or peripherals for end-users
	  ○ Unless this is covered by reasonable adjustments as referenced above
	• Device Usage Training
		• Additional Docks or Travel Docks for end-users for Working from Home
		  ○ Existing travel docks that end-users have at home, will be compatible with the new HP devices
		• Additional devices, hardware or peripherals for end-users
		  ○ Unless this is covered by reasonable adjustments as referenced above
		• Device Usage Training	

Project Planning			
• **Programme and key dates**	• Device build and testing – Sep-Oct 24 • Device procurement – Oct/Nov 24 • Device comms and Business engagement - Oct/Nov 24 • Device rollout – Nov 24-Apr-25	• Device build and testing – Sep-Oct 24 • Device procurement – Oct/Nov 24 • Device comms and Business engagement - Oct/Nov 24 • Device rollout – Nov 24-Apr-25	N/A
• **Delivery Team**	**Project SRO** - Jonathan Chapman (Head of IT)	**Project SRO** - Jonathan Chapman (Head of IT)	N/A

	Option 1 – HP	***Option 2 – Lenovo***	***Option 3 – Do nothing***
	Project Manager - Mark Oldfield (DITS Project Manager) **Senior User** - Terry Lee (COLP Solution Architect) **Senior Supplier** - James Gibson (COLP IT) / XMA (3rd Party)	**Project Manager** - Mark Oldfield (DITS Project Manager) **Senior User** - Terry Lee (COLP Solution Architect) **Senior Supplier** - James Gibson (COLP IT) / XMA (3rd Party)	
• **Risk implications**	Overall project option risk: Low 1. Devices are not able to be procured in 2024 to benefit from best possible cost savings - Increased project capital costs e.g. estimated. 5-10% cost increment on device order costs in 2025 2. Buy Back total income is lower than expected - Proportion of capital costs cannot be recovered via Buy Back activity 3. Windows 11 readiness work is not completed before the device rollout - COLP is not ready to rollout new devices. Causing either a delay to the rollout, or incremental effort from COLP IT to rollback devices to Windows 10 OS - this would take approx. 10 minutes per device and 300+ resource hours in total	Overall project option risk: Low 1. Devices are not able to be procured in 2024 to benefit from best possible cost savings - Increased project capital costs e.g. estimated. 5-10% cost increment on device order costs in 2025 2. Buy Back total income is lower than expected - Proportion of capital costs cannot be recovered via Buy Back activity 3. Windows 11 readiness work is not completed before the device rollout - COLP is not ready to rollout new devices. Causing either a delay to the rollout, or incremental effort from COLP IT to rollback devices to Windows 10 OS - this would take approx. 10	Overall project option risk: High 1. Reduced operational efficiency of officers and staff with poor performing IT equipment 2. End-of-life devices with increased liable to fail 3. End-of-life devices with Increased security vulnerabilities

	Option 1 – HP	***Option 2 – Lenovo***	***Option 3 – Do nothing***
	4. Tech Support resourcing - Unable to rollout 100 x devices per week - Risk to builds taking longer than planned if issues encountered, or resources unavailable due to workload conflicts Further information available within the Risk Register (Appendix 2).	minutes per device and 300+ resource hours in total 4. Tech Support resourcing - Unable to rollout 100 x devices per week - Risk to builds taking longer than planned if issues encountered, or resources unavailable due to workload conflicts	
• **Benefits**	1. HP offers a strong range of device models 2. HP is committed to sustainable product manufacture and device lifecycle management 3. HP offers robust repairability and upgradability to enables ease of device management and maintenance 4. Costs are significantly lower than comparable Lenovo models 5. Provides a low weight device for ease of mobility for end-users 6. HP includes Intune plug-in enabling management directly	1. Lenovo offers a strong range of device models 2. Lenovo is committed to sustainable product manufacture and device lifecycle management 3. Lenovo offers robust repairability and upgradability to enables ease of device management and maintenance	1. No financial outlay for the COLP 2. No requirement on IT resources to deliver project

	Option 1 – HP	***Option 2 – Lenovo***	***Option 3 – Do nothing***
	from Intune making HP device management easier and cheaper 7. HP batteries have large capacity and a three-year warranty		
• **Disbenefits**	• No disbenefits were identified in the COLP IT HP review	1. Lenovo costs are significantly higher than comparable HP models 2. Lenovo are slightly heavier devices compared to HP models for end users to transparent to and from officer 3. Intune plug-in unavailable for Lenvo requiring more expensive third-party application to enable device management 4. Lenovo batteries are smaller compared to HP with only a one-year warranty	1. Inefficiencies in end-user working practices 2. Negative impacts on IT resources to manage devices susceptible to issues
• **Stakeholders and consultees**	*1. Procurement - Charlotte Rendle* *2. Finance - Steve Reynolds* *3. H&S - Nicola Scoon* *4. IMS - Simone Edwards* *5. Local Policing - Bill Duffy*	*1. Procurement - Charlotte Rendle* *2. Finance - Steve Reynolds* *3. H&S - Nicola Scoon* *4. IMS - Simone Edwards* *5. Local Policing - Bill Duffy*	N/A

	Option 1 – HP	***Option 2 – Lenovo***	***Option 3 – Do nothing***
	6. Specialist Ops - Amanda Horsburgh *7. Facilities - Trevor Ulla* *EIA completed – Formal assessment no required*	*6. Specialist Ops - Amanda Horsburgh* *7. Facilities - Trevor Ulla* *EIA completed – Formal assessment no required*	
Resource Implications			
• **Total estimated cost**	Total estimated cost (excluding risk): ***£1,702,408*** *High confidence level in costs* Total estimated cost: (including risk): ***£1,702,408***	Total estimated cost (excluding risk): ***£1,946,577*** *High confidence level in costs* Total estimated cost: (including risk): ***£1,946,577***	N/A
• **Funding strategy**	CoLP direct revenue financing (as part of the approved CoLP Capital Programme)	CoLP direct revenue financing (as part of the approved CoLP Capital Programme)	N/A
• **Estimated capital value/return**	£72k Estimated Buy Back Value of existing COLP devices	£72k Estimated Buy Back Value of existing COLP devices	NONE
• **Ongoing revenue implications**	NONE	NONE	NONE
• **Investment appraisal**	Investment appraisal methodologies have not been utilised to compare options. Vendors have been compared based on their respective price points, which	Investment appraisal methodologies have not been utilised to compare options. Vendors have been compared based on their respective price points, which	N/A

	Option 1 – HP	***Option 2 – Lenovo***	***Option 3 – Do nothing***
	includes warranty costs, which offer extended device longevity. See vendor price comparison in Appendix 4	includes warranty costs, which offer extended device longevity. See vendor price comparison in Appendix 4	
• **Affordability**	HP offers increased affordability based on its lower unit prices. Enabling COLP to afford higher spec i7 devices, to realise key project benefits with improved device performance and longevity	Lenovo provides reasonably priced devices, however offers lower affordability compared to HP. Higher spec Lenovo i7 devices pushes COLP significantly over allocated budget. Costing £244k more than equivalent HP devices.	N/A
• **Procurement strategy/route to market**	Route to market for the devices has been organised by Commercial Lead, Aga Watt in the COL/P Procurement team in agreement with Corporation Legal and Meta (Framework advisors). This additional procurement activity has been required as the previous XMA contract exceeded its value limits. Commercial Services identified an IT VAR Reseller framework, Efficiency East Midlands (EEM) EEM0077 as a compliant route to market for the device purchase. In January 2024, XMA, an incumbent supplier, was requested by the City DITS team to conduct market engagement with laptop vendors (including Lenovo, HP, and Microsoft) to identify the best specifications,	Route to market for the devices has been organised by Commercial Lead, Aga Watt in the COL/P Procurement team in agreement with Corporation Legal and Meta (Framework advisors). This additional procurement activity has been required as the previous XMA contract exceeded its value limits. Commercial Services identified an IT VAR Reseller framework, Efficiency East Midlands (EEM) EEM0077 as a compliant route to market for the device purchase. In January 2024, XMA, an incumbent supplier, was requested by the City DITS team to conduct market engagement with laptop vendors (including Lenovo, HP, and Microsoft) to identify the best specifications,	N/A

	Option 1 – HP	***Option 2 – Lenovo***	***Option 3 – Do nothing***
	quality, and prices for the City's requirements. A well-attended soft market vendor day was organised, where leading vendors presented their device offerings. To secure competitive pricing, vendors provided deal registrations via XMA, designating them as the reseller. This market testing provided a range of choices and best price options for the City. Vendors committed to offering deal registration prices through XMA. There was a corporate contract with XMA at the time of the soft market event, which expired on 25th May 2024. This contract could not be extended due to overspending. With the Deal Registration between XMA and HP, in meant that the corporation received the best market price, as such no formal tender evaluation took place. The biggest risk identified was around not involving Commercial Service in planning of the Soft Market testing by XMA until just before the event, as different approach would likely have been chosen in relation to market engagement.	quality, and prices for the City's requirements. A well-attended soft market vendor day was organised, where leading vendors presented their device offerings. To secure competitive pricing, vendors provided deal registrations via XMA, designating them as the reseller. This market testing provided a range of choices and best price options for the City. Vendors committed to offering deal registration prices through XMA.	

	Option 1 – HP	***Option 2 – Lenovo***	***Option 3 – Do nothing***
	Procurement have received approval from Digital Services Committee in July and Court of Common Council in September 2024 for a call off contract for HP devices with XMA as the reseller.		
• **Legal implications**	*NONE*	*NONE*	• Potential negative implication on Legal team department staff, with diminished ability to effectively undertake their roles, having to use sub-optimal IT hardware
• **Corporate property implications**	*NONE*	*NONE*	• Potential negative implication on Corporate Property team department staff, with diminished ability to effectively undertake their roles, having to use sub-optimal IT hardware
• **Traffic implications**	*NONE*	*NONE*	• Potential negative implication on Traffic team department staff, with diminished ability to effectively undertake their roles, having to use sub-optimal IT hardware
• **Sustainability and energy implications**	1. XMA will offer a buyback programme for existing devices, promoting a circular economy, and	1. XMA will offer a buyback programme for existing devices, promoting a circular economy, and enabling the reinvestment of funds towards new additional devices	N/A

	Option 1 – HP	***Option 2 – Lenovo***	***Option 3 – Do nothing***
	enabling the reinvestment of funds towards new additional devices 2. XMA will collaborate with the City on specific Responsible Procurement Targets 3. XMA has provided their Carbon Reduction Plan (2024) and their Environmental and Social Governance strategy	2. XMA will collaborate with the City on specific Responsible Procurement Targets 3. XMA has provided their Carbon Reduction Plan (2024) and their Environmental and Social Governance strategy	
• **IS implications**	*NONE*	*NONE*	• Devices are out of support and pose increased security vulnerability risk
• **Equality Impact Assessment**	• *An equality impact assessment will be undertaken* Note - Confirmed via EIA team that no formal assessment is required	• *An equality impact assessment will be undertaken* Note - Confirmed via EIA team that no formal assessment is required	N/A
• **Data Protection Impact Assessment**	*NONE*	*NONE*	
• **Recommendation**	Recommended	Not recommended	Not recommended

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Appendix 1 Project Briefing – Gateway 1 paper submitted separately

COLP-Devices-Refresh-G1-ProjectBriefingv

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Appendix 2 Risk Register

TYPE	ID	RISK DESCRIPTION	STATUS	RISK/ISSUE MITIIGATION	RISK MITIGATION	RESIDUAL RISK SCORE (1-25)	RESPONSE TYPE	DEADLINE	COMMENTS / NEXT ACTIONS
Risk	R01	Procurement route is not approved by Committees	Closed	Efforts in place to push through into July Committees. Procurement approach validated by Meta	75%	2.5	Transfer	27/09/2024	Procurement approval received in September
Risk	R02	Devices are not able to be procured in 2024 to benefit from best possible cost savings	Open	Route to market and Finance team conversations in place to support COLP procuring majority of required devices in 2024	25%	6.0	Treat	06/12/2024	Funding confirmed via COLP Finance. Now awaiting finance release through Gateway process
Risk	R03	COLP IT now has 60% of its device estate as end-of-life	Open	Solution Architect reviewing firmware updates with Systems team to mitigate any risks on estate	75%	3.8	Tolerate	28/03/2025	Swift procurement of devices to remedy to this via PM / SA reviewed with Systems Firmware drivers
Risk	R04	End-User Reasonable Adjustments currently not recorded	Not Started	Using existing multiple user device data as a baseline. MS Forms made available via comms to gather additional requirements	50%	2.5	Treat	01/11/2024	PM to offer option for reasonable adjustment requests to come forward ahead of the device procurement
Risk	R05	Windows 11 readiness work is not completed before the device rollout	Open	Prep work has begun to build some momentum. Formal project required to provide structure and governance to this priority	50%	6.0	Treat	15/11/2024	Windows 11 testing underway with target date of October to close
Risk	R06	Windows 11 testing uncovers compatibility issues with existing systems	Open	As part of the readiness and testing, work will need to be done to identify plans to overcome any compatibility issues	50%	6.0	Treat	15/11/2024	Windows 11 testing underway with target date of October to close
Risk	R07	Tech Support resourcing - Unable to rollout 100 x devices per week	Open	Tech Support team actively involved in project from inception	50%	7.5	Treat	29/11/2024	Current device build prep work, is key task to ensure this is achievable
Risk	R08	CMDB will not be fit for purpose by close of Device rollout	Open	Liaise with Service Delivery at early project phase and Tech Support to	75%	4.0	Transfer	25/10/2024	Positive conversations indicating that minimal effort is required to resolve

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				define requirements for a successful transition					issues for BAU management
Risk	R09	DITS is unable to support a mixed Windows OS (10 and 11) estate	Open	DITS User Services AD has been investigating other council set-ups to provide reassurance on management approach	100%	0.0	Terminate	25/10/2024	Tech Support AD confirmed this is not considered a concern and happy to support a mixed estate
Risk	R10	New device build issues surface during rollout	Not Started	Engagement with XMA at early planning phases, with Solution Architect and Tech Support team working closely to define build	50%	5.0	Treat	13/12/2024	Pending device rollout commencing
Risk	R11	COLP Finance do not approve device funds	Open	Engagement with COLP Finance through development of Business Case	75%	2.5	Treat	06/12/2024	Funding confirmed via COLP Finance. Now awaiting finance release through Gateway process
Risk	R12	Funding is unavailable for Travel Docks	Not Started	To be flagged in Business Case, asking Finance to consider accommodating a separate budget for this potential end user need	50%	4.5	Treat	27/09/2024	Confirmed via DDAT Board that funding is not accommodated for in Business Case. Existing user devices are compatible with HP
Risk	R13	XMA build service does not cover what COLP require at current pricing	Open	Engagement with XMA at early planning phases, with Solution Architect and Tech Support team working closely to define build	50%	4.0	Treat	15/11/2024	Build testing underway via Architect and Tech Support team
Risk	R14	Contact lists are and user level data is not accurate	Open	Senior stakeholder engagement in place to validate lists and take ownership on any issues	50%	4.5	Treat	15/11/2024	PM currently in liaison with Directorates to mitigate risks here
Risk	R15	Officers and staff do not collect devices in scheduled slots	Open	Senior stakeholder engagement in place to ensure that officers and staff understand priority to this week. Supported via Project Comms	50%	4.5	Treat	15/11/2024	PM currently in liaison with Directorates to mitigate risks here
Risk	R16	Potential that devices buy-back will not realise full value advised by supplier	Not Started	PM has estimated 50% of supplier value on devices, to mitigate value being below expectation	50%	4.0	Tolerate	06/12/2024	PM to explore additional options for buy-back to establish best market value for devices

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Appendix 3 - Procurement Financial Appraisal

RE Financial Appraisal Request .ms

MTC0593(C).pdf

Appendix 4 – Vendor Price comparisons – Example based on Corporation wide device volumes

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**

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City of London Corporation Committee Report

Committee(s): Digital Services Committee	**Dated:** 30th January 2025
Subject: Digital Information & Technology Service (DITS) –Service Delivery Summary	**Public report:** For Information
This proposal: • **delivers Corporate Plan 2024-29 outcomes**	Providing Excellent Services
Does this proposal require extra revenue and/or capital spending?	No
If so, how much?	N/A
What is the source of Funding?	N/A
Has this Funding Source been agreed with the Chamberlain's Department?	N/A
Report of:	The Chamberlain
Report author:	Dawn Polain – Head of Service Delivery (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 December 2024.

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

Recommendation(s)

That Members note the report.

Main Report

Background

1. General performance across all CoL/CoLP Incident Response and Resolution KPIs remains positive.
   December performance figures for CoL and CoLP were:

CoL: Incident Response 92% Met, Incident Resolve 98% Met
CoLP: Incident Response 89% Met, Incident Resolve 97% Met

Current Position

2. There was 1 x P1 Incidents reported for LC during this reporting period.

   2.1 Cannot connect to the Network (66078)
   Resolution was due to a faulty Juniper switch which was bypassed.

3 There were 2 x P1 Incidents reported for CoLP during this reporting period which were within the responsibility of DITS Resolver groups.

   3.1 Control Room CCTV (66777)
   Synergy software was restarted on Desktops. This resolved the issue.

   3.2 Control Room Incoming calls not working (64703)
   Root cause was due to the Mitel 3300 being unreachable. LAN port was disconnected, and device was reachable again. Post Incident Review scheduled for mid-January.

Key service provider status:

4. Roc had 1 x CoLP P1 incident closed in December.
   Root cause was found to be power disruption to a Firewall.

Service improvements and highlights

5. The Service Management team continue to work with the Project team to ensure that the Configuration Management Database (CMDB) is fully enabled to manage new Configuration Items (CI's) when the new device roll out project commences.

6. Suggested improvements to the ServiceTeam ITSM tool continue to be reviewed and prioritised. Our supplier, Provance maintain their support and guidance in order for us to continually move forward with development.

Service Metrics

7. The CoL P4 Resolution KPI was achieved by all DITS Resolver groups in December, resulting in an overall performance figure of 99%
   The CoLP P4 Resolution KPI continues to be achieved and was 98% in December.

8. The CoL Standard Service Request KPI was achieved in December (97%).
   The CoLP Standard Service Request KPI was also achieved in December (96%).

Options

9. None to advise this reporting period.

Proposals

10. None to advise this reporting period.

Key Data

11. As detailed in Appendix 1

Corporate & Strategic Implications - None

Conclusion

12. The DITS Service Management team continue to work with Resolver Teams to improve performance and levels of Customer Satisfaction.
    It is intended to review all areas of support in 2025 to identify further areas for continuous improvement.

Appendices

- Appendix 1 – CoL and CoLP Performance Stats

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DITS Head of Service Delivery

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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	July 2024			August 2024			September 2024			October 2024			November 2024			December 2024		
		Total	KPI%		Total	KPI%		Total	KPI%		Total	KPI%		Total	KPI%		Total	KPI%	
Service Performance Measure (In House)	Total Incidents (Logged)	636	-		528	-		540	-		549	-		520	-		353	-	
	Total Incidents (Closed)	674	-		570	-		484	-		673	-		613	-		419	-	
	98% of all P1 Incidents responded < 15 minutes	0	-	→	0	-	→	0	-	→	0	-	→	0	-	→	1	0%	↓
	98% of all P2 incidents responded to < 15 minutes	0	-	↑	0	-	→	0	-	→	1	100%	→	1	0%	↓	1	100%	↑
	95% of all P3 incidents responded to < 2 hours	92	71%	↓	99	86%	↑	29	83%	↓	35	63%	↓	21	76%	↑	26	88%	↑
	95% of all P4 incidents responded to < 8 hours	582	95%	↑	471	95%	→	455	95%	→	637	94%	↓	591	92%	↓	391	92%	→
	98% of all P1 Incidents resolved < 2 hours.	0	-	→	0	-	→	0	-	→	0	-	→	0	-	→	1	100%	↑
	98% of all P2 Incidents resolved < 4 hours	0	-	↑	0	-	→	0	-	→	1	100%	→	1	100%	→	1	100%	→
	90% of all P3 incidents resolved < 8 hours	92	75%	↑	99	87%	↑	29	90%	↑	35	66%	↓	21	76%	↑	26	88%	↑
	90% of all P4 incidents resolved < 5 business days	582	97%	↑	471	97%	→	455	98%	↑	637	97%	↓	591	97%	→	391	99%	↑

Data does not include: COL Service Desk, LC Service Desk, COL Revenues, COL Horizon Support, COL CSD Performance & Services Team, COL Mosaic Support, 3rd parties, CoL Housing Team

CITY LONDON

CITY of LONDON POLICE

CoLP In House Incident Performance

Executive Performance Metrics | COLP In House

COLP	KPI Metrics	July 2024			August 2024			September 2024			October 2024			November 2024			December 2024		
		Total	KPI %			KPI %		Total	KPI %		Total	KPI %		Total	KPI %		Total	KPI %	
Service Performance Measure (In House)	Total Incidents (Logged)	746	-	-	679	-	-	911	-	-	1005	-	-	806	-	-	554	-	-
	Total Incidents (Closed)	828	-	-	652	-	-	760	-	-	1107	-	-	827	-	-	592	-	-
	98% of all P1 Incidents responded < 15 minutes	0	-	↑	0	-	→	4	0%	↓	2	0%	→	0	-	↑	2	0%	↓
	98% of all P2 incidents responded to < 15 minutes	3	0%	→	0	-	↑	1	100%	↑	1	100%	→	0	-	↑	1	100%	→
	95% of all P3 incidents responded to < 2 hours	74	32%	↓	46	50%	↑	42	45%	↓	52	44%	↓	60	53%	↑	28	61%	↑
	95% of all P4 incidents responded to < 8 hours	751	86%	↓	595	89%	↑	713	88%	↓	1052	81%	↓	767	92%	↑	561	91%	↓
	98% of all P1 Incidents resolved < 2 hours.		-	↑	2	-	→	4	0%	↓	2	0%	→	0	-	↑	2	50%	↓
	98% of all P2 Incidents resolved < 4 hours	3	33%	↑	9	-	↑	1	0%	↓	1	100%	↑	0	-	↑	1	100%	→
	90% of all P3 incidents resolved < 8 hours	74	54%	↓	46	57%	↑	42	62%	↑	52	62%	→	60	68%	↑	28	75%	↑
	90% of all P4 incidents resolved < 5 business days	751	97%	→	595	96%	↓	713	96%	→	1052	96%	→	767	98%	↑	561	98%	→

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City of London Corporation Committee Report

Committee(s): Digital Services Committee	**Dated:** 30th January 2025
Subject: Digital Information Technology Service (DITS) – Business Plan Quarterly Update	**Public report:** For Information
This proposal: • **delivers Corporate Plan 2024-29 outcomes**	Providing Excellent Services
Does this proposal require extra revenue and/or capital spending?	No
If so, how much?	N/A
What is the source of Funding?	N/A
Has this Funding Source been agreed with the Chamberlain's Department?	N/A
Report of:	The Chamberlain
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 it was agreed in May 2024's Digital Services Committee that we will update this Committee quarterly going forwards.

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 reach 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 Digital Services Committee, Policy and Resources Committee and Court of Common Council.

6. A Lighthouse project was carried out earlier in the year, which demonstrated the value of Data to the organisation. Following on from this, we have secured transformation funding to build a single CRM for the wider 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. The initial procurement exercise for our Managed Print solution was abandoned as there were concerns raised by the Print Room regarding the suitability of the preferred supplier. Following a short review period, the new procurement exercise is due to go live by the end of January, the Print Room and the Managed Print Service split into two lots and an updated specification. The new approach will allow the maximum level of benefit to be achieved whilst ensuring that the unique requirements of the Print Room can be accommodated.

10. Our SharePoint migration has now completed. 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 help to provide Excellent Services to the organisation and those we serve.

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 Q3, 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. Our new Digital, Data and Technology Strategy has been approved and has been published.

22. Following on from the approval of the Strategy, we are awaiting the outcome of the OLA work carried out by the City of London Police and will 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

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