



## Digital Services Committee

**Date:** THURSDAY, 15 MAY 2025  
**Time:** 1.45 pm  
**Venue:** COMMITTEE ROOMS - WEST WING, GUILDHALL

**Members:**

Simon Burrows, Bishopsgate	Alderman Sir William Russell, Barbican
Deputy Timothy Butcher	Centre Board (Ex-Officio Member)
Lesley Cole	Deputy James Thomson CBE, City
Susan Farrington, Finance	Bridge Foundation Board (Ex-Officio
Committee (Ex-Officio Member)	Member)
Deputy Caroline Haines, Policy &	James Tumbridge
Resources Committee (Ex-Officio	Deputy Dawn Wright
Member)	

**Enquiries:** Kate Doidge  
Kate.Doidge@cityoflondon.gov.uk

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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. **COURT ORDER**

To receive the Order of the Court of Common Council dated 25<sup>th</sup> April 2025 appointing the Committee and setting its Terms of Reference.

**For Information**  
(Pages 7 - 8)

4. **ELECTION OF A CHAIRMAN**

To elect a Chairman in accordance with Standing Order No.28.

**For Decision**

5. **ELECTION OF A DEPUTY CHAIRMAN**

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

**For Decision**

6. **MINUTES**

To agree the public minutes and non-public summary of the meeting held on 30<sup>th</sup> January 2025.

**For Decision**  
(Pages 9 - 14)

7. **APPOINTMENTS TO OTHER COMMITTEES**

Report of the Town Clerk.

**For Decision**  
(Pages 15 - 18)

8. **DRAFT CHAMBERLAIN'S BUSINESS PLAN FOR 2025/26**

Report of the Chamberlain.

**For Decision**  
(Pages 19 - 40)

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

Report of the Chamberlain.

**For Information**  
(Pages 41 - 46)

10. **DIGITAL, INFORMATION, AND TECHNOLOGY SERVICE (DITS) - BUSINESS PLAN END OF YEAR UPDATE**

Report of the Chamberlain.

**For Information**  
(Pages 47 - 52)

11. **QUARTERLY PROGRAMME SAPPHIRE (ERP) UPDATE REPORT - Q4 2024/25**

Report of the Chamberlain.

Note: Appendix 4 is Non-Public and can be found at Agenda Item 18.

**For Information**  
(Pages 53 - 66)

12. **CO-PILOT PROOF OF VALUE REPORT**

Report of the Chamberlain.

**For Information**  
(Pages 67 - 86)

13. **REPORT OF ACTION TAKEN**

Report of the Town Clerk.

**For Information**  
(Pages 87 - 88)

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

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

16. **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**

17. **NON-PUBLIC MINUTES**

To agree the non-public minutes of the meeting held on 30<sup>th</sup> January 2025.

**For Decision**  
(Pages 89 - 92)

18. **QUARTERLY PROGRAMME SAPPHIRE (ERP) UPDATE REPORT - Q4 2024/25**

Report of the Chamberlain (Non-Public Appendix 4 – to be read in conjunction with Agenda Item 11).

**For Information**  
(Pages 93 - 94)

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

Report of the Chamberlain.

**For Information**  
(Pages 95 - 104)

20. **CYBER SECURITY UPDATE**

Report of the Chief Information Security Officer (COLP).

**For Information**  
(Pages 105 - 134)

21. **PHOENIX SOC SERVICE**

Report of the Chamberlain.

**For Information**  
(Pages 135 - 138)

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

**For Information**  
(Verbal Report)

23. **NON-PUBLIC QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**
24. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT AND WHICH THE COMMITTEE AGREE SHOULD BE CONSIDERED WHILST THE PUBLIC ARE EXCLUDED**

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KING, Mayor	<b>RESOLVED:</b> That the Court of Common Council holden in the Guildhall of the City of London on Friday 25 <sup>th</sup> April 2025, doth hereby appoint the following Committee until the first meeting of the Court in April, 2026.
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## DIGITAL SERVICES COMMITTEE

1. **Constitution**  
A Committee consisting of,
  - up to 8 Members of the Court of Common Council
  - the Chairman and Deputy Chairman (or the Chairman's nominees) of the Policy & Resources Committee (ex-officio)
  - the Chairman and Deputy Chairman (or the Chairman's nominees) of the Finance Committee (ex-officio)
  - the Chairman (or their nominee) of the City of London Police Authority Board (ex-officio)
  - the Chairman (or their nominee) of the City Bridge Foundation Board (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
  - a Chairman (or their nominee) of the City of London Independent Schools<sup>1</sup>
2. **Quorum**  
The quorum consists of any four Members.
3. **Membership 2025/26**
  - 2 (2) Timothy Richard Butcher, Deputy
  - 1 (1) Simon Burrows
  - 1 (1) Lesley Cole
  - 4 (1) James Richard Tumbridge
  - 4 (1) Dawn Linsey Wright, Deputy
  - Vacancy*
  - Vacancy*
  - Vacancy*

Together with the ex-officio Members referred to in paragraph 1.
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 and all data protection issues, to include receiving appropriate reports on breaches and 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.

<sup>1</sup> (To be agreed by those Chairmen)

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## DIGITAL SERVICES COMMITTEE

Thursday, 30 January 2025

Minutes of the meeting of the Digital Services Committee held at Guildhall, EC2 on Thursday, 30 January 2025 at 1.45 pm

### Present

#### Members:

Deputy Dawn Wright (Chair)  
Deputy Randall Anderson  
Ian Bishop-Laggett  
Deputy Timothy Butcher  
Judith Pleasance  
James Tumbridge

#### Observing Virtually:

Eamonn Mullally

#### Officers:

Caroline Al-Beyerty	- The Chamberlain
Dawit Araya	- Chamberlain's Department
Sam Collins	- Chamberlain's Department
Zakki Ghauri	- Chamberlain's Department
Simon Gray	- Chamberlain's Department
Dawn Polain	- Chamberlain's Department
Christopher Bell	- City of London Police
Gary Brailsford-Hart	- City of London Police
Jonathan Chapman	- Chamberlain's Department
Melissa Richardson	- Town Clerk's Department
Kate Doidge	- Town Clerk's Department
Zoe Williams	- Town Clerk's Department

### 1. APOLOGIES

Apologies were received from Eamonn Mullally, Caroline Haines, and Deputy James Thomson.

Eamonn Mullally observed the meeting virtually.

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

There were no declarations.

### 3. MINUTES

RESOLVED – That the public minutes and non-public summary of the meeting held on 13<sup>th</sup> November 2024 be approved as an accurate record, subject to an

amendment that virtual attendance be noted below the names of members present.

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

The Committee received a report of the Chamberlain concerning the approved Budget 2024/25 and the draft estimate for 2025/26.

A Member noted that there was some inconsistency in the terminology being used in the report, between 'original budget' and 'original draft estimate'. The Member requested that these terms be used more consistently in future reports.

RESOLVED – That the Digital Services Committee:

- approve the 2025/26 Draft Estimate for submission to the Finance Committee
- agree that any minor amendments for 2024/25 and 2025/26 Budgets arising during the corporate budget setting period be delegated to the Chamberlain
- note the approved Budget of £8.819 million for 2024/25
- note the committee's capital budgets for 2025/26, as set out in Appendix 2.

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

The Committee received a report of the Chamberlain, concerning the Public Switched Telephone Network (PSTN) Replacement Project, seeking the approval of a drawdown of £350,000 to complete the audit and replace the devices (such as lift and fire alarm devices) that would pose to its users and the City Corporation.

A Member queried why the replacement of these devices would be managed by the respective service departments. The response was that there was no consistency with the type or brand of hardware used across the City Corporation's estate (for instance, lifts) so the recommendation was to devolve procurement decisions to the respective service department as there was not a single solution.

A Member was interested in whether a solution (such as mobile signal or fibreoptic) for the PSTN had been identified, and whether alternatives had been costed. The Committee heard that the audit would assess the appropriate solution. Further, if the audit flagged connections which are no longer required, these would be removed.

It was asked whether mobile network failure would affect communication with infrastructure that uses mobile signal. The Committee were assured that there are mechanisms in place to deal with such events, and the response is robust and tested. This was further discussed in non-public session.

A Member made comments on the structure of the report, noting that it made the requested decisions unclear. This point was acknowledged and well understood by officers, and it was noted to the Committee that comments on

the project report would be considered as part of a future review of the template of project reports.

**RESOLVED** – That the Digital Services Committee:

- approve a Budget drawdown of £350,000 to allow for the migration of high priority analogue lines and devices ahead of the completion of the PSTN audit
- note that the total estimated cost for the PSTN project remains at £2.5 million, subject to the results of the PSTN audit
- note the revised budget for Gateway 2 is £550,000 (excluding risk)
- approve option 2 in the report, to migrate known high priority analogue devices, alongside the PSTN audit.

**6. ANNUAL REVIEW OF TERMS OF REFERENCE FOR 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. Following its last Committee meeting, during which it was suggested that 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.

During the discussion, a Member expressed concerns that the proposed amendment to section 4, paragraph (d) was not made clear that non-digital data breaches should also be included in the Terms of Reference.

The Committee's suggested removing the wording in parentheses in section 4, paragraph (d), and adding the wording "digital systems and all data protection issues". It was agreed that approval of the final wording be delegated to the Town Clerk in consultation with the Chair and Deputy Chair of the Committee.

**RESOLVED** – That the Digital Services Committee Delegate Authority to the Town Clerk, in consultation with the Chair and Deputy Chair, to approve and submit the amended Terms of Reference of the Digital Services Committee to the Court of Common Council in 2025, subject to the comments captured above, 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.

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

The Committee received a report of the Chief People Officer and the Chamberlain concerning an update on the progress made on the Enterprise Resource Planning (ERP) Programme.

The Committee received a presentation on the latest progress of the ERP Programme, which included a change matrix that demonstrated solution complexity and eventual recommendations to matters arising from the project.

During the discussion, a Member was interested in the effect that resourcing for the ERP Programme on HR. The Member was advised that while there were

other large programmes that HR were working on, centralised HR was currently in a positive space in terms of balancing their resources. There was some difficulty with resourcing and backfilling in the institutions which were currently being worked through.

A question was raised about whether the schedule for the ERP Programme would be impacted by the date of Ambition25 being deferred due to the data cleansing issues. The response was that Ambition25 project had demonstrated the data quality was not at the required level, and the level of correction was higher than anticipated. The challenge was to ensure the data from Ambition25 remained up to date while transferring to the new ERP system.

The Committee sought and were provided reassurance that the “adopt not adapt” mantra was being followed in the ERP Programme.

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

8. **COLP DEVICE REFRESH**

The Committee received a report of the Chamberlain concerning the City of London Police (COLP) Device Refresh.

The Committee were reminded that the Device Refresh aimed for staff to have a consistent experience with their devices across the organisation. Given that the COLP had devices that were end of life, a decision was sought under urgency procedures from the Police Authority Board in late 2024 to allow for the drawdown of funds to place the order for the devices.

A main risk identified was that Windows 11 readiness work would not be completed before the device roll out. A Member queried why this was the case. It was explained that the new devices would have the Windows 11 build, and this risk would reduce as the devices were being rolled out.

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

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

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

A query was raised about the power disruption to a firewall noted in the report. The Committee heard that a major investigation into the root cause of the issue was undertaken following the disruption and the cause of the outage could not be determined. It was noted that this was a brief outage and there had not been any further issues. This was discussed further in non-public.

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

10. **DIGITAL, INFORMATION, & 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.

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

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

The Committee heard a verbal report concerning an update on the City of London Police (COLP) Organisational Level Agreement (OLA).

The Committee heard that a review had been conducted of COLP's current operating model, which had concluded in January 2025. The next steps were to review the findings and recommend changes which would shape the OLA and its service standards. This meant that there would be clear definitions of roles and responsibilities. It was further noted that there were changes across policing nationally with proposals for a national police headquarters, of which IT may be one of the first adopters. COLP and the City Corporation therefore needed ensure that it aligned with this national work.

The Chair emphasised the importance that the new OLA includes clearly outlined of roles and responsibilities as this has been lacking previously.

RESOLVED – That the verbal report be received.

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

There were no public questions.

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

There were no public 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 13<sup>th</sup> November 2024 be approved as an accurate record.

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

The Committee received a report of the Chamberlain, concerning the Future Network Programme.

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

The Committee received a report of the Chamberlain, concerning the procurement options appraisal for the Future Network Programme.

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

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

**19. CYBER SECURITY UPDATE**

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

**20. AI AGENTS DEMONSTRATION**

**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 Chamberlain, concerning AI Agents which had been developed by the Digital, Information and Technology Service (DITS).

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

One non-public question was raised.

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

There were no other non-public items of urgent business.

**23. CONFIDENTIAL MINUTES**

**RESOLVED –** That the confidential minutes of the previous meeting held on 13<sup>th</sup> November 2024 be approved as an accurate record.

**The meeting ended at 3.58 pm**

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Chairman

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

## City of London Corporation Committee Report

<b>Committee(s):</b> Digital Services Committee	<b>Dated:</b> 15 <sup>th</sup> May 2025
<b>Subject:</b> Appointments to Other Committees	<b>Public report:</b> For Decision
<b>Does this proposal require extra revenue and/or capital spending?</b>	No
<b>If so, how much?</b>	N/A
<b>What is the source of Funding?</b>	N/A
<b>Has this Funding Source been agreed with the Chamberlain's Department?</b>	N/A
<b>Report of:</b>	Town Clerk
<b>Report author:</b>	Kate Doidge, Governance Officer

### Summary

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

### Recommendation(s)

Members are asked to:

- (i) Appoint one Member of this Committee to serve on the Projects and Procurement Sub-Committee.

### Appendices

- Appendix 1 – Further Information on Committee Appointments

### Kate Doidge

Governance Officer, Town Clerk's Department

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## **Appendix 1 – Further Information on Committee Appointments**

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

### **a) Projects and Procurement Sub Committee**

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

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

2024/25 appointee – Randall Anderson

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## City of London Corporation Committee Report

<b>Committee(s):</b>  Finance Committee – For decision Digital Services Committee – For decision	<b>Dated:</b>  18 February 2025 15 May 2025
<b>Subject:</b>  Draft Chamberlain’s Business Plan for 2025/26	<b>Public report:</b>  For Decision
<b>This proposal:</b> <ul style="list-style-type: none"> <li>• <b>delivers Corporate Plan 2024-29 outcomes</b></li> <li>• <b>provides statutory duties</b></li> <li>• <b>provides business enabling functions</b></li> </ul>	Chamberlain’s Department as a support service aims to impact all six outcomes in the Corporate Plan directly or indirectly.
<b>Does this proposal require extra revenue and/or capital spending?</b>	No
<b>If so, how much?</b>	N/A
<b>What is the source of Funding?</b>	Budgets already agreed by this committee for 2025/26
<b>Has this Funding Source been agreed with the Chamberlain’s Department?</b>	Yes, within budget estimate and capital funding already agreed
<b>Report of:</b>	The Chamberlain
<b>Report author:</b>	Hayley Puhlhofer, Head of Chamberlain’s Office

### Summary

This report presents for approval, the Business Plan for the Chamberlain’s Department for 2025/26.

### Recommendation(s)

The Digital Services Committee is recommended to:

- i) Note the factors taken into consideration in compiling the Chamberlain’s Department Business Plan; and
- ii) Approve, the parts of the Chamberlain’s Business Plan for 2025/26 referring to the Digital, Information and Technology Service subject to the incorporation of any changes sought by this Committee. (All other parts have been approved by the Finance Committee.)

## **Main Report**

### **Background**

1. As part of the new framework for corporate and business planning, departments were asked to produce standardised and concise high-level Business Plans for the first time in 2017 for the 2018/19 year.
2. For 2024/25, the Business Plans evolved further to describe the funding and people resources associated with each priority workstream, this continues for 2025/26 with the addition of timescales and KPIs for each workstream. The template has changed this year to incorporate the above and to better align with the Corporate Plan 2024-29.

### **Current Position**

1. The report presents, at appendix 1 the Chamberlain's Business Plan for 2025/26.
2. The priorities outlined in the CHB Business Plans were developed based on discussions with key stakeholders and feedback from Departmental Communications channels and Staff Survey groups.
3. The Chamberlain's Business Plans priority workstreams continue to be focused on legal and statutory duties, transformational projects to drive systems and process improvements to increase automation and self-service creating space for agile provision of timely insight, to improve commercial maturity to manage risk, improve compliance and deliver savings and data and insights to improve social return on investment. This builds on work carried out during the Business Planning process of 2024/25 where all workstreams were ranked on their value and risk to the Corporation and its stakeholders. Many of the workstreams are multi-year.
4. As the Digital, Information and Technology Service reports to Digital Services Committee all parts of the business plan that refer to that service are to be agreed by the Digital Services Committee. All other parts of the Business Plan are to be agreed by the Finance Committee.

### **Corporate & Strategic Implications**

5. Strategic implications – Strategic priorities and commitments are expressed in Appendix 1.
6. Financial implications – The Business Plan at Appendix 1 has been drawn up within departmental budget estimate for 2025/26 and capital funding already agreed. Business Plans are aligned to departments, so all financial information presented within the Business Plan reflects the departmental budget rather than the Committee budget.
7. Resource implications – The Business Plan has been designed within current agreed resource base. However, outcomes from Ambition 25 may have an impact on this.

8. Legal implications – There are no legal implications to the proposals put forward in the Chamberlain's Business Plan.
9. Risk implications - Key risks managed by the department are included in the Business Plan at Appendix 1.
10. Equalities implications – The department has a separate Equalities and Inclusion Plan created and agreed by the departmental EED&I working group. Where appropriate the department will complete Equality Impact Assessment for upcoming changes.
11. Climate implications – Under the Climate action strategy the departments Corporate Treasury function is responsible for delivering Scope 3 emission actions related to financial investments.
12. Security implications - There are no security implications to the proposals put forward in the Chamberlain's Business Plan.

## **Conclusion**

13. This report presents the draft Business Plan for 2025/26 for Chamberlain's. The Finance and Digital Services committees are recommended to approve it.

## **Appendices**

- Appendix 1 – Draft Business Plan 2023/24 for Chamberlain's Department.

## **Hayley Puhlhofer**

Head of Chamberlain's Office  
Chamberlain's Department

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# CHAMBERLAIN'S DEPARTMENT 2025/26 BUSINESS PLAN

## About us: Our purpose, aims and impacts

### Our Purpose

**We support and enable the City of London Corporation and its partner organisations to achieve their aims and aspirations, driving transformation to ensure that the City thrives through:**

- Demonstrating the affordability and value for money of City finances through medium-term and longer-term financial plans and annual budgets that are aligned with the Corporate Plan, robust business cases, financial management and year-end accounting disciplines, and excellent professional advice.
- To ensure the City is delivering the most efficient and effective financial functions which maximise Income collection and support the wider business community by making payments on time. Managing the non-property securities for Pension Fund, City's Estate and City Bridge Foundation. Providing treasury management function for the Corporation. Administering the Local Government Pension Scheme and Police Pension Scheme. Enhancing and protecting the organisation through the placement of insurance and providing advice on VAT matters.
- Effectively using the soft power of the Freedom of the City to support the City's strategic priorities set out in the Corporate Plan.
- Positively impacting City of London's reputation with stakeholders and wider communities through enjoyable ceremonies; efficient processing of applications; and effective management of the Chamberlain's Court.
- Enhancing and protecting organisational value by providing independent and objective assurance as to the effectiveness of the arrangements for governance and risk management and the overall adequacy of the internal control environment.
- Providing leadership of, and assurance that the Corporation's partnerships, projects and contracts portfolios deliver strategic outcomes and represent value for money, whilst enabling the transformation of our service offerings to deliver modern and efficient services to our customers.
- Providing reliable, secure and user-friendly digital services that meet the needs and expectations of the City Corporation's diverse stakeholders. Encouraging faster, more effective data-driven decisions by using data and analytics to inform policy, planning and delivery, and to measure impact and performance.

### Our Aims

- To maximise the value we deliver to the Corporation and its stakeholders, enabling the successful delivery of the Corporation's ambitions, with pace, accuracy, prudence and a focus on investment return.
- Build strong relationships; support effective strategic decision-making with advice and information, delivering outcomes that meet the needs of our internal customers across the Corporation.



**Live, Work, Learn, Explore**

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- Drive systems and process improvements which will increase automation and self-service, creating space for more agile and timely insights. In turn improving the customer experience, ensuring it remains accessible to all, and will result in cost savings over time.
- Be agile, responsive and confident in delivering organisational change; looking for continuous improvement with innovative thinking and emotional intelligence.
- Provide “brilliant basics” through our finance and digital functions.
- Remove digital complexity across the organisation. Enable and accelerate collaboration and transformation converging appropriate services across Institutions.
- Maximise income streams and identify opportunities for new or increased revenue.
- Develop new partnerships and alternative delivery models to drive increased commerciality and drive maximum financial and added social value from third party services.
- Provide assurance of the Corporation’s ability to effectively deliver its project/programme portfolio.
- Collaborate with colleagues to facilitate transformation, business change and continuous improvement. Measure and communicate the impact of COL investment through our contracts and project delivery.

### Our Impacts

- 60% of construction suppliers are SMEs.
- We collected £1.2B in business rates and £10m in council tax in 23/24.
- £56,808 of household support fund delivered to vulnerable residents in conjunction with DCCS & £10,952 Discretionary Housing Payments were made to support vulnerable residents.
- Delivered 2197 admissions to the Freedom with excellent feedback and written commendation in 2023/24.
- C35k Requests/Incidents resolved by DITS per annum.

### Our key objectives and priority workstreams and major projects

#### Excellent services

We will continue to provide excellent statutory and regulatory services to the Corporation and its stakeholders. Maximising the value we deliver, enabling the successful delivery of the Corporation’s ambitions, with pace, accuracy, prudence and a focus on investment return. Providing Brilliant Basics through our finance and digital functions.

#### Collaboration

Working in partnership with the Corporation on multiple cross cutting projects including the ERP Programme now entitled Project SAPHire, Income Generation Project working with the filming office, Events teams across the corporation and its institutions, advertising working with Environment, developing a Sponsorship framework across CoL, natural environment review, harnessing the square mile developing relationships with the businesses that operate in the square mile. including working with the Remembrancers Department on the Lord Mayor's Show Commercialisation.



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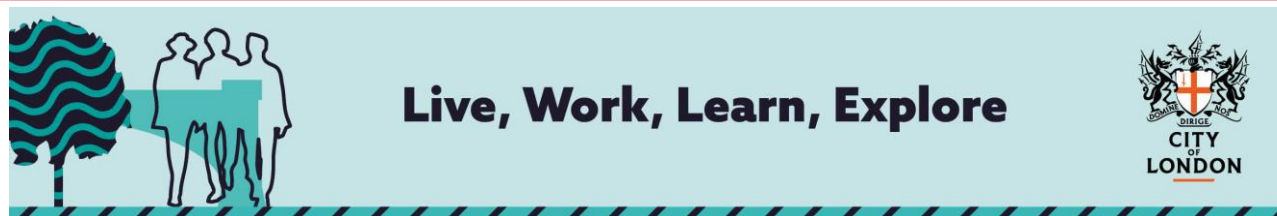
### **Transformation**

The focus of much of our work is transformation including work through the DDaT Strategy, Finance and Commercial transformation projects, Project SAPHire and the Income Generation project.



Priority workstream	Funding allocation %	People resource %	Corporate Plan 2024-2029 Outcomes	Outcome focused Performance measures	Outcomes / Impacts
<b>ERP Programme</b> <ul style="list-style-type: none"> <li>Data Cleansing</li> <li>Establishing benefit realisation – including savings and efficiencies</li> <li>Getting ready for implementation</li> <li>Implementation across Finance, HR, Payroll, IT and Procurement</li> </ul>	Separate budget approved	Mixture of internal and external appointments. Backfill budget is approved to support BAU.	Providing Excellent Services	Implementation dates will as follows: <ul style="list-style-type: none"> <li>Learning, Performance and recruitment June 2025</li> <li>HR and Payroll December 2025</li> <li>Finance and Procurement April 2026</li> </ul> Full benefits realisation dashboard is in development which will result in further measures being created.	<ul style="list-style-type: none"> <li>Elevated BI for Budget Holders</li> <li>Better/faster decision making</li> <li>One version of the truth – reliability of data</li> <li>Increased customer satisfaction</li> <li>Real-time data</li> <li>Savings and efficiencies</li> </ul>
<b>Training and Development</b> <ul style="list-style-type: none"> <li>Update Finance E-Learning/FIT Strategy</li> <li>Continued Roll out of Competency Framework</li> <li>Monthly Lunch and Learn Sessions</li> <li>Procurement/Green Book Training for Finance</li> <li>Project Management Training</li> <li>Establish Budget Holder Group.</li> </ul>	Separate Budget approved	Resource will depend on the nature of the training being delivered.	Providing Excellent Services	<ul style="list-style-type: none"> <li>Increase Staff Satisfaction at next staff survey</li> <li>Competency Framework Completed for all teams by December 2025</li> <li>Relevant staff completed green book training by 31 March 2026</li> <li>Increase % of staff qualified or working</li> </ul>	<ul style="list-style-type: none"> <li>Upskilled workforce</li> <li>Improved accuracy</li> <li>Better succession planning</li> <li>Training delivered to wider organisation</li> </ul>

				towards a professional qualification.	
<b>Commercial Transformation:</b> <ul style="list-style-type: none"> <li>Shifting in Commercial Culture and Operating Environment</li> <li>Contract Management Delivery Model</li> <li>Process Review &amp; Governance Redesign</li> <li>Training, Development &amp; Improvement</li> </ul>	No funding secured at this time. Scope to be finalised and internal capacity to be assessed	60% - all members of the commercial service will be engaged	Providing Excellent Services	<ul style="list-style-type: none"> <li>100% of business processes mapped</li> <li>Jaeggar implementation complete</li> <li>Pipeline published with 90% accuracy</li> <li>New contract management operating model agreed and funding source identified</li> </ul>	<ul style="list-style-type: none"> <li>Clear procurement policy requirements are set out</li> <li>Commercial Service business processes are streamlined and efficient</li> <li>Increased compliance (e.g. reduced non-compliant waivers)</li> </ul>
<b>Income Generation</b> <ul style="list-style-type: none"> <li>Income generation programme</li> <li>Improve our commercial maturity across CoL</li> <li>Create a framework for income opportunities to arise, develop and prioritised</li> </ul>	TBC project scoping still underway	TBC project scoping still underway, some projects will be managed by people already in situ in other departments	Providing Excellent Services, Vibrant Thriving Destination, Dynamic Economic Growth	<ul style="list-style-type: none"> <li>£3-6m income generated</li> <li>Consolidate COL capability at level 1 of maturity across all criteria</li> </ul>	<ul style="list-style-type: none"> <li>Increased income generation</li> <li>Greater commercialisation of our assets</li> <li>Build a pipeline of projects that align to the MTFP</li> </ul>
<b>DDaT Strategy</b>	No additional investme	The work to pull together a shared	Providing Excellent Services	<ul style="list-style-type: none"> <li>10% Increase in customer satisfaction</li> </ul>	<ul style="list-style-type: none"> <li>Improved customer satisfaction</li> </ul>



<p>There are five main outcomes this strategy aims to deliver:</p> <ul style="list-style-type: none"> <li>• Focus on Brilliant Basics</li> <li>• Technology Convergence</li> <li>• Become data driven to improve decisions</li> <li>• Transform Services through responsible use of automation and AI</li> <li>• Develop digital skills and share expertise</li> </ul>	<p>not required over and above already committed spend</p>	<p>strategy is now complete. 100% of the work of the team falls under one of the outcomes of our DDaT Strategy.</p>		<ul style="list-style-type: none"> <li>• 50% increase in Major Incident actions closed within 3 months of identification</li> <li>• 10% increase in decisions made utilising our Data Platform</li> <li>• 25% increase in use of automation tools, and a 50% increase in time saved through automation.</li> <li>• 1000 hours of digital skills completed across the organisation</li> </ul>	<ul style="list-style-type: none"> <li>• Service delivery improvement</li> <li>• Data driven decision making</li> <li>• Increased innovation and transformation enabled by digital data, and technology initiatives</li> <li>• Improved digital skills of colleagues.</li> </ul>
<p><b>Replacement Freedom System</b></p>	<p>&lt;1%</p>	<p>TBC</p>	<p>Providing Excellent Services, Diverse Engaged Communities</p>	<ul style="list-style-type: none"> <li>• Dates TBC</li> <li>• Delivery of public facing form</li> <li>• Delivery of back-end database</li> <li>• Data transfer</li> <li>• Training for team</li> <li>• Comms for liveries</li> <li>• Full implementation</li> </ul>	<ul style="list-style-type: none"> <li>• Efficiencies made to internal processes to reduce/remove manual intervention and allow team to work on value added work.</li> <li>• Better application experience.</li> <li>• Applicants able to see availability of</li> </ul>

					<p>team to book Freedoms.</p> <ul style="list-style-type: none"> <li>Improving the accessibility and inclusivity of the Freedom process.</li> <li>Better understanding of the diverse characteristics of freedom recipients giving a baseline to encourage more inclusivity.</li> </ul>
<p><b>FSD Transformation</b> <i>FIT Strategy</i></p> <p><i>Capital Transformation</i></p>	<p>To be delivered within Core budget. 2 roles in particular cover a large proportion of the strategic work but delivery will</p>	<p>2 posts more specifically involved but otherwise expect this to be integrated to FSD teams BAU work.</p>	<p>Providing Excellent Services</p>	<p>Performance measures are still under development as the strategy is under review.</p> <p>Financial Foundations and Business Partnering:</p> <ul style="list-style-type: none"> <li>% of FSD staff received Business Partnering Training</li> <li>% of Budget Managers forecasting</li> <li>% satisfaction on Budget Manager Surveys</li> </ul>	<ul style="list-style-type: none"> <li>Alignment of workload at the right level</li> <li>Enhanced Business Partnering</li> <li>Support to other workstreams -i.e. income generation</li> <li>Better understanding</li> <li>Improved ownership and</li> </ul>

<ul style="list-style-type: none"> <li>Implementing the matrix structure following go-live in 2024/25</li> <li>Automation</li> </ul> <p>Training will be a continued focus across Project Managers and Project Accountants</p>	<p>involve all of FSD. Some specialist training is being considered but at this stage that is c£10k of costs.</p>			<ul style="list-style-type: none"> <li>Surplus/Deficit on CoL Funds</li> <li>Monthly use of Dashboards</li> <li>Affordability of Capital Programme</li> <li>% slippage of Capital Programme</li> <li>% attendance to forums, workshops and feedback meetings</li> </ul> <p>Training, Development and Networking:</p> <ul style="list-style-type: none"> <li>% of staff with Professional Qualification AAT or CCAB</li> <li>Total number of staff accessing FM Academy</li> <li>% of staff promoted in FSD</li> <li>% staff turnover</li> <li>% attendance at industry conferences, seminars and workshops</li> </ul>	<p>engagement from budget managers</p> <ul style="list-style-type: none"> <li>More efficient processes, in particular in maintaining the programme</li> <li>Improved understanding of the Capital programme within the organisation</li> <li>Better decision making</li> <li>Minimal / Zero audit recommendations</li> </ul>
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- Number of Lunch and Learns hosted by FSD
- % of successfully implemented ideas from innovation workshops
- % of staff involved in interdepartmental projects
- % of staff on leadership training programmes

Data, Technology and Analysis:

- Number of Business areas with financial performance KPIs
- % of risks with mitigation strategies
- Number of processes with standard operating procedure notes
- Number of FSD processes using automation



				<ul style="list-style-type: none"> <li>• % of staff trained in Better Business Cases and Aqua Book techniques Governance Controls and Compliance</li> <li>• Number of breaches in compliance to processes</li> <li>• % completion of staff survey</li> <li>• % delays in missed deadlines</li> <li>• Time taken to implement audit recommendations</li> </ul>	
<b>Programme Governance</b>	Transformation Funding	5%	Providing Excellent Services	<ul style="list-style-type: none"> <li>• Launch of the new project gateway process – July 2025</li> <li>• 25% reduction in Red rated projects on the corporate portfolio</li> </ul>	<ul style="list-style-type: none"> <li>• Baseline projects and creating portfolios</li> <li>• Enhancing portfolio reporting/monitoring</li> <li>• Streamline project governance</li> </ul>
<b>Review the Chart of Accounts</b> <ul style="list-style-type: none"> <li>• Reviewing the chart of accounts is essential to ensure it is compatible with the new ERP system and</li> </ul>	This is part of the overall	10%	Providing Excellent Services	Performance measures are still under development. <ul style="list-style-type: none"> <li>• Adopt and not adapt</li> </ul>	<ul style="list-style-type: none"> <li>• Streamline Reporting</li> <li>• Efficiency</li> </ul>



<p>accurately reflects the complexity of the Corporation.</p> <ul style="list-style-type: none"> <li>Data cleansing will also be a key focus to ensure the correct data is transferred during migration.</li> </ul>	ERP budget of £27.2m			<ul style="list-style-type: none"> <li>Reduce the number of cost centres</li> <li>Close down unused Project codes</li> </ul>	<ul style="list-style-type: none"> <li>Future Proofing</li> <li>Business Intelligence (Real Time Data)</li> <li>User empowerment (End User Dashboards)</li> </ul>
<p><b>PSTN Switch Off Programme</b></p> <ul style="list-style-type: none"> <li>Conduct an audit on all of the Corporation's analogue business connections.</li> <li>Ensure that all analogue connections are ceased or replaced with an alternative IP based solution by the start of 2027.</li> <li>Replace any equipment, asset or component that is not compatible with IP.</li> <li>PSTN replacement is completed with minimal disruption for end users; engaging and informing stakeholders throughout the project lifecycle to maintain transparency and alignment with objectives.</li> <li>Ensuring compatibility and integration with existing systems and future technologies.</li> </ul>	Capital funded - £2.5m	1 FTE	Providing Excellent Services	<ul style="list-style-type: none"> <li>Audit 100% of CoL analogue business connections by 31/10/2025.</li> <li>Ensure 100% of analogue connections are ceased or replaced with a suitable IP-based solution by 01/2027.</li> <li>Replace 100% of equipment, assets, or components not compatible with IP by 01/2027.</li> <li>Complete PSTN replacement with less than 1% disruption for users.</li> <li>Engage and inform 100% stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>By undertaking this project, we ensure full compliance with Openreach standards and alignment with industry requirements.</li> <li>Other benefits include: <ul style="list-style-type: none"> <li>simplifying and future proofing our systems</li> <li>reducing costs</li> <li>boosting sustainability</li> <li>enabling a more flexible workplace</li> </ul> </li> <li>The project will have a better</li> </ul>

<ul style="list-style-type: none"> <li>Adhering to regulatory requirements and industry standards throughout the transition process.</li> </ul>				<p>throughout the project lifecycle to maintain transparency and alignment with objectives.</p> <ul style="list-style-type: none"> <li>100% of existing systems and future technologies, validated through testing and stakeholder sign-off.</li> <li>Adhere to 100% of regulatory requirements and industry standards throughout the transition process, with compliance audits conducted at key project milestones.</li> </ul>	<p>understanding of benefits after a comprehensive audit on all analogue connections</p>
<p><b>Internal Audit Quality Assurance and Improvement Programme</b></p> <ul style="list-style-type: none"> <li>Development of a 3 year Internal Audit Strategy that will support and drive the continuous improvement of the Internal Audit function.</li> <li>Expanding delivery to 1000 Audit Days delivered in 2025/26, providing risk based coverage across the City of London Corporation operations.</li> </ul>	10% of IA Budget	1 FTE	Providing Excellent Services	<ul style="list-style-type: none"> <li>Increased Audit Coverage (depth and spread) - more assurance provided</li> <li>Greater organisational impact – greater number of risks mitigated, supports delivery of organisational outcomes</li> <li>Increase in Gartner Audit Score (maturity</li> </ul>	<ul style="list-style-type: none"> <li>More effective and efficient Internal Audit function</li> </ul>

<ul style="list-style-type: none"> <li>Enhancing service delivery by designing and adopting an appropriate range of service standards and associated performance measures that ensure consistently high performance.</li> </ul>				assessment) from 3/5 to 4/5	
<b>Pensions Dashboards</b> Statutory requirement to join the national dashboards framework.	Cost of tenders met from central risk and recharged out as appropriate to departments. For the investment property, the insurance premium is recharged to the tenants.	Est 15% pensions team	Providing Excellent Services	<ul style="list-style-type: none"> <li>Appointment of Integrated Service Provider (ISP) required to 'onboard' with the national digital framework</li> <li>Overall connection deadline set by legislation of 31/10/2026</li> <li>Recommended connection date for public sector pension schemes of 31/10/2025.</li> </ul>	<ul style="list-style-type: none"> <li>Statutory requirement</li> <li>Will provide scheme members with an online platform that will allow them to access details of their accrued pension benefits from multiple sources in one place.</li> </ul>

**Corporate Insurance Programme Tender**  
Procurement of Corporate Broker Services for a 3+2 year contract starting 31/12/2025 followed by 2 consecutive projects for the procurement of corporate insurance policies effective either 24 June 2026 or 25 December 2026.

To be delivered within Core budget.



Est 30% Insurance team.

Providing Excellent Services  
Vibrant Thriving Destinations  
Flourishing Public Spaces

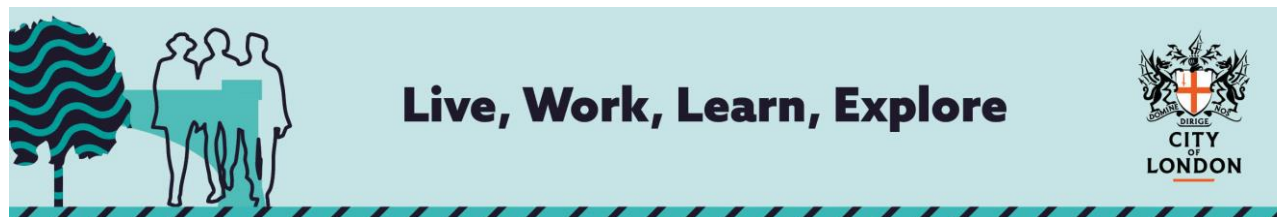
- Appointment of broker able to support risk and insurance requirements of the City Corporation by 31/12/2025
- Placement of insurance contracts to meet legal requirements, provide financial protection for unforeseen losses, and provide claims handling services 25/12/2026.

- High quality risk and insurance advice
- Access to wide insurance market
- stable insurance programme providing value for money

### Our timeline planner of priority workstream activities and milestones

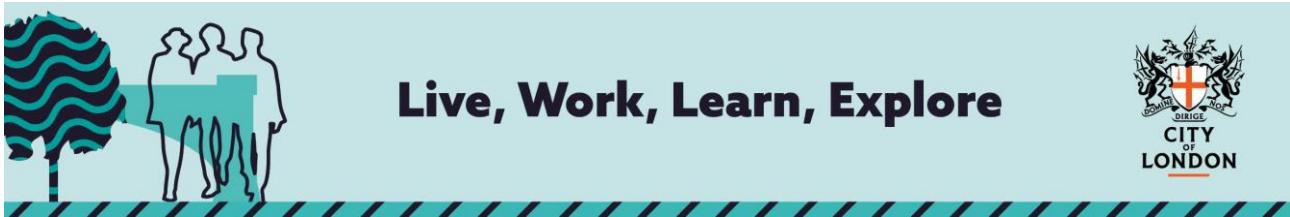
Key	
	Duration of activity
	Milestone

	Quarter 1			Quarter 2			Quarter 3			Quarter 4			Beyond 2025/26	
	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	2026/2027	2027/2028
<i>ERP Programme</i>													Complete by Q2 2026	
<i>Training and Development</i>													On-going	



CHAMBERLAIN'S DEPARTMENT 2025/26 BUSINESS PLAN

Commercial Transformation: Shifting in Commercial Culture and Operating Environment	<div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div></div> <div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div></div>													Ongoing
Commercial Transformation: Contract Management Delivery Model	<div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div></div> <div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div></div>													
Commercial Transformation: Process Review & Governance Redesign	<div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div></div> <div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div></div>													
Commercial Transformation: Training, Development & Improvement	<div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div></div> <div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div></div>													
Income Generation	<div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div></div> <div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div></div>													Ongoing into 2027/28
DDaT Strategy	<div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div></div> <div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div></div>													Strategy in place until 2029



# CHAMBERLAIN'S DEPARTMENT 2025/26 BUSINESS PLAN

Replacement Freedom System															
FSD Transformation															
FIT Strategy															Strategy in place until 2029
Programme Governance															
PSTN Switch Off Programme															Complete in Q4
Continuous improvement of the Internal Audit function															
Corporate Insurance Programme Tender															Complete December 26
Pensions Dashboards															

## Enablers

### People

	Chamberlain's	CoLC
<b>FTE</b>	<b>292</b>	<b>3999</b>
<b>Male</b>	<b>54%</b>	<b>49%</b>
<b>Female</b>	<b>46%</b>	<b>51%</b>
<b>Disability</b>	<b>2%</b>	<b>5%</b>
<b>Ethnic Minority</b>	<b>32%</b>	<b>21%</b>
<b>Average Age</b>	<b>43</b>	<b>45</b>
<b>Average Length of Service</b>	<b>10 years</b>	<b>9 Years</b>

Staff Survey Engagement Score: 63%

Our Key Actions as an outcome of the staff survey will aim to do the following.

1. Enhance Communication and Transparency.
2. Foster a Positive Work Environment.
3. Support Professional Development.
4. Enhance Diversity and Inclusion Efforts.

### Equity, Equality, Diversity and Inclusion

Our EEDI action plan focuses on the following:

1. Ensure that professional development, opportunities are accessible for all Chamberlain's staff to promote development, career progression and equality of opportunity for promotion and the development of a workforce that reflects the make-up of our communities.
2. Raise awareness of ED&I good practice, responsibilities, and corporate initiatives across the department.
3. Support the Corporation to identify, analyse review and monitor key data sets to introduce strategies to address barriers for underrepresented groups as part of our overall Workforce Strategy.
4. Establishment of a cross-Corporation "Women in Tech" group, bringing together women working in technology across the wider City of London Corporation – including our Institutions.

### Finance

#### Chamberlain's Budget

■ Budget estimate   
 ■ Local Risk   
 ■ Central Risk   
 ■ Recahrges  
■ CIL   
 ■ Income Generation   
 ■ Grants



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**Priorities and plans being considered in the medium term**

What Medium Term action is required? (e.g. New legislation, services, projects, automation)	When? 2026/27	When? 2027/28	Is this Funded or Unfunded?
ERP go live	Q2 2026		Funded
Establish a Commercial Steering Group	Q4 2027		Funded
Advertising income project	Q4 2027		Funded
Commercialisation of the Lord Mayor's Show			Funded

**Risks**

Risk Title	Score
CR35 Unsustainable Medium Term Finances - City Fund	12
CR38 Unsustainable Medium Term Finances - City's Estate	16
CR33 Major Capital Schemes	12
CR16 Information Security	24
CR29 Information Management	12
CR40 PSTN Switch Off 2027	16
CHB 002 Housing Revenue Account Financials	16

**Health & Safety**

As a relatively low risk department in physical Health and Safety we will continue to support the corporate Health and Safety Team by following Corporate policies and actively engaging in any pursuits or requirements from the team.

We will also focus on the Wellbeing of our colleagues as a priority, aiming to minimise adverse effects from work.

**Operational Property**

All operational properties have been assessed as utilised, part utilised, or not utilised, and confirmation has been provided to the City Surveyor's Department.

**Yes**



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## City of London Corporation Committee Report

<b>Committee(s):</b> Digital Services Committee	<b>Dated:</b> 15/05/2025
<b>Subject:</b> Digital Information Technology Service (DITS) –Service Delivery Summary	<b>Public report:</b> For Information
<b>This proposal:</b> <ul style="list-style-type: none"> <li>delivers Corporate Plan 2024-29 outcomes</li> </ul>	<b>Providing Excellent Services</b>
<b>Does this proposal require extra revenue and/or capital spending?</b>	No
<b>If so, how much?</b>	N/A
<b>What is the source of Funding?</b>	N/A
<b>Has this Funding Source been agreed with the Chamberlain’s Department?</b>	N/A
<b>Report of:</b>	The Chamberlain
<b>Report author:</b>	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 March 2025.

The services managed by DITS for the City of London (CoL) and City of London Police (CoLP) have been stable, although investigation into the ongoing CCTV issues is continues.

### Recommendation(s)

That Members note the report.

### Main Report

#### Background

1. General performance across all CoL/CoLP Incident Response and Resolution KPIs remains consistent with previous months.

March performance figures for CoL and CoLP were:

CoL: Incident Response 93% Met, Incident Resolve 97% Met  
CoLP: Incident Response 87% Met, Incident Resolve 93% Met

## **Current Position**

- 2 A P1 is declared when one of the following occur:
  - 2.1 A critical production system is unavailable
  - 2.2 A fatal errors and/or substantive data loss has occurred
  - 2.3 An issue is substantially impactful to multiple business units
  - 2.4 A major component to a service is not available
- 3 There were no Priority 1 (P1) Incidents reported for CoL during this reporting period which were within the responsibility of DITS Resolver groups.
- 4 There was 1 x P1 Incident reported for CoLP during this reporting period which was within the responsibility of DITS Resolver groups.
  - 4.1 72466 – PNC within Niche not working. A reboot of the server resolved the issue

## **Key service provider status:**

4. Wavenet/Daisy experienced 2 x P1 incidents across Col and CoLP in March.

CoL - 73543 - Cirrus Contact centre outage.  
Resolution – A messaging component was reset.

CoLP - 72615 – Service Desk phone line unavailable.  
Resolution – Call closed by COLP engineer with no action. Meeting arranged with Wavenet SDM to improve this process flow.
5. Barracuda experienced 1 x P1 incident which affected CoLP  
71889 – No access to Synergy – CCTV affected.  
Resolution – Barracuda completed a full Root Cause Analysis (RCA) and established that the issue was due to a failure of the T-box devices to recognise a temporary licence extension. A further licence extension was implemented with the correct configuration and this issue was resolved.  
Barracuda have implemented measures which prevent any reoccurrence of a similar issue.
6. Jenoptik experienced 1 x P1 incident which affected CoLP  
73406 – ANPR NAS Data Failure  
Resolution: Information awaited from 3<sup>rd</sup> party.

## **Service improvements and highlights**

7. The Service Management team are working with the COLP Device refresh team and Service Team Application support, to ensure that all new/replacement devices which are deployed as part of the CoLP device refresh have all relevant

details recorded in the Configuration Management Database (CMDB)  
Most fields are transferred automatically from Intune to the CMDB on a daily basis, however the Warranty information and the Assigned User field do not form part of this automatic data transfer.

To ensure that this information is recorded, the team have arranged for a weekly manual upload of this information

8. Service Management continue to support CoLP SCP CCTV to ensure a stable service.

Work to refine and adapt the SCP Support Model is ongoing.

### **Service Metrics**

9. The CoL P4 Resolution KPI was achieved by all DITS Resolver groups in March, resulting in an overall performance figure of 97%

The CoLP P4 Resolution KPI continues to be achieved and was 95% in March.

10. The CoL Standard Service Request KPI was achieved in December (97%).

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

### **Options**

11. None to advise this reporting period.

### **Proposals**

12. None to advise this reporting period.

### **Key Data**

13. As detailed in Appendix 1

### **Corporate & Strategic Implications - None**

### **Conclusion**

14. The DITS Service Management team continue to review current processes to ensure that they are fit for purpose.

The team are also currently reviewing additional ITIL processes which would benefit the DITS service and will be looking to implement these additional processes in the coming months.

### **Appendices**

- Appendix 1 – CoL and CoLP Performance Stats

### **Dawn Polain**

DITS Head of Service Delivery

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E: [dawn.polain@cityoflondon.gov.uk](mailto:dawn.polain@cityoflondon.gov.uk)

# Appendix 1 – Current Performance against Service Metrics COL/LC In House Incident Performance

## Executive Performance Metrics | COL/LC In House

CoL/LC	KPI Metrics	October 2024			November 2024			December 2024			January 2025			February 2025			March 2025		
		Total	KPI%		Total	KPI%		Total	KPI%		Total	KPI%		Total	KPI%		Total	KPI%	
Service Performance Measure (In House)	Total Incidents (Logged)	549	-		520	-		353	-		509	-		473	-		522	-	
	Total Incidents (Closed)	673	-		613	-		419	-		441	-		464	-		510	-	
	98% of all P1 Incidents responded < 15 minutes	0	-	→	0	-	→	1	0%	↓	0	-	↑	0	-	→	0	-	→
	98% of all P2 incidents responded to < 15 minutes	1	100%	→	1	0%	↓	1	100%	↑	0	-	→	3	0%	↓	0	-	↑
	95% of all P3 incidents responded to < 2 hours	35	63%	↓	21	76%	↑	26	88%	↑	37	84%	↓	28	79%	↓	26	81%	↑
	95% of all P4 incidents responded to < 8 hours	637	94%	↓	591	92%	↓	391	92%	→	404	95%	↑	433	92%	↓	483	93%	↑
	98% of all P1 Incidents resolved < 2 hours.	0	-	→	0	-	→	1	100%	↑	0	-	→	0	-	→	0	-	→
	98% of all P2 Incidents resolved < 4 hours	1	100%	→	1	100%	→	1	100%	→	0	-	→	3	0%	↓	0	-	↑
	90% of all P3 incidents resolved < 8 hours	35	66%	↓	21	76%	↑	26	88%	↑	37	92%	↑	28	79%	↓	26	81%	↑
	90% of all P4 incidents resolved < 5 business days	637	97%	↓	591	97%	→	391	99%	↑	404	96%	↓	433	98%	↑	483	97%	↓

## CoLP In House Incident Performance

### Executive Performance Metrics | COLP In House

COLP	KPI Metrics	October 2024			November 2024			December 2024			January 2025			February 2025			March 2025		
		Total	KPI %		Total	KPI %		Total	KPI %		Total	KPI %		Total	KPI %		Total	KPI %	
Service Performance Measure (In House)	Total Incidents (Logged)	1005	-	-	806	-	-	554	-	-	634	-	-	624	-	-	627	-	-
	Total Incidents (Closed)	1107	-	-	827	-	-	592	-	-	633	-	-	527	-	-	684	-	-
	98% of all P1 Incidents responded < 15 minutes	2	0%	→	0	-	↑	2	0%	↓	0	-	↑	0	-	→	1	0%	↓
	98% of all P2 incidents responded to < 15 minutes	1	100%	→	0	-	↑	1	100%	→	1	0%	↓	2	100%	↑	2	100%	→
	95% of all P3 incidents responded to < 2 hours	52	44%	↓	60	53%	↑	28	61%	↑	51	63%	↑	30	43%	↓	47	70%	↑
	95% of all P4 incidents responded to < 8 hours	1052	81%	↓	767	92%	↑	561	91%	↓	581	92%	↑	495	88%	↓	634	88%	→
	98% of all P1 Incidents resolved < 2 hours.	2	0%	→	0	-	↑	2	50%	↓	0	-	↑	0	-	→	1	0%	↓
	98% of all P2 Incidents resolved < 4 hours	1	100%	↑	0	-	↑	1	100%	→	1	0%	↓	2	100%	↑	2	100%	→
	90% of all P3 incidents resolved < 8 hours	52	62%	→	60	68%	↑	28	75%	↑	51	78%	↑	30	77%	↓	47	66%	↓
	90% of all P4 incidents resolved < 5 business days	1052	96%	→	767	98%	↑	561	98%	→	581	98%	→	495	98%	→	634	95%	↓

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## City of London Corporation Committee Report

<b>Committee(s):</b> Digital Services Committee	<b>Dated:</b> 15/5/2025
<b>Subject:</b> Digital Information Technology Service (DITS) – Business Plan End of Year Update	<b>Public report:</b> For Information
<b>This proposal:</b> <ul style="list-style-type: none"> <li>• <b>delivers Corporate Plan 2024-29 outcomes</b></li> </ul>	<b>Providing Excellent Services</b>
<b>Does this proposal require extra revenue and/or capital spending?</b>	No
<b>If so, how much?</b>	N/A
<b>What is the source of Funding?</b>	N/A
<b>Has this Funding Source been agreed with the Chamberlain's Department?</b>	N/A
<b>Report of:</b>	The Chamberlain
<b>Report author:</b>	Zakki Ghauri, Director of Digital & IT

### Summary

This report provides an end of year 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 as agreed at the May 2024 Digital Services Committee, this is undertaken quarterly.

### Recommendation(s)

Members are asked to note this report and our actions completed against our 2024/25 Business Plans.

### Main Report

#### Background

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

2. The Business Plan 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 annually 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. This can be viewed online at [www.cityoflondon.gov.uk/DDaT](http://www.cityoflondon.gov.uk/DDaT)
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. We have appointed our first permanent Head of Data role, with a focus on developing a single data platform that can be used by all parts of the organisation.
7. We have agreed a direction of travel for our **future network** and will be carrying out a full refresh with a “wireless first” approach. Procurement of a partner to deliver our future network has commenced. 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. In the interim, there has been significant work on optimising our existing network, resulting in a 97% decrease in dropped network connections, and a single network rolled out across our 120 sites, allowing our colleagues to connect seamlessly regardless of which site they are working from.
8. 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 went live in January with 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. The procurement for the Managed Print Solution is currently at moderation stage, and it is expected that the tender will be awarded shortly.
9. Our **SharePoint migration** has now completed. We are sharing best practice around this migration and lessons learnt with our Institutions.



## **Corporate & Strategic Implications**

10. 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.
11. Financial implications – None arising from this report.
12. Resource implications – None arising from this report.
13. Legal implications – None.
14. Risk implications – None arising from this update report. Our Departmental risks are captured and managed per the Corporation's framework.
15. Equalities implications – None
16. Climate implications – None.
17. 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**

18. At the end of Q4, we have delivered what we had planned as part of our 2024/25 Business Plan.
19. Two workstreams are fully completed – our Shared DDaT Strategy, and our SharePoint Migration.
20. The remaining Workstreams will be carried forward to our next Business Plan as the Procurement of services continues and we appoint partners to help move us into delivery for 2025/26.
21. 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.
22. Our new Digital, Data and Technology Strategy has been approved and has been published online at [www.cityoflondon.gov.uk/DDaT](http://www.cityoflondon.gov.uk/DDaT)
23. 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.
24. Work will continue to converge and bring together the wider organisation.

## **Appendices**

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

**Zakki Ghauri**

Director of Digital & IT

[zakki.ghauri@cityoflondon.gov.uk](mailto:zakki.ghauri@cityoflondon.gov.uk)

## 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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## City of London Corporation Committee Report

<b>Committee(s):</b> Finance Committee – For Information Corporate Services Committee – For Information Digital Services Committee – For Information	<b>Dated:</b> 29 April 2025 7 May 2025 15 May 2025
<b>Subject:</b> Quarterly Programme Sapphire (ERP) Update Report – Q4 2024/25	<b>Public report:</b> For Information
<b>This proposal:</b> <ul style="list-style-type: none"> <li>• <b>delivers Corporate Plan 2024-29 outcomes</b></li> <li>• <b>provides statutory duties</b></li> <li>• <b>provides business enabling functions</b></li> </ul>	Providing Excellent Services
<b>Does this proposal require extra revenue and/or capital spending?</b>	No
<b>If so, how much?</b>	N/A
<b>What is the source of Funding?</b>	N/A
<b>Has this Funding Source been agreed with the Chamberlain’s Department?</b>	N/A
<b>Report of:</b>	Caroline Al-Beyerty, Chamberlain
<b>Report author:</b>	Simon Gray, Chamberlain’s Department

### Summary

The Programme has made good progress and is tracking to both plan and budget. The first go live milestone (the Learning Management System) has been achieved and the remaining Wave 1 deliverable are progressing well.

The scale and complexity of the programme requires additional risk mitigation for Wave 2 (HR & Payroll) and Wave 3 (Finance). There has been no change in the plan and the focus is on taking proactive steps to mitigate any delivery risks. All risks are being managed at Programme Board level.

The principle of “Adopt not Adapt” is being maintained and there have been minimal changes proposed. A quality assurance partner (SAP) has been appointed to provide additional confidence and help drive the transformation work.

### Recommendation(s)

Members are asked to:

- Note the report.

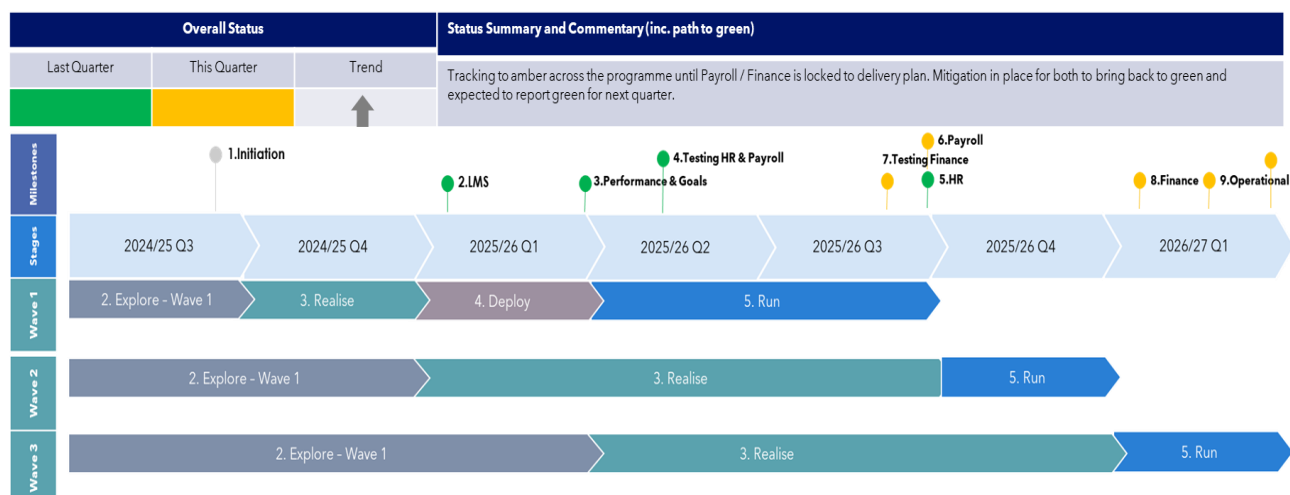
## Main Report

### Background

1. The Programme Sapphire - Enterprise Resource Planning (ERP) Programme is the project for the City of London Corporation to replace its current legacy systems; City People (Midland i-Trent) for HR & Payroll and Oracle R12 for both strategic and operational finance.
2. The new ERP Solution will modernise the technology we rely upon to deliver back-office services aligning our services with organisational excellence.
3. A vital component of the new ERP Solution is that it will support the City of London Corporation's culture change. It will promote and enable self-service for all employees to access their information, provide access to real-time information and enable informed business decisions.
4. The change workstream will be key to driving the success of the programme over and above the technology, this is driven by the 'adopt not adapt' principle.
5. The Programme is delivering in 3 waves (see Appendix 3 for further details):

<b>Wave 1</b>	Leaning Management System (April 2025) Performance & Goals (May 2025) Recruitment (June 2025)	Q1 2025/26
<b>Wave 2</b>	Core HR & Payroll	Q3 2025/26
<b>Wave 3</b>	Finance & Budget Management / Forecasting	Q1 2026/27

### Current Position



6. Significant progress has been made in strengthening the Programme Team through a combination of internal appointments and external recruitment. Across the programme no critical roles are currently outstanding. The high-level structure

can be viewed in Appendix 1. Additional recruitment will be linked to the programme phases.

7. The overall budget forecast is unchanged at £19m with no use of Costed Risk Provision (£8.6m). Appendix 4 provides a breakdown of the budget. Variances in actual vs forecast is related to actual spend being slower due to:
  - Spend with System Integrator being weighted towards end of programme linked to milestones / outcomes vs original forecast which was based on expected burn rate.
  - Programme Team ramp-aligned to phased delivery plan / controls on backfill budget.
8. Progress against the plan is currently logged as Amber with the following status updates:

### Wave 1 Update

9. Progress is Green with the programme on track / delivering against the plan:

Module	Progress Update																												
Leaning Management System (April 2025)	<ul style="list-style-type: none"><li>The Learning Management module had a soft go-live on 01/04 to a limited number of users and is now available to all users from the 07/04</li><li>A train-the-trainer approach was used for the Learning team, with end user training being supported by quick guides / videos</li><li>A full User Acceptance Testing (UAT) was completed for the product prior to go live and all issues either resolved or a mitigation in place as shown below in readiness for cut-over.</li><li>Delivery was achieved to plan and cost.</li></ul> <table><tr><th>Metric</th><th>Phase 1</th><th>Phase 2</th><th>Total</th></tr><tr><td>Total Tasks Tested</td><td>420</td><td>312</td><td>732</td></tr><tr><td>Issues Reported</td><td>29</td><td>22</td><td>51</td></tr><tr><td>Issues Resolved</td><td>24</td><td>18</td><td>42</td></tr><tr><td>Known Issues (Still Open – SAP Aware)</td><td>5</td><td>4</td><td>9</td></tr><tr><td>Success Rate (Tasks with no issues)</td><td>93.10%</td><td>92.90%</td><td>93.00%</td></tr><tr><td>Issue Resolution Rate (Resolved)</td><td>82.80%</td><td>81.80%</td><td>82.40%</td></tr></table>	Metric	Phase 1	Phase 2	Total	Total Tasks Tested	420	312	732	Issues Reported	29	22	51	Issues Resolved	24	18	42	Known Issues (Still Open – SAP Aware)	5	4	9	Success Rate (Tasks with no issues)	93.10%	92.90%	93.00%	Issue Resolution Rate (Resolved)	82.80%	81.80%	82.40%
Metric	Phase 1	Phase 2	Total																										
Total Tasks Tested	420	312	732																										
Issues Reported	29	22	51																										
Issues Resolved	24	18	42																										
Known Issues (Still Open – SAP Aware)	5	4	9																										
Success Rate (Tasks with no issues)	93.10%	92.90%	93.00%																										
Issue Resolution Rate (Resolved)	82.80%	81.80%	82.40%																										
Performance & Goals (May 2025)	<ul style="list-style-type: none"><li>Completed System Integration Testing and UAT will be completed in April in preparation for planned go live on the 19<sup>th</sup> of May.</li><li>A train-the-trainer approach will be used for the Performance Team, with end user training being supported by quick guides / videos but being intuitive in nature.</li><li>Delivery is forecast as on time and budget.</li></ul>																												
Recruitment (June 2025)	<ul style="list-style-type: none"><li>Recruitment will progress through System Integration Testing, User Acceptance Testing in preparation for planned go-live in June. Existing recruitment will complete in the existing system meaning the solution will work in parallel to ensure current campaigns are not disrupted. Delivery is on time and budget.</li></ul>																												

	<ul style="list-style-type: none"> <li>Recruitment will have a more extensive training support given the relative complexity and need to embed process changes – supported by guides and videos</li> </ul>
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10. The Digital workstream had a strong quarter supporting the data migration of the Learning Management solution and resolving issues with single sign-on across the institutions. This was welcomed by staff compared to the multi-factor authentication process required by the existing HR solution and was part of a wider Digital Services Team initiative to make life simpler for colleagues across the Corporation.

11. The Change Management work stream has supported the creation of the Change Champions with Future Ambition 18 with over 50 volunteers identified across the organisation.

12. The benefits tracking is in place to track Wave 1 deliverables following and will be further expanded in Wave 2 & 3.

## Wave 2 Update

13. Progress is Amber (see table below). The plan remains on track, there are risks to delivery being tracked with mitigating work in progress to return to Green. The overall programme status is Green but the following actions are being tracked which has resulted in an amber status:

Module	Progress Update
HR Service Desk (December 2025)	<ul style="list-style-type: none"> <li>SAP have decided to sunset their existing product (in 5 years' time) and the Corporation will need to evaluate the alternative product to ensure compliance with requirements.</li> <li>This issue has been escalated to SAP at the latest executive meeting by the SRO.</li> </ul>
Employee Health & Safety (April 2026)	<ul style="list-style-type: none"> <li>The workshops are underway in March / April and need to evidence the product meets UK requirements. This is a Wave 3 deliverable.</li> <li>This issue has been escalated to SAP at the latest executive meeting by the SRO</li> </ul>
Payroll (December 2025)	<ul style="list-style-type: none"> <li>The plan is being evaluation to ensure that December 2025 is achievable with contingency plans in the event of delays during the parallel run process.</li> <li>This issue has been escalated to HCL to resolve and mitigation is in place and a draft plan to return to green</li> </ul>

14. The Corporation leads are now focused on data collection/ cleansing in preparation for the first data migration wave. Workshops are due to complete in April in readiness for first wave migrations in July 2025.



15. The level of change management / stakeholder management needs to increase significantly with a focus on driving the transformation from the service delivery teams (Finance / HR / DITS).

### **Wave 3 Update**

16. Progress against the overall plan is currently logged as Amber with the following status updates:
- The explore phase was planned to complete by the 31<sup>st</sup> of March but key decisions over the enterprise structure, chart of accounts and hierarchy were outstanding. This risk was escalated to the Chamberlain and Financial Services Director on 25/02/25. Measures to address this issue include onboarding an Assurance Partner and implementing additional scrutiny and sign-off procedures by the Financial Services Director. Additional support was also offered by SAP was also provided to resolve the issue and a recommendation was made to Programme Board on the 24/03/25 which enabled design work to progress and build work on the HR workstream.
  - Resource gaps from the system integration partner (HCL) were escalated on the 07/02/25 on the HCL governance call by the SRO and Financial Services Director and by Board on the 25/02/25
  - HCL director committed to provide the resource on the 28/02/25 to the SRO
  - Resource provision will continue to be flagged on the monthly review calls with the SRO
  - The workstream is currently being re-planned and the expectation is still to deliver for 1<sup>st</sup> April 2026 once the replan is complete.
  - The level of change management / stakeholder management needs to increase significantly with a focus on driving the transformation from the service delivery teams (Finance / DITS).

### **Procurement Update**

17. The Corporation completed a procurement using the G-Cloud framework and appointed EPI-USE as the data migration for SuccessFactors (HR & Payroll) to December 2025. They will bring specific resource and tools to de-risk the Wave 2 delivery plan.
18. Concur, which is the expenses module of SAP, was confirmed in March 2025. This was part of the original procurement scope, but the service / software was not contracted until the programme was ready to commence delivery. The delivery of Concur is direct with SAP rather than the other elements which sit with HCL.
19. The SAP “Preferred Success” services will be used to provide quality assurance on the design of the solution and also to maximise the transformation capabilities of the product with the expansion of new features.

## **Look ahead – Quarter 2 2025/26**

20. The build for Wave 2 (HR and Payroll) to be completed and commencement of System Integration Testing (this will include 3 playback sessions to validate the solution during build and the delivery of data migration to support the testing waves).
21. Explore phase to be completed and build and playback sessions to be delivered (but not completed).
22. Change champions network to be established and training needs analysis (TNA) to support the Wave 2 & 3 delivery plans – See Appendix 2.

## **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**

23. The programme is tracking to plan on deliverables and budget and no use of costed risk. The key principle of adopt not adapt is being adhered to with minimal change. Risk and issues will continue to be monitored / reported with the focus on robust planning for Wave 2 & 3. The levels of change management / stakeholder engagement need to ramp up to support the transformation journey over the next quarter and will be reported on at the next stage report.

## **Appendices**

- Appendix 1 – High Level Structure Chart
- Appendix 2 – Comms and Engagement Roadmap
- Appendix 3 – Project Plan on the page
- Appendix 4 – Budget Update (Non-Public)

**Simon Gray**

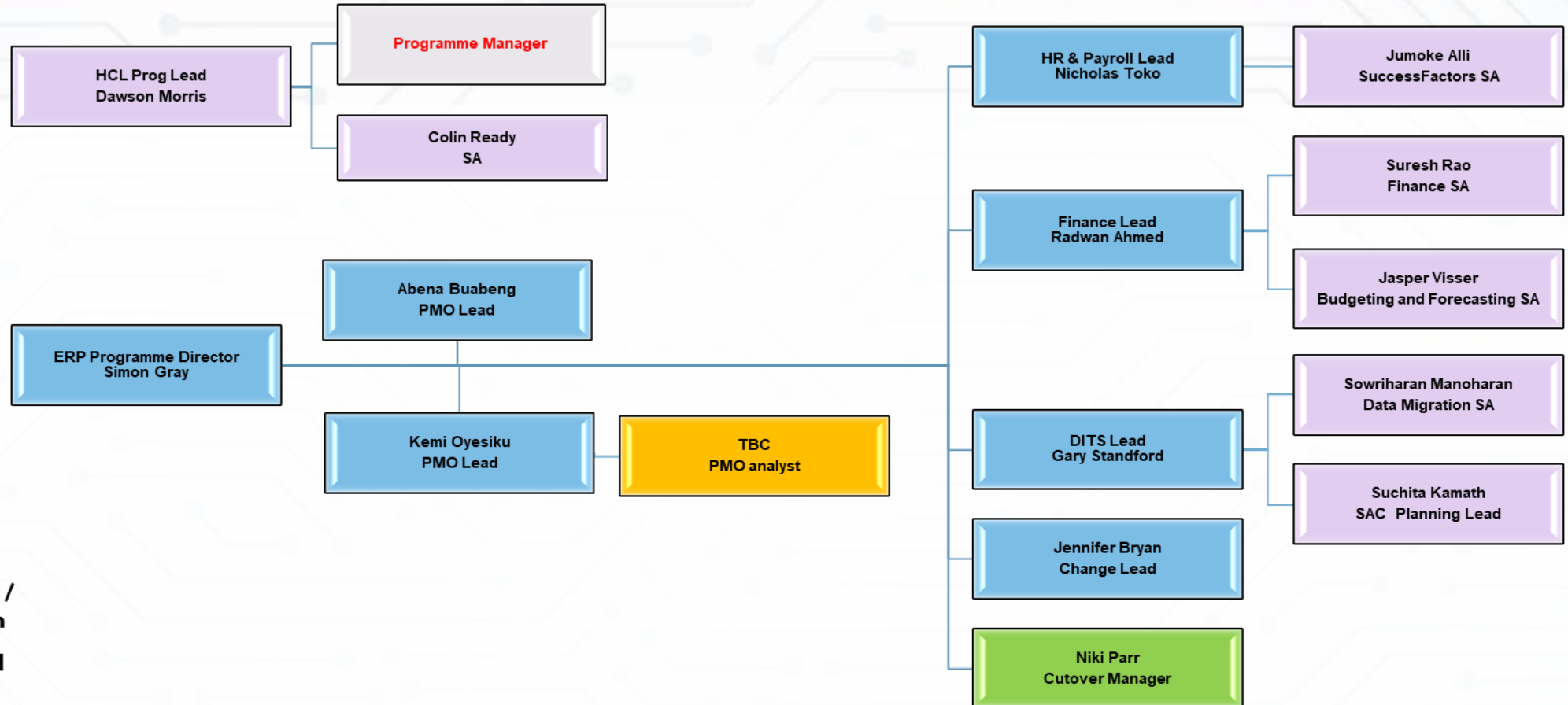
Programme Director, Chamberlain's Department

T: 07557 568016

E: [simon.gray@cityoflondon.gov.uk](mailto:simon.gray@cityoflondon.gov.uk)

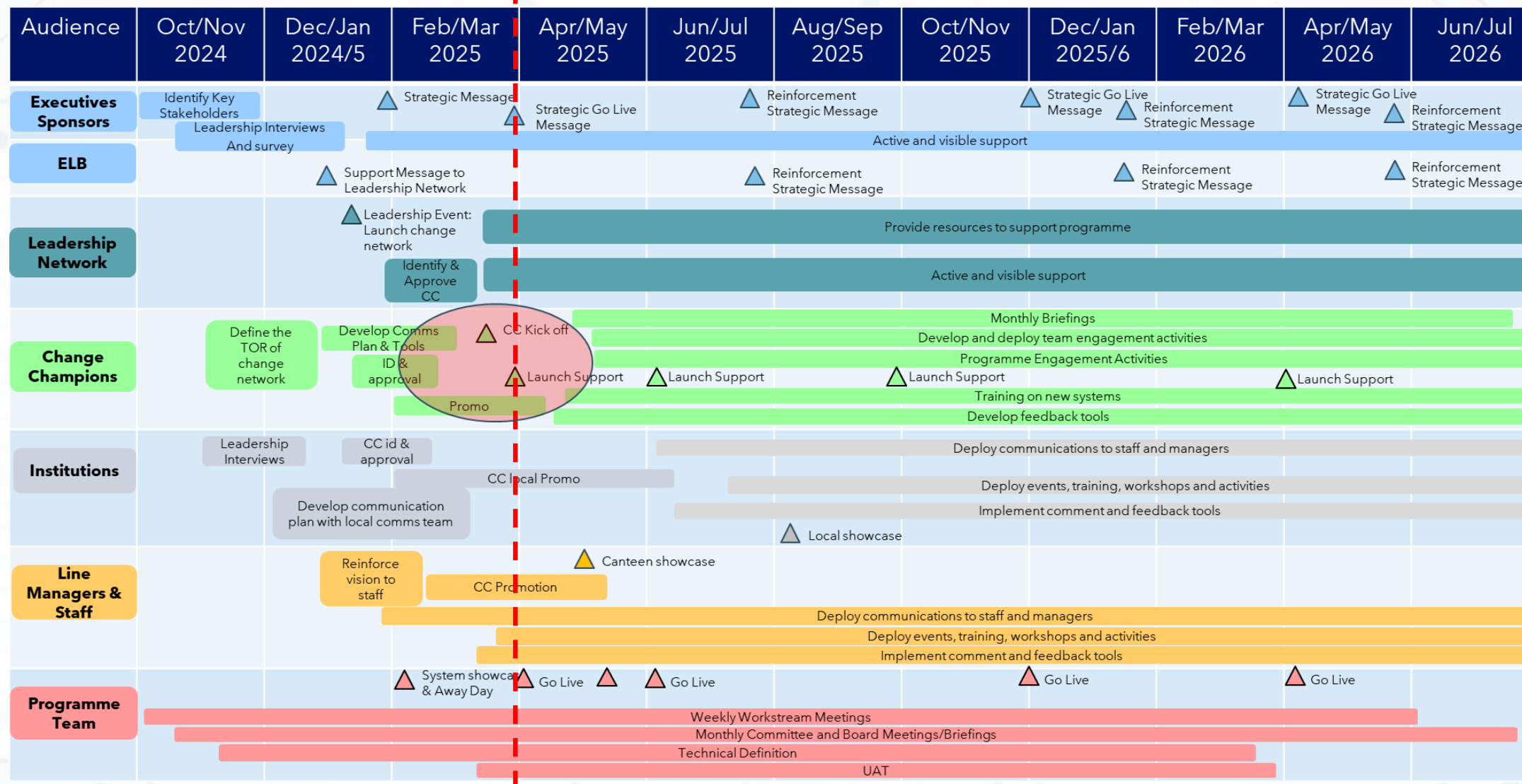
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# Appendix 1 – High Level Structure Chart



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# Appendix 2 – Comms and Engagement Roadmap



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# Appendix 3 – Plan on a Page

## Progress Status Vs Plan – As Per Week – 31.03.2025

*\*EC & ECP Plan subject to change as per CoL's decision on PPR proposal submitted.*  
*\*\* S/4 Finance plan subject to changed as per CoL's decision on revised plan submitted.*

## Wave Plan

#	Target Milestones #Wave 1	Key Dates
1	Wave# 1 – LMS (MVP) Planned Go –Live	01.04.2025
2	Wave# 1 –PM/GM (MVP) Planned Go-Live	19.05.2025
3	Wave# 1 –RCM, RMK (MVP) Planned Go-Live	01.06.2025



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## City of London Corporation Committee Report

<b>Committee(s):</b> Digital Services Committee – For Information	<b>Dated:</b> 15/05/25
<b>Subject:</b> Copilot – Proof of Value Report	<b>Public report:</b> For Information
<b>This proposal:</b> <ul style="list-style-type: none"> <li>delivers Corporate Plan 2024-29 outcomes</li> </ul>	Providing Excellent Services
<b>Does this proposal require extra revenue and/or capital spending?</b>	No
<b>If so, how much?</b>	£0
<b>What is the source of Funding?</b>	N/A
<b>Has this Funding Source been agreed with the Chamberlain’s Department?</b>	N/A
<b>Report of:</b>	Chamberlain
<b>Report author:</b>	Sam Collins

### Summary

The attached report summarises the findings of a recent discovery exercise completed by Phoenix Software Limited, into the use of Copilot for M365 across several City of London Corporation departments. Copilot for M365 is the Generative Artificial Intelligence (GenAI) solution provided by Microsoft, which was made available across the City of London Corporation in September 2024. The report provides a very positive picture of the use of Copilot, identifying key use cases and benefits.

### Recommendation

Members are asked to:

- Note the report.

### Main Report

#### Background

- Copilot for M365 is an innovative tool provided by Microsoft that integrates Generative AI capabilities into the Microsoft 365 suite of applications. It assists users in performing tasks more efficiently by automating repetitive processes, generating content, and providing real-time prompts and suggestions.

## **Current Position**

2. Since September 2024 the City of London Corporation has made Copilot for M365 available to users on a departmentally funded basis. At the time of writing this report, the number of licenced users has increased to 306 across 8 different departments. This approach has proved successful with adoption rates typically up to 98%, which compares very favourably to other organisations at a similar stage of rollout.
3. The Digital, Information and Technology Service have engaged Phoenix Software Limited to complete a discovery exercise into how departments have been making use of Copilot for M365. Through a series of interviews with key departmental contacts, the attached reports seeks to highlight how Copilot for M365 has been positively impacting the work of departments and delivering significant time savings and efficiencies.

## **Key Data**

4. Microsoft Copilot for M365 is currently in use by 308 staff members across 8 departments. These licences have been funded on a departmental basis.
5. The City of London Corporation has derived significant value from the adoption of Copilot for M365, with the impact of Copilot increasing month on month as users integrate Copilot into their everyday working and find new and innovative ways to utilise Generative AI. The number of Copilot actions taken each week has now increased to more than 4000, with around 250 'Copilot Assisted Hours' each and every week. Some the most frequent actions over the last 4 weeks include meeting summaries (2,972), e-mail generation (1,441) and documents created (478), as well as 3,583 prompts being used with Copilot Chat.

## **Corporate & Strategic Implications**

Strategic implications – The adoption of Copilot for M365 has the potential to positively impact all departments and services using Generative Artificial Intelligence (GenAI) which has been demonstrated to deliver significant time savings and efficiencies.

Financial implications – Initial indications are that City of London Corporation staff are benefitting from time savings estimated to equate to 3-4 times the cost of the licences (£25.50 per month). The hourly cost of a Grade E member of staff equates to around £25.

Resource implications – Copilot for M365 has been demonstrated to greatly reduce the resource impact of administrative tasks such as creating meeting notes, drafting documents and managing e-mails. This has enabled staff to focus on higher value add tasks.

Legal implications – There are legal implications around the ethical use of AI and departments have been advised to proceed with caution. There are clear guidelines or requirements around the use of GenAI for certain statutory functions which departments must consider.

Risk implications – There are risks associated with the ethical use of GenAI and ensuring that departments adhere to guidance and restrictions in the use of GenAI around certain

statutory functions. Microsoft's Enterprise Data Security approach ensures that Copilot is unable to access any information that the staff members can not already access and greatly reduces the risk of data breach as nothing leaves the COL tenancy.

Equalities implications – none

Climate implications – none

Security implications – Access to data and the risk of data breach are effectively managed through Microsoft's Enterprise Data Security model.

## **Conclusion**

6. The attached report provides a summary of the Departmental Discovery exercise completed by Phoenix Software Limited. The report is intended to highlight areas where Copilot for M365 is delivering benefit to the City of London Corporation.

## **Appendices**

- Appendix 1 – Copilot for M365 - Departmental Discovery Report

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***City of London Corporation***  
***COPILOT FOR M365***  
***DEPARTMENTAL DISCOVERY***  
***REPORT***

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## 1 INTRODUCTION

Copilot for M365 is an innovative tool provided by Microsoft that integrates Generative AI capabilities into the Microsoft 365 suite of applications. It assists users in performing tasks more efficiently by automating repetitive processes, generating content, and providing real-time prompts and suggestions. With features such as meeting summaries, email generation, document creation, and interactive chat prompts, Copilot enhances daily workflows, improves productivity, and supports decision-making across various departments. Its impact is evident through increased adoption rates, substantial time savings, and overall productivity gains, making it a valuable asset for organizations like the City of London Corporation.

Since September 2024 the City of London Corporation has made Copilot for M365 available to users on a departmentally funded basis. At the time of writing this report, the number of licenced users has increased to 306 across 8 different departments. This approach has proved successful with adoption rates typically up to 98%, which compares very favourably to other organisations at a similar stage of rollout.

The City of London Corporation has derived significant value from the adoption of Copilot for M365, with the impact of Copilot increasing month on month as users integrate Copilot into their everyday working and find new and innovative ways to utilise Generative AI. The number of Copilot actions taken each week has now increased to more than 4000, with around 250 'Copilot Assisted Hours' each and every week. Some the most frequent actions over the last 4 weeks include meeting summaries (2,972), e-mail generation (1,441) and documents created (478), as well as 3,583 prompts being used with Copilot Chat.

This report provides a detailed analysis of interview findings, use cases, and user feedback on M365 applications, which will inform a broader business case for deploying Copilot for M365 within *City of London Corporation*. Through structured interviews, we explored daily tasks, pain points, and productivity challenges across departments, focusing on the potential for Copilot to enhance efficiency, quality of work, and user satisfaction.

The report outlines key scenarios where Copilot can drive meaningful improvements, supported by data gathered from the Copilot Dashboard, survey responses, and general feedback from users. For each identified use case, we present an in-depth look at current workflows, time spent, and application usage, followed by recommendations on how Copilot could transform these processes. Metrics for success, including time savings, productivity gains, and return on investment, are also provided, illustrating how Copilot's capabilities align with the organisation's goals.

Together, this report offers a clear foundation for a tailored Copilot deployment strategy, with actionable insights to guide further training and showcase the potential business value and ROI that Copilot can bring to *City of London Corporation*.

## 2 EXECUTIVE SUMMARY (DEPARTMENTAL FINDINGS)

### Executive Summary: Training Requirements and Successes

The City of London Corporation has seen significant benefits from the adoption of Microsoft Copilot across various departments. This executive summary highlights the training requirements and key successes of each team interviewed.

**Environment Team** led by James and Joanne, have successfully integrated Copilot into their daily workflows. James, an early adopter, uses Copilot for drafting documents and reviewing Python code, saving up to 90% of the time previously spent on these tasks. Joanne leverages Copilot for information retrieval, significantly reducing search times. However, the team faces challenges with Azure file integration and training scheduling.

**Department for Community and Children's Services** Scott Myers and his team have found Copilot to be a game-changer, particularly for business support staff who save 1.75 hours per meeting on transcription tasks. Scott himself saves 20 minutes per email, and the team has seen improved communication effectiveness and recruitment efficiency. Challenges include calendar scheduling issues and transcription accuracy for in-person meetings.

**Innovation and Growth Team** Erik Dronen and Ricardo Fajardo have achieved dramatic efficiency gains with Copilot, reducing bulletin creation time by 83% and search times by up to 90%. However, they face limitations with Excel functionality and email search accuracy. The team suggests future training in Copilot Studio agents and Copilot for Excel.

**City Surveyor's Department** John Galvin and the team have seen early-stage benefits from Copilot, particularly in meeting summarisation and recruitment preparation, saving 40 minutes per task. However, challenges include inconsistent performance in Outlook and time constraints. The team suggests refining prompting techniques and exploring Copilot's potential in Power BI.

**Chamberlain's Department** William Roberts and the team have integrated Copilot into meeting management and administrative tasks, saving significant time and doubling business analyst capacity. Challenges include output specificity and summarising complex email chains. The team suggests refining prompting techniques and exploring Copilot's use in Power BI.

**Town Clerk's Department** Polly Dunn and the team have seen mixed results with Copilot, saving one to two hours per meeting for some clerks and one to five hours weekly on searches. Challenges include privacy concerns, inconsistent minute-taking benefits, and external software delays. The team suggests enhancing prompting skills and exploring broader application use.

Overall, while each team has experienced significant time savings and efficiency gains with Copilot, there are areas for improvement, particularly in training and technical support. Addressing these challenges will further enhance Copilot's value and impact across the City of London Corporation.

### 3 COPILOT DEPARTMENTAL / PERSONA USE CASES

#### 3.1 ENVIRONMENT

Copilot has become a cornerstone tool for the Environment Team, with James and Joanne leveraging it daily to achieve significant efficiency gains. The session revealed specific applications where Copilot slashes task times, enhances outputs, and reduces administrative burdens, with precise numbers illustrating its value. Below is a detailed summary of its usage, supported by exact time-saving statistics:

**Day-to-Day Task Support:** James, an early adopter using Copilot for four months, relies on it daily for drafting documents and reviewing Python code via a custom agent. Pre-Copilot, drafting a complex document or debugging code took 1–2 hours; post-Copilot, these tasks are completed in “minutes,” a reduction of up to 90% in time. Stat: James saves approximately 1–2 hours per coding or drafting task, enabling him to deliver projects faster and focus on innovation.

**Information Retrieval and Management:** Joanne uses Copilot to streamline searches across SharePoint and email inboxes, cutting retrieval times dramatically. Pre-Copilot, finding a specific file or email took 20–30 minutes of manual effort; post-Copilot, this drops to “seconds” by querying the tool directly, saving up to 20 minutes per task. James aims to extend this to Azure file stores, further reducing file transfer times currently bogged down by manual copying. Copilot saves 15–20 minutes per search task, a reduction of over 95% in search time, freeing up hours weekly for core environmental work.

**Workflow Efficiency:** While specific meeting examples weren’t detailed, Lucas emphasised the team provided “specific time savings” contrasting pre- and post-Copilot workflows. The cited 1–2 hours saved on drafting and 15–20 minutes on searches exemplify how Copilot transforms slow, manual processes into near-instant outcomes, amplifying team capacity. These exact figures—1–2 hours saved on drafting/coding and 15–20 minutes on searches—highlight Copilot’s profound impact. Pre-Copilot, these tasks consumed significant portions of the workday; post-Copilot, they’re completed almost instantly, offering a stark contrast that justifies licence investment by reclaiming hours for strategic priorities.

#### Challenges and Limitations

Despite its strengths, Copilot faces minor hurdles. James noted inefficiencies with Azure file store integration, where pre-Copilot manual file transfers (Azure to desktop to SharePoint) remain unchanged, taking 10–15 minutes per file due to compatibility issues with SharePoint. Copilot hasn’t yet streamlined this, though James sees potential in Copilot Studio agents, indicating a knowledge gap in implementation. Joanne highlighted training scheduling issues, with short-notice notifications (e.g., “next week”) causing her to miss valuable sessions, though recordings mitigate this somewhat. These challenges pale against Copilot’s time-saving benefits but underscore areas where technical solutions and better support could amplify its value.

#### Suggested Solutions and Improvements

The team proposed targeted enhancements to address limitations and leverage Copilot’s full potential:

- **Copilot Studio for Azure:** James suggested using Copilot Studio to build an agent for Azure file searches, potentially cutting the 10–15-minute file transfer process to seconds. Lucas confirmed this is viable with pre-built plugins, making it a quick win with training.
- **Improved Training Access:** Joanne recommended longer lead times and reruns for training sessions, as the current 1-week notice disrupts attendance. This would ensure new users benefit from the same time savings as early adopters.
- **Power BI and Excel Focus:** Both identified Power BI and Excel as areas for growth. Pre-Copilot, BI reporting and Excel analysis were slow and manual; post-Copilot, enhanced integration could save additional hours, though training is needed to achieve this.

#### Benefits of Copilot for the Team

Copilot delivers transformative advantages, with exact time savings underscoring its importance:

**Time Efficiency:** The 1–2 hours saved per drafting or coding task and 15–20 minutes per search translate to hours reclaimed daily. Pre-Copilot, a single document could take 2 hours, and a search 30 minutes; post-Copilot, these are done in minutes or seconds, a difference of up to 95% in time spent. This shift allows the team to prioritise environmental analysis over administrative tasks.

**Improved Work Quality:** James's Python code reviews, once taking 1–2 hours with potential errors, now benefit from Copilot's near-instant explanations, ensuring higher accuracy in minutes. Pre-Copilot errors slowed progress; post-Copilot, quality is elevated with less effort.

**Reduced Effort:** Joanne's searches, previously a 20–30-minute burden, are now effortless, taking seconds. Pre-Copilot, this was a draining chore; post-Copilot, it's a quick query, reducing stress and fatigue.

These benefits—quantified as 1–2 hours and 15–20 minutes saved per task—provide hard data for a licence use case. The time difference is not just incremental but revolutionary, turning hours of work into minutes, a critical factor for resource-strapped teams.

#### Training and Support Needs

The team identified gaps where training could extend Copilot's time-saving impact:

- **Power BI Integration:** Joanne noted Power BI's growing importance as the team expands. Pre-Copilot, BI tasks took hours; post-Copilot training, this could drop significantly, mirroring the 1–2-hour drafting savings.
- **Excel Skills:** Joanne found Excel training challenging, suggesting a need for clearer guidance. Pre-Copilot, data tasks were time-intensive; post-Copilot, savings akin to 15–20 minutes per search are possible with upskilling.
- **Copilot Studio:** James's interest in Azure agents lacks formal training, limiting his ability to cut the 10–15-minute file transfer time. Structured support could replicate search-time reductions.
- **Prompt Engineering:** Lucas suggested prompt training, which could refine outputs further, potentially shaving additional minutes off tasks already reduced by 1–2 hours.

### 3.2 DEPARTMENT FOR COMMUNITY AND CHILDREN'S SERVICES

This report provides a comprehensive overview of how Microsoft Copilot is enhancing workflows within the Department for Community and Children's Services at the City of London Corporation, based on an interview conducted by Daniel Houseman with Scott Myers, Strategy and Projects Officer, on March 24, 2025. The findings emphasise Copilot's positive impact on productivity, work quality, and task efficiency, with measurable time savings and reduced burdens that starkly contrast pre-Copilot workflows. These insights, drawn from a 25-member Copilot user group spanning various roles, support the business case for licensing while identifying knowledge gaps to shape future training programs.

#### Current Use of Copilot

Copilot has emerged as a vital tool within the Department for Community and Children's Services, delivering significant efficiency gains across diverse job functions. Scott, who supports strategy development and project management, oversees a 12-week Copilot trial involving a user group of social workers, data analysts, managers, business support staff, and commissioners. The group's feedback highlights several standout use cases where Copilot has transformed daily operations.

For business support staff, Copilot's transcription feature is a game-changer. Scott noted that minuting complex, two-hour meetings previously took two or more hours post-meeting to compile, a process prone to delays and errors. With Copilot, this is reduced to a 10- to 15-minute review, saving at least 1.75 hours per meeting. The accuracy of these minutes is notably high, provided staff verify outputs, freeing them to focus on higher-value tasks rather than labour-intensive documentation. This time saving is critical, as business support staff manage numerous meetings, making Copilot indispensable for their role. Scott himself leverages Copilot for drafting emails and overcoming writer's block. For lengthy, complex emails, he inputs bullet points of key ideas, and Copilot generates a draft in minutes, which he then refines into

his own style. Pre-Copilot, crafting such emails could take 30 minutes or more; now, it's reduced to roughly 10 minutes, saving 20 minutes per email.

This efficiency is particularly valuable when starting from a blank page, a common challenge in his strategy work, allowing him to quickly produce initial drafts and focus on refinement rather than structure.

A creative use case emerged from a housing manager within the user group. Faced with missing office equipment and low email response rates, she used Copilot to craft a humorous poem for an email campaign. Previously, similar emails had a low open rate and minimal returns; with Copilot's engaging draft, the open rate soared, and device returns increased significantly. While exact time savings are harder to quantify, this example underscores Copilot's ability to enhance communication effectiveness, reducing the burden of repeated follow-ups.

The group also experimented with Copilot for recruitment. Scott described using it to compare lengthy personal statements (e.g., 1,000 words) against job specifications, summarising how candidates meet competencies like leadership or project management. Pre-Copilot, reviewing hundreds of applications could take hours per candidate; Copilot cuts this to a fraction, saving an estimated 30 minutes to an hour per application by providing quick overviews. Though accuracy varies, requiring manual checks, this initial filtering eases the workload during high-volume hiring.

These applications demonstrate Copilot's versatility, with measurable impacts—1.75 hours saved per meeting for business support, 20 minutes per email for Scott, and up to an hour per application in recruitment—highlighting its value in reducing administrative burdens and enhancing output quality.

### **Challenges and Limitations**

Despite its strengths, Copilot faces hurdles within the department. Scott reported that its calendar scheduling function often fails, suggesting incorrect time slots despite internal calendar access, possibly due to permission settings. This limits its potential to save time on coordinating complex meetings. Social workers also struggle with transcription for in-person client meetings, as Copilot cannot distinguish speakers (e.g., assuming the meeting host is the sole voice), rendering it less effective compared to virtual settings. Additionally, its use in recruitment can miss nuanced examples in personal statements, necessitating careful review. An anticipated GPT upgrade by mid-April 2025 may improve accuracy, but current limitations highlight areas for technical and training solutions.

### **Suggested Solutions and Improvements**

To address these challenges, Scott proposed refining prompting skills, a recurring theme across use cases. For scheduling, Daniel shared a detailed prompt to improve accuracy, which Scott plans to test within the trial. For social workers, Scott seeks tailored guidance on using Copilot for case notes and in-person transcriptions, potentially requiring IT adjustments like voice recognition setup. He also suggested exploring Copilot in Excel for data analysis, despite Python script limitations due to IT restrictions, envisioning simplified data processing for analysts. These enhancements aim to maximise Copilot's utility across the department.

### **Benefits of Copilot for the Team**

Copilot's adoption has delivered tangible benefits. Time efficiency is evident: business support staff save 1.75 hours per meeting, Scott saves 20 minutes per email, and recruitment processes cut up to an hour per application. This freed time allows staff to focus on strategic priorities—support staff engage more in meetings, Scott refines strategies, and managers handle increased workloads. Work quality improves with accurate meeting minutes and concise, effective emails, as seen in the housing manager's campaign. The recruitment use case reduces the burden of sifting through applications, enabling faster shortlisting with less effort. Accessibility also benefits, as Copilot's drafts provide quick starting points, overcoming delays from blank-page paralysis. These gains, verified by human oversight, position Copilot as a critical tool for enhancing departmental performance.

## Conclusion

Microsoft Copilot has proven a powerful asset for the Department for Community and Children's Services, saving significant time—1.75 hours per meeting, 20 minutes per email, and up to an hour per application—while improving work quality and reducing administrative burdens. These measurable impacts, contrasted with pre-Copilot inefficiencies,

strongly justify a premium licence for roles like business support and managers, with the trial exploring free-version suitability for others. Challenges, such as scheduling inaccuracies and social worker transcription issues, are minor compared to benefits and can be addressed through an imminent GPT upgrade and targeted training on prompting and role-specific applications. With a clear plan for refinement, Copilot is poised to further streamline workflows, empowering the department to meet its community-focused goals with greater efficiency and impact.

## 3.3 INNOVATION AND GROWTH

This report outlines how Microsoft Copilot is revolutionising workflows within the City of London's Innovation and Growth Team, based on a feedback session facilitated by Lucas Cuvier from Phoenix Software with team members Erik Dronen and Ricardo Fajardo on 19 March 2025. The findings emphasise Copilot's measurable time savings—most notably reducing a 3-hour task to 30 minutes—alongside enhancements in work quality and reduced effort. These precise metrics, contrasting pre- and post-Copilot usage, provide robust evidence for securing ongoing licences, while identified knowledge gaps offer direction for tailored training programmes.

### Current Use of Copilot

Copilot has been enthusiastically adopted by the Skills Policy Team, with Erik and Ricardo leveraging it to achieve dramatic efficiency gains over a three-month pilot involving fortnightly feedback calls. The session highlighted specific applications where Copilot slashes task times by up to 83%, improves output quality, and eliminates manual burdens. Below is a detailed summary of its usage, supported by exact time-saving statistics:

- **Bulletin and Summary Creation:** Ricardo uses Copilot to generate weekly bulletins and summaries, a task that pre-Copilot took 3 hours (2 hours reading, 45 minutes drafting) per report. Post-Copilot, this is reduced to 30 minutes—a savings of 2.5 hours or 83%—by automating first drafts and condensing 120-page technical reports. Previously, he read entire documents or relied on executive summaries, producing only one summary due to time constraints; now, Copilot delivers summaries of three or four items in half an hour, enabling richer discussions with his manager. Stat: Time reduced from 3 hours to 30 minutes per bulletin, saving 2.5 hours weekly.
- **Information Retrieval Across SharePoint:** Both Ricardo and Erik rely on Copilot to locate files across multiple SharePoint sites, a process Erik describes as a "nightmare" pre-Copilot. For a pensions project, Ricardo previously spent 20–30 minutes navigating folders to find relevant documents; post-Copilot, this drops to "minutes" with an 80% success rate (8/10 accuracy), saving up to 25 minutes per search. Erik reinforces this, noting Copilot's hyperlinks allow quick validation, cutting search times from 15–20 minutes to seconds. Stat: Search time reduced from 20–30 minutes to 2–5 minutes per task, saving 15–25 minutes per instance.
- **Day-to-Day Accessibility:** Erik highlights Copilot's strategic placement "between Teams and my web browser," making it a default tool for daily tasks. Its immediate accessibility drives adoption, saving incremental time across small queries that previously required manual effort or external searches (e.g., 5–10 minutes per Google lookup reduced to seconds).

These metrics—3 hours to 30 minutes for summaries, 20–30 minutes to 2–5 minutes for searches—demonstrate Copilot's profound impact. Pre-Copilot, hours were lost to reading and searching; post-Copilot, tasks are completed in a fraction of the time, amplifying productivity and strategic focus.



### **Challenges and Limitations**

While Copilot excels in many areas, minor limitations emerged. Ricardo finds it “really weak” in Excel, unable to reliably handle pivot tables, forcing him to revert to manual methods that take 10–15 minutes longer than desired automation. Erik notes inconsistency in email searches for known items, requiring precise prompts (e.g., titles) to avoid “hallucinations,” adding 5–10 minutes of trial and error versus instant results for unknown searches. He also questions Copilot’s inability to execute actions (e.g., in Excel or project planning), limiting its role to research rather than automation. These challenges are small compared to the 2.5-hour summary savings and 15–25-minute search reductions, but they highlight areas where functionality or user knowledge could be enhanced.

### **Suggested Solutions and Improvements**

The team proposed solutions to address limitations and extend Copilot’s time-saving potential:

- **Copilot Studio Agents:** Ricardo seeks to build dedicated agents for department-specific data, reducing search times further (e.g., from 20–30 minutes to seconds consistently). Erik envisions agents for corporate documents or project planning, potentially cutting planning time from hours to minutes with proper training.
- **Excel Enhancement:** Ricardo suggests improving Copilot’s Excel capabilities or providing training to achieve savings akin to the 2.5 hours gained in summaries, rather than losing 10–15 minutes to manual workarounds.
- **Action-Oriented Features:** Erik proposes clarifying where Copilot can “action” versus “research,” potentially automating tasks (e.g., 15–20 minutes saved per executed Excel function) if feasible within its design.

These enhancements could replicate the 83% time reduction seen in bulletins across additional workflows, strengthening the licence case.

### **Benefits of Copilot for the Team**

Copilot delivers standout benefits, with precise metrics showcasing its value:

- **Time Efficiency:** The headline metric—3 hours reduced to 30 minutes per bulletin (2.5 hours saved, 83% less time)—frees Ricardo to produce multiple summaries instead of one, a game-changer for decision-making. Search savings of 15–25 minutes per task (from 20–30 minutes to 2–5 minutes, up to 90% less time) compound daily, reclaiming hours weekly. Pre-Copilot, these tasks dominated schedules; post-Copilot, they’re near-instant.
- **Improved Work Quality:** With 2.5 extra hours, Ricardo crafts summaries of three or four items versus one, enhancing discussion quality with his manager. Pre-Copilot, limited time constrained depth; post-Copilot, broader coverage elevates output richness in just 30 minutes.
- **Reduced Effort:** Searching SharePoint, once a 20–30-minute ordeal, now takes 2–5 minutes with Copilot, slashing effort by up to 90%. Pre-Copilot, manual navigation was draining; post-Copilot, it’s a quick query, easing mental load.

These metrics—2.5 hours saved on summaries, 15–25 minutes on searches—paint a clear picture: hours of work reduced to minutes, a compelling argument for licences that quantifies Copilot’s transformative edge.

## **3.4 CITY SURVEYORS**

This report provides a detailed examination of how Microsoft Copilot is being utilised within the City Surveyors Department at the City of London Corporation, based on an interview conducted by Daniel Houseman with John Galvin, Head of Departmental Performance and Services, on March 20, 2025. The findings spotlight Copilot’s early-stage impact on productivity and efficiency, with measurable time savings that contrast sharply with pre-Copilot workflows, supporting the case for broader adoption. As the department navigates a pilot phase with 25 licence holders since early March, the discussion also reveals knowledge gaps to guide future training, reflecting its potential to enhance cross-departmental coordination despite budget constraints.

### **Current Use of Copilot**

Copilot is in its infancy within the City Surveyors Department, which comprises 400 staff and oversees property, facilities, and project management. John, leading a team focused on cross-cutting functions like business planning, risk management, and IT systems, has spearheaded a pilot involving 25 users. While his personal use remains experimental due to limited time since adoption, specific applications are emerging that demonstrate Copilot's value.

One key use case is meeting summarisation. John cited an instance where Copilot condensed a 90-minute Technology Category Board meeting—attended as a departmental representative—into a 15- to 20-minute review of key points and actions. Pre-Copilot, he would either skip reviewing such meetings due to time constraints or spend an hour scanning minutes, often missing critical details due to their dry, verbose nature. With Copilot, this process shrank to a quarter of the time, saving approximately 40 minutes per meeting. This efficiency allowed him to quickly identify relevant actions, though an additional 10 minutes was needed to email colleagues since he missed the live discussion. For a busy manager like John, who juggles multiple responsibilities, this time saving is significant, enabling him to stay informed without attending non-essential meetings.

John also explored Copilot for recruitment preparation before its official rollout, using ChatGPT (with similar functionality) to generate interview questions and response benchmarks from job descriptions. This process, which he plans to replicate with Copilot, reduced preparation time from an estimated hour of manual drafting to about 20 minutes, saving roughly 40 minutes per role. While not yet implemented with Copilot due to timing, this demonstrates its potential to streamline administrative tasks, providing a solid starting point that he could refine, thus reducing the burden of creating materials from scratch. Though John's direct use is limited, a survey of 10 pilot participants (a third of the group) revealed transcribing meeting minutes and actions as the top priority. This suggests broader departmental interest in Copilot's ability to automate documentation, a task that traditionally consumes hours. John's experimental attempts in Outlook—to locate specific emails—yielded poor results due to vague prompts, but he sees potential in refining this with Copilot Chat in Teams, indicating an evolving use case.

Collectively, these early applications highlight Copilot's capacity to save time—40 minutes per meeting summary and 40 minutes per recruitment task—while setting the stage for wider adoption.

### **Challenges and Limitations**

Copilot's rollout faces hurdles within the department. John noted its inconsistent performance in Outlook, where it retrieved irrelevant emails (e.g., from two years prior) instead of recent, context-specific correspondence, likely due to insufficient prompting detail. In PowerPoint, attempts to enhance presentation legibility were unsuccessful, as Copilot couldn't refine existing slides from diverse data sources, a limitation tied to its focus on content generation rather than formatting. Budget constraints also pose a challenge; with the department overspent, John struggles to justify Copilot's cost without concrete cash-flow savings, despite its productivity benefits. An anticipated GPT upgrade by mid-April 2025 could enhance accuracy, but current limitations underscore the need for better prompting and role-specific guidance.

### **Suggested Solutions and Improvements**

John proposed increasing proficiency through experimentation to better understand Copilot's strengths and weaknesses. He aims to leverage it for pre-meeting preparation, analysing papers to identify departmental relevance (e.g., property or project management references), potentially saving 5-10% of his time weekly. Daniel suggested refining prompts for email searches via Copilot Chat in Teams, specifying senders, timeframes, and topics to improve accuracy. John also envisioned Copilot summarising committee papers for meetings his team doesn't attend—98% of which he currently skips—flagging risks or opportunities proactively. Extending Copilot to coach users in less-familiar non-Microsoft applications was another idea, though limited by its reliance on accessible data (web or M365). These solutions aim to maximise Copilot's utility across the department's diverse needs.

### **Benefits of Copilot for the Team**

Copilot's early adoption offers clear advantages. Time efficiency is evident: John saves 40 minutes per meeting summary, avoiding an hour of manual review or the 90 minutes of attendance, and 40 minutes per recruitment task. This freed time allows him to focus on high-value activities, such as strategic coordination across the City of London Corporation, rather than tedious documentation. Work quality improves with concise, actionable summaries that filter out irrelevant detail,



ensuring he addresses only pertinent issues. The reduced burden of administrative tasks—evident in both meeting catchups and recruitment prep—enhances capacity, critical in a team operating at 100%. Accessibility to information also rises, as Copilot provides quick insights into meetings or papers John would otherwise miss, supporting his role in risk management and opportunity identification. These benefits, though modest in scale so far, hint at Copilot's potential to drive efficiency as adoption grows.

## **Conclusion**

Microsoft Copilot is gaining traction within the City Surveyors Department, saving John 40 minutes per meeting summary and recruitment task, enhancing work quality, and reducing administrative burdens in its early pilot phase. These measurable gains, compared to pre-Copilot inefficiencies, bolster the case for licensing despite budgetary pressures, with broader rollout hinging on demonstrating cash-flow benefits. Challenges like email search inaccuracies and presentation limitations are minor, addressable through an imminent GPT upgrade and targeted prompting training—identified as a key knowledge gap alongside application-specific guidance. With planned experimentation and refinement, Copilot is poised to streamline cross-departmental coordination, empowering the team to manage risks and seize opportunities more effectively, aligning with its strategic goals.

## **3.5 CHAMBERLAIN'S**

This report provides an in-depth analysis of how Microsoft Copilot is enhancing workflows within the City of London's Chamberlains Department, specifically within the IT department (DITS), based on an interview conducted by Daniel Houseman with William Roberts, the PMO Manager, on March 20, 2025. The findings highlight Copilot's transformative impact on productivity, work quality, and resource efficiency, with measurable time savings and reduced burdens across various tasks. The discussion captures the stark contrast between pre-Copilot and post-Copilot workflows, offering factual data to support the business case for licensing Copilot, while also identifying knowledge gaps to inform future training initiatives.

### **Current Use of Copilot**

Copilot has become a cornerstone tool within the Chamberlains Department, delivering significant efficiency gains for William and his team, which includes six business analysts (BAs) and a group of project managers (PMs). William, as the PMO Manager, oversees resourcing, manages the BAs, and handles small-scale projects, and he detailed several key applications of Copilot that have reshaped daily operations.

In his own role, William leverages Copilot for meeting management and administrative tasks. For instance, during PMO meetings at the City of London Corporation, Copilot automates notetaking, action logging, and decision summarisation. Previously, a one-hour meeting required an additional hour post-meeting to compile notes and actions, a process often delayed by other priorities—William noted that notes from a 10 a.m. meeting without Copilot remained unfinished by 2 p.m., taking roughly three hours to complete. With Copilot, this is reduced to a five-minute review, saving approximately one hour per meeting. With five such meetings weekly, this translates to five hours saved, allowing William to focus on strategic discussions rather than administrative overhead. The tool's accuracy further enhances reliability, reducing the risk of missed actions compared to manual notetaking while juggling facilitation duties.

For the business analysts, Copilot proves equally impactful. William reported that BAs, who attend two- to three-hour workshops to draft requirements and process maps, save around two hours per session by relying on Copilot for notetaking and summarisation. Pre-Copilot, these lengthy sessions demanded intense concentration, often requiring two BAs—one to facilitate and one to document—doubling resource needs. Now, a single BA suffices, effectively doubling team capacity. This shift not only saves time but also reduces mental strain, as BAs trust Copilot to capture details, boosting confidence and freeing them to focus on analysis rather than transcription.

Project managers also benefit significantly. William highlighted Copilot's role in drafting business cases, such as one for a Windows 11 optimisation project, where it synthesised corporate and IT strategies from online sources into a coherent initial draft. Previously, this task could take a week due to procrastination over its mundane nature; with Copilot, it's completed in roughly half an hour to an hour, saving up to four to six hours per case. Additionally, Copilot's ability to

summarise lengthy email chains and suggest risks or issues for raid logs cuts another half hour to an hour per task, enabling PMs to proactively address potential problems rather than delaying critical updates.

Across these roles, Copilot's measurable impact is clear: William saves three hours on appraisals annually (30 minutes per employee across six BAs), five hours weekly on meetings, and additional hours on project documentation, while BAs and PMs see similar gains. These savings translate into increased capacity, higher-quality outputs, and a reduced administrative burden, providing a compelling case for Copilot's adoption.

### **Challenges and Limitations**

While Copilot excels in many areas, William identified minor limitations. Its outputs, while accurate, sometimes lack depth for highly specialised tasks, such as tailoring job descriptions beyond generic frameworks, requiring manual refinement. Additionally, its effectiveness in summarising complex email chains or suggesting risks depends on clear input data—vague or unstructured content can yield less actionable results. These challenges, however, are overshadowed by Copilot's benefits and are expected to diminish with an anticipated GPT upgrade by mid-April 2025, which should enhance output quality.

### **Suggested Solutions and Improvements**

To address these limitations, William proposed refining prompting techniques to elicit more precise responses, a skill he believes the team could develop further. He also expressed interest in exploring Copilot's potential in Power BI for dashboard creation, though Daniel clarified this requires a separate license. As a workaround, William suggested using Copilot in Excel or Word to analyse data feeding into Power BI, potentially saving weeks annually on data interrogation. Additionally, he envisioned Copilot centralising project documentation or generating training materials, further streamlining access to information.

### **Benefits of Copilot for the Team**

Copilot's adoption has delivered substantial advantages to the Chamberlains Department. Time efficiency stands out, with William saving five hours weekly on meetings and three hours annually on appraisals, while BAs reclaim two hours per workshop and PMs cut business case drafting from a week to under an hour. This freed capacity allows the team to take on more projects—William noted picking up additional small initiatives, accelerating departmental progress. Quality improvements are equally notable: Copilot's unbiased summaries, such as an executive summary for a BA's recommendations report, ensure factual, professional outputs, completed immediately rather than after a week-long delay. For BAs, reduced staffing needs per workshop double capacity without compromising quality, while PMs benefit from faster, more accurate risk identification. Accessibility also improves, as Copilot's transcriptions enable William to catch up on missed meetings in 30 minutes, versus an hour-long handover pre-Copilot, saving time for both him and colleagues.

## **3.6 TOWN CLERK'S**

This report provides a detailed assessment of how Microsoft Copilot is being utilised within the Town Clerks Department at the City of London Corporation, based on an interview conducted by Daniel Houseman with Polly Dunn, a senior overseer of governance and Member services, on March 12, 2025. The findings highlight Copilot's mixed impact on productivity and efficiency, with measurable time savings in specific areas contrasting with pre-Copilot workflows, offering insights into its potential value despite challenges. As the department, responsible for managing 515 annual meetings, trials Copilot across a team of 20, the discussion also identifies knowledge gaps to inform future training, reflecting its role in supporting a high-volume, governance-focused operation.

### **Current Use of Copilot**

Copilot has been integrated into the Town Clerks Department, which oversees governance and Member services for 125 elected officials across an organisation handling local authority, charitable, and private functions. Polly's team, managing an average of 2.5 meetings daily—often exceeding two hours—relies heavily on formal minute-taking for quasi-legal decisions, making Copilot a natural fit for trialing. All 20 team members have access, and its primary applications centre on meeting transcription and information retrieval.

For meeting transcription, Copilot is used to generate summaries from public meeting recordings, which are already transcribed for accessibility on YouTube. Feedback varies: some team members find it invaluable, leveraging transcripts to draft minutes, while others report it lacks the nuance needed for concise, decision-focused records. Pre-Copilot, drafting minutes for a two-hour meeting could take two to three hours, factoring in detailed notetaking and formatting. With Copilot, supportive users reduce this to about an hour, saving roughly one to two hours per meeting by using the transcript as a starting point, though manual adjustments remain necessary due to variable chair preferences and a separate, slow software system for final compilation. Polly noted that microphone issues—where speakers fail to activate them—further complicate reliance on transcripts, requiring clerks to maintain handwritten notes regardless.

Polly personally champions Copilot's search function, addressing the team's unintended role as the "corporate memory" for the 4,000-employee organisation. Facing frequent requests for historical reports or emails due to high staff turnover (average tenure of three years), she uses Copilot to locate specific documents swiftly. Pre-Copilot, finding a document could take 15-30 minutes each, totalling hours weekly given multiple daily requests. Now, Copilot cuts this to two to five minutes per search, saving her an estimated one hour weekly on average, with peaks up to five hours during busy periods. This efficiency contrasts sharply with Outlook's "abysmal" search, enabling faster responses to queries about precedents or records.

These use cases demonstrate Copilot's measurable impact: one to two hours saved per meeting for some clerks and one to five hours weekly for Polly's searches. However, its adoption remains uneven, with limited exploration beyond these functions due to workload pressures and specific operational constraints.

### **Challenges and Limitations**

Copilot's implementation faces significant hurdles. For minute-taking, its transcripts miss critical decisions not verbalised (e.g., approving a report's recommendation) and struggle with complex discussions or amendments, necessitating manual splicing with original reports. Variability in chair preferences—across 80 committees—further complicates automation, as does the slow external software for final minute compilation, negating some time savings. Privacy concerns are paramount: Copilot is not used for non-public meetings due to GDPR risks from processing personal data (e.g., school governor discussions), with Polly citing insufficient resources to manage such volumes securely. Freedom of Information (FOI) requests add another layer of risk, as transcripts could become disclosable, heightening caution. An anticipated GPT upgrade by mid-April 2025 may improve detail capture, but current limitations and organisational policies temper its full adoption.

### **Suggested Solutions and Improvements**

Polly suggested enhancing team proficiency with Copilot, particularly in prompting, to tailor outputs to corporate standards and chair preferences, potentially reducing manual rework. She proposed exploring its use for confidential meetings once GDPR and FOI risks are mitigated, possibly through stricter data controls or IT adjustments. For searches, expanding its scope to index more historical records could further boost efficiency. Polly also hinted at untapped potential in other M365 applications (e.g., Excel, Word), though time constraints hinder experimentation. These solutions aim to align Copilot with the department's unique governance demands and resource realities.

### **Benefits of Copilot for the Team**

Copilot delivers tangible benefits despite its challenges. Time efficiency stands out: supportive clerks save one to two hours per meeting, while Polly saves one to five hours weekly on searches, reducing the strain of an overstretched team averaging 20 minutes daily savings. Work quality improves marginally, with faster document retrieval enabling quicker, more informed responses to organisational queries, reinforcing the team's governance role. The reduced burden is critical—Polly noted that no team member ever clears their to-do list, so saved time translates to lunch breaks or leaving on time rather than new tasks, subtly enhancing job satisfaction. Accessibility to historical data rises, with Copilot acting as a rapid archive tool, vital as staff turnover erodes institutional memory. These gains, though tempered by variability, underscore Copilot's value in a high-pressure environment.

#### Follow-up Actions

- **Prompting Training:** Explore potential sessions to refine minute-taking prompts, aligning outputs with corporate and chair-specific standards.
- **Search Expansion:** Explore expanding the indexing of records and files made accessible to Copilot to enhance retrieval efficiency.
- **Team Engagement:** Future training such as “Invest-to-Save” workshop to overcome adoption resistance, showcasing time-saving potential.
- **Efficiency Metrics:** Focus on collecting specific time-saving data from clerks to strengthen the business case.

## 4 COPILOT USAGE STATS

### 4.1 OVERVIEW

Microsoft Copilot has been integrated into various departments within the City of London Corporation, delivering significant efficiency gains and transforming workflows. The Environment Team, led by James and Joanne, has seen dramatic improvements in task completion times. James, an early adopter, uses Copilot for drafting documents and reviewing Python code, reducing task times by up to 90%. Pre-Copilot, these tasks took 1–2 hours; post-Copilot, they are completed in minutes. Joanne leverages Copilot for information retrieval, cutting search times from 20–30 minutes to seconds, saving up to 20 minutes per task. These examples highlight Copilot's profound impact on daily operations, freeing up hours weekly for core environmental work.

In the Department for Community and Children's Services, Scott Myers and his team have found Copilot to be a game-changer. Business support staff save 1.75 hours per meeting on transcription tasks, reducing the time from two hours to 10–15 minutes. Scott himself saves 20 minutes per email, reducing the time from 30 minutes to roughly 10 minutes. Additionally, a housing manager used Copilot to craft a humorous poem for an email campaign, significantly increasing the open rate and device returns. These applications demonstrate Copilot's versatility and its ability to enhance communication effectiveness and reduce administrative burdens.

The Innovation and Growth Team, including Erik Dronen and Ricardo Fajardo, has achieved dramatic efficiency gains with Copilot. Ricardo uses Copilot to generate weekly bulletins and summaries, reducing the time from three hours to 30 minutes, a savings of 2.5 hours or 83%. Erik relies on Copilot for information retrieval across SharePoint, cutting search times from 20–30 minutes to minutes, saving up to 25 minutes per search. These metrics—3 hours to 30 minutes for summaries and 20–30 minutes to 2–5 minutes for searches—demonstrate Copilot's profound impact on productivity and strategic focus.

In the City Surveyors Department, John Galvin's team has seen early-stage benefits from Copilot, particularly in meeting summarisation and recruitment preparation. Copilot condensed a 90-minute meeting into a 15- to 20-minute review, saving approximately 40 minutes per meeting. For recruitment preparation, Copilot reduced the time from an hour to about 20 minutes, saving roughly 40 minutes per role. These early applications highlight Copilot's capacity to save time and set the stage for wider adoption.

#### Best Examples of High Usage with quantitative benefits:

- **Environment Team:** James saves approximately 1–2 hours per coding or drafting task. Joanne saves 15–20 minutes per search task.
- **Department for Community and Children's Services:** Business support staff save 1.75 hours per meeting. Scott saves 20 minutes per email.
- **Innovation and Growth Team:** Ricardo saves 2.5 hours per bulletin creation. Erik saves 15–25 minutes per search task.



- **City Surveyors Department:** John saves 40 minutes per meeting summary. Recruitment preparation time reduced by 40 minutes per role.

5 RECOMMENDATIONS AND NEXT STEPS

The City of London Corporation has seen significant efficiency gains with the implementation of Microsoft Copilot across various departments. The Environment Team, for instance, has reported substantial time savings in drafting documents and reviewing code, with tasks that previously took hours now being completed in minutes. Similarly, the Department for Community and Children's Services has benefited from Copilot's transcription feature, reducing the time required to compile meeting minutes from hours to mere minutes. These examples highlight the transformative impact of Copilot on daily operations, justifying the investment in its licensing.

To further enhance the effectiveness of Copilot, several targeted improvements have been proposed. Firstly, the integration of Copilot Studio for Azure file searches could drastically reduce file transfer times, addressing current inefficiencies. Additionally, extending training sessions with longer lead times and reruns would ensure that all users, including new adopters, can fully leverage Copilot's capabilities. Focusing on Power BI and Excel integration is also recommended, as these tools are critical for data analysis and reporting, and enhanced training in these areas could yield significant time savings.

The next steps involve implementing these recommendations to maximize Copilot's potential. Departments should prioritize the development of Copilot Studio agents for specific tasks, such as Azure file searches. Training programs should be expanded and scheduled with sufficient notice to accommodate all users. Finally, a concerted effort should be made to integrate Copilot more deeply with Power BI and Excel, supported by targeted training sessions. By following these steps, the City of London Corporation can continue to improve efficiency and productivity across its departments.

6 DOCUMENT REVISIONS & DISTRIBUTION

6.1 DOCUMENT REVISION

Version	Date	Description	Contributor
0.1	24/04/2025	Copilot For M365 Departmental Feedback Report	Lucas Cuvier
0.2	25/04/2025	Error correction	Lucas Cuvier

6.2 CONTRIBUTORS

Name	Position	Email
Lucas Cuvier	Customer Success Manager	Lucas-cuvier@Phoenixs.co.uk

6.3 DISTRIBUTION

Name	Position	Email



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## City of London Corporation Committee Report

<b>Committee(s):</b> Digital Services Committee	<b>Dated:</b> 15 <sup>th</sup> May 2025
<b>Subject:</b> Report of Action Taken	<b>Public report:</b> For Information
<b>This proposal:</b> <ul style="list-style-type: none"> <li>• delivers Corporate Plan 2024-29 outcomes</li> <li>• provides business enabling functions</li> </ul>	See background papers
<b>Does this proposal require extra revenue and/or capital spending?</b>	No
<b>If so, how much?</b>	N/A
<b>What is the source of Funding?</b>	N/A
<b>Has this Funding Source been agreed with the Chamberlain's Department?</b>	N/A
<b>Report of:</b>	Town Clerk
<b>Report author:</b>	Kate Doidge, Governance Officer

### Summary

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

### Recommendation

Members are asked to note the report.

## **Delegated Decisions Under Standing Order 40B**

### **Digital Services Committee Terms of Reference**

1. At its meeting on 30th January 2025, the Digital Services Committee were asked to consider and approve revised Terms of Reference. At a previous meeting, it was suggested that the Terms of Reference be amended to reflect that data breaches, when they occur, are reported to the Digital Services Committee. This is codifying current practice at Digital Services Committee. During discussion, Members of the Committee felt that the proposed amendment to section 4, paragraph (d) was not made clear that non-digital data breaches should also be included in the Terms of Reference.
2. It was therefore agreed that officers would re-draft the proposed amendment, and that approval of the final wording be delegated to the Town Clerk in consultation with the Chair and Deputy Chair of the Committee.
3. During the Delegated Authority process, the Assistant Town Clerk sought advice from the Comptroller and City Solicitor, as the ICO, about what impacts the proposed amendment to the Terms of Reference may have on their workload. The Comptroller and City Solicitor recommended that the word "appropriate" is incorporated into the amendment to be consistent with the Committee's current practice of receiving reports on high risk data breaches, rather than all data breaches. The Comptroller and City Solicitor advised that significant resources would be required if the Committee were to depart from current practice by requesting reports on all data breaches, including those that are low risk.
4. The Policy & Resources Committee, as the Committee responsible for governance, were asked at its meeting on 13th February 2025 to consider and approve revised Terms of Reference by the Court of Common Council's Committees. Policy & Resources Committee also Delegated Authority to the Town Clerk (in consultation with the Chairman and Deputy Chairman) to consider and approve any subsequent changes to Committee Terms of Reference required ahead of the April 2025 Court of Common Council.
5. The Town Clerk therefore agreed, in consultation with the Chairman and Deputy Chairman of Policy & Resources Committee, and the Chair and Deputy Chair of Digital Services Committee, to approve the revisions to the Digital Services Committee Terms of Reference, for onward approval by the Court of Common Council.

### **Background Papers**

Public Report – Annual Review of Terms of Reference for the Digital Services Committee

#### **Kate Doidge**

Town Clerk's Department

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