CITY OF LONDON

Digital Services Committee

Date: **THURSDAY, 27 NOVEMBER 2025**

Time: **1.45 pm**

Venue: **COMMITTEE ROOMS - WEST WING, GUILDHALL**

Members: James Tumbridge (Chairman)
Deputy Dawn Wright (Deputy Chair)
Simon Burrows
Deputy Timothy Butcher
Lesley Cole
Susan Farrington (Ex-Officio Member)
Deputy Caroline Haines (Ex-Officio Member)
Philip Kelvin
Alderman Sir William Russell (Ex-Officio Member)
Deputy James Thomson CBE (Ex-Officio Member)

Enquiries: **Molly Carvill**
Molly.Carvill@cityoflondon.gov.uk

Accessing the virtual public meeting
Members of the public can observe all virtual public meetings of the City of London
Corporation by following the below link:
https://www.youtube.com/@CityofLondonCorporation/streams

A recording of the public meeting will be available via the above link following the end of
the public meeting for up to one civic year. Please note: Online meeting recordings do not
constitute the formal minutes of the meeting; minutes are written and are available on the
City of London Corporation's website. Recordings may be edited, at the discretion of the
proper officer, to remove any inappropriate material.

Whilst we endeavour to livestream all of our public meetings, this is not always possible
due to technical difficulties. In these instances, if possible, a recording will be uploaded
following the end of the meeting.

Ian Thomas CBE
Town Clerk and Chief Executive

AGENDA

Part 1 - Public Agenda

1. **APOLOGIES**

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

3. **MINUTES**
   To agree the public minutes and non-public summary of the previous meeting held on 23 September 2025 as a correct record.

   For Decision
   (Pages 5 - 10)

4. **PROGRAMME SAPPHIRE (ERP) UPDATE REPORT – NOVEMBER 2025**
   Report of the Chamberlain.

   For Decision
   (Pages 11 - 52)

5. **DOOR ACCESS CONTROL SYSTEMS (DACS) – SYSTEM CONVERGENCE**
   Report of the Chamberlain.

   For Decision
   (Pages 53 - 58)

6. **ENTERPRISE ARCHITECTURE DELIVERY AND THE CONCEPTUAL FUTURE TECHNOLOGY LANDSCAPE**
   Report of the Chamberlain.

   For Decision
   (Pages 59 - 70)

7. **DIGITAL, DATA & TECHNOLOGY STRATEGY UPDATE**
   Report of the Chamberlain.

   For Information
   (Pages 71 - 86)

8. **DIGITAL, AI, AUTOMATION AND DATA LIGHTHOUSE UPDATE**
   Report of the Chamberlain.

   For Information
   (Pages 87 - 92)

9.   **CORPORATE DATA PLATFORM PROGRESS REPORT - UPDATE**
      Report of the Chamberlain.

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

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

12. **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.

Part 2 - Non-Public Items

13. **NON-PUBLIC MINUTES**
      To agree the non-public minutes of the meeting held on 23 September 2025.

14. **OVERSEAS POLICY**
      Report of the Chamberlain.

15. **FUTURE NETWORK PROGRAMME UPDATE**
      Report of the Chamberlain.

16. **CYBER SECURITY**
      Report of the Chief Information Security Officer.

17.   **PHISHING SIMULATION REPORT**
       Report of the Director of Digital Information and Technology.

                                                      For Information

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

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

DIGITAL SERVICES COMMITTEE

Tuesday, 23 September 2025

Minutes of the meeting of the Digital Services Committee held at Guildhall, EC2 on Tuesday, 23 September 2025 at 1.45 pm

Present

Members:
James Tumbridge (Chairman)
Deputy Dawn Wright (Deputy Chair)
Simon Burrows
Deputy Timothy Butcher
Lesley Cole
Susan Farrington (Ex-Officio Member)
Philip Kelvin

Officers:

Zakki Ghauri	-	Director of Information and Technology
Sam Collins	-	Assistant Director (Digital & Data)
Ellen Murphy	-	Assistant Director (User Services)
Simon Gray	-	ERP Programme Director
Gary Brailsford-Hart	-	City of London Police
Chris Bell	-	City of London Police
Graham Venn	-	City of London Police
Ian Hughes	-	City of London Police
Ruth Kocher	-	City of London Police
Richard Armstrong	-	Chamberlain's
Ashlee Barnard	-	Chamberlain's
Wayne Fitzgerald	-	Chamberlain's
Tara Crombie	-	Chamberlain's
Andrew Hayes	-	Barbican
Dominic Smith	-	Barbican
Rhys Campbell	-	Town Clerk's

1. **APOLOGIES**

    Apologies were received from Deputy Caroline Haines and Deputy James Thomson in advance of this meeting.
    It was noted that Sir William Russell (who attends based on his chairmanship of the Barbican) was absent and it was suggested by the Chairman that the terms of reference be reviewed so that he could send a nominee in his place.

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 10 July 2025 be approved as an accurate record.

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

The Committee received a report of the Chamberlain in respect of the Public Switched Telephone Network (PSTN) Replacement. This project aimed to enable the migration of these connections by the end of 2026 to ensure a smooth transition to digital services for the City Corporation, City of London Police and all Institutional Departments.

A Member asked officers to what extent the use of adapters had been considered to convert to a PSTN device to work on an internet protocol environment. Officers advised the Committee that a total of 706 lines across various electrical devices, such as payment machines and lifts, had been assessed and officers were engaging with departments on a case-by-case basis and looking at any simple solutions available, including adapters.

RESOLVED, that – the Digital Services Committee:

- Approve Option 1 for the drawdown of an additional £600,000 for the migration of all remaining analogue lines and devices.

- Note the reduced overall project budget of £1.15m (excluding risk) from an initial estimate of £2.5m.

- Approve a Costed Risk Provision of £160k (to be drawn down via delegation to Chief Officer).

5. **CHAMBERLAIN'S BUSINESS PLAN QUARTER 1 2025/26 UPDATE**

The Committee received a report of the Chamberlain in respect of the Chamberlain's Business Plan Quarter 1 2025/26 Update. This report provided an update on the progress of Chamberlain's Department against Business Plan during quarter one of 2025/26.

RESOLVED, that – the report was received and its contents noted.

6. **PROGRAMME SAPPHIRE UPDATE**

The Chairman advised Members of the impact of project sapphire and its impacts on the organisation, and it had been agreed that DITS officers would provide a monthly update to the Chairman of the Corporate Services Committee, and periodic reports would still be submitted to the Digital Services Committee.

The Deputy Chairman asked for further clarification of who was representing the Digital Services Committee on the Programme Board to which the Chairman confirmed that he is a representative, and has been in contact with the Chamberlain about updating the membership and terms of reference.

A Member noted that the Programme Sapphire was crucial to the City Corporation and asked for officers to advise the Committee of the programme's progress and suggested that it'd be useful for the Committee to talk to those who utilise the system. He suggested that a future meeting that services users be invited to speak so that Members could understand how the ERP was operating. The Chairman advised the Committee of the weekly meetings held with the Director, Information and Technology, the Chamberlain and other DITS officers and suggested that the subject of interviews be discussed here before progressing further, and that Members would be provided with an update at a subsequent meeting. The Chairman also referred to the agreement for monthly updates to the Corporate Services Committee and that he hoped those would help all members. A Member asked if there was a plan to introduce online regular user surveys and the Director advised the Committee that there were Network of Change Champions who were surveyed on a regular basis. Officers also advised that there was software built into the solution which allowed for regular performance checks to be undertaken.

RESOLVED, that – the report was received and its contents noted.

7. **DITS PORTFOLIO UPDATE**

The Committee received a report of the Chamberlain in respect of the DITS Portfolio Update. This report provided Members with an overview of the Digital, Information and Technology Service Portfolio Management Office (DITS PMO) and the portfolio of projects and programmes that were currently in-flight - at the time of writing numbering 107 projects.

RESOLVED, that – the report was received and its content noted.

8. **DEVICE REFRESH AND WINDOWS 11**

The Committee received a report of the Chamberlain in respect of the Device Refresh and Windows 11 report which sought to provide the Committee with an overview and progress report of the Digital, Information and Technology Service's project to refresh a proportion of City of London devices and to upgrade all devices to Windows 11.

A Member asked which existing equipment was being to upgraded and to what extent. The Director advised that where possible existing equipment would be upgraded to Windows 11 and certain devices which had reached the end of their life cycle and those which did not satisfy the minimum requirements for Windows 11 would be returned to the provider in return for credit. Devices which could not be returned would be considered to be donated to areas of the organisation which faced digital exclusion.

RESOLVED, that – the report was received and its contents noted.

9. **DIGITAL INFORMATION TECHNOLOGY SERVICE (DITS) –SERVICE DELIVERY SUMMARY**

The Committee received a report of the Chamberlain in respect of the Digital Information Technology Service (DITS) – Service Delivery Summary. This report provided 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 July 2025.

RESOLVED, that – the report was received and its contents noted.

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

There were no questions.

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

There were no items of urgent business.

12. **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.

13. **NON-PUBLIC MINUTES**

RESOLVED, that – the non-public minutes of the previous meeting held on 10 July 2025 were approved as a correct record.

14. **RISK APPETITE STATEMENT**

The Committee agreed a report of the Chamberlain in respect of the Risk Appetite Statement.

15. **DRAFT INFORMATION SECURITY POLICY UPDATE (WORKING ABROAD)**

After consultation with the Chairman this item was withdrawn from the agenda.

16. **FUTURE NETWORK PROGRAMME UPDATE**

The Committee received a report of the Chamberlain in respect of the Future Network Programme Update.

17. **ORACLE PROPERTY MANAGER (OPN) REPLACEMENT (MRI HORIZON)**

The Committee received a report of the City Surveyor in respect of the Oracle Property Manager (OPN) Replacement (MRI Horizon).

18. **CYBER SECURITY UPDATE**

The Committee received a report of the Chief Information Security Officer in respect of the City of London, City of London Police, Barbican, Guildhall School of Music & Drama and City Schools

19. **CITY OF LONDON POLICE DIGITAL DATA AND TECHNOLOGY SERVICE IMPROVEMENT AND TRANSFORMATION PROGRAMME**

The Committee received a report of the Commissioner of City of London Police in respect of the City of London Police Digital Data and Technology Service Improvement and Transformation Programme.

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

There was one non-public question.

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

There was no other non-public business.

21A. **SECURE CITY PROGRAMME (SCP) ISSUES REPORT**

The Committee received a report of joint report of the Executive Director, Environment Department and the Commissioner of City of London Police in respect of Secure City Programme (SCP) Issues Report.

The meeting ended at 2.19 pm

 Chairman

Contact Officer: Rhys.Campbell
Rhys.Campbell@cityoflondon.gov.uk

This page is intentionally left blank

City of London Corporation Committee Report

Committee(s): Digital Service Committee	Dated: 27/11/2025
Subject: Programme Sapphire (ERP) Update Report – November 2025	Public report: For Decision
This proposal: • **delivers Corporate Plan 2024-29 outcomes** • **provides statutory duties** • **provides business enabling functions**	Providing Excellent Services
Does this proposal require extra revenue and/or capital spending?	No
If so, how much?	N/A
What is the source of Funding?	N/A
Has this Funding Source been agreed with the Chamberlain's Department?	N/A
Report of:	Caroline Al-Beyerty, Chamberlain
Report author:	Simon Gray, Chamberlain's Department

Summary

An update paper to the Digital Service Committee on the City of London Corporation's Programme Sapphire, which is replacing legacy HR and finance systems with a modern ERP solution. The report highlights the current status of the program's three waves: Wave 1 (Learning Management, Performance & Goals, Recruitment) is complete; Wave 2 (Core HR & Payroll) is at risk due to data challenges; and Wave 3 (Finance & Budget Management) which is at risk, with user acceptance testing now set for mid-November. The report also notes the approval of key change controls, including the introduction of AI for SuccessFactors and integration with MS Teams and mobile access, as well as the proposal for deployment of a CoPilot chatbot (SAPBOT) to support users. The committee is asked to approve scoping work for a new HR Service Management tool and to note ongoing alignment with corporate AI strategy and digital transformation goals.

**Recommendation(s)**

Members are asked to:

- Approve the programme team to undertake scoping work for the new HR Service Management tool "Employee Service Management" (ESM) Paragraphs 28, 29 & 30
  - Commitment remains to implement ECSC (Employee Central Service Centre) for go-live
  - No use of costed risk provision at this time
- Note the approval of Change Control 07: Artificial Intelligence (AI) for SuccessFactors. This is aligned to the Corporation AI Policy evidenced in Appendix 5B (attachment pending at time of report). Approval of budget is under delegated authority of the board / SRO
- Note the approval of Change Control 08: Integration with MS Teams / Mobile Access. Approval of budget is under delegated authority of the board / SRO

Main Report

Background

1. 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. 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.

3. 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.

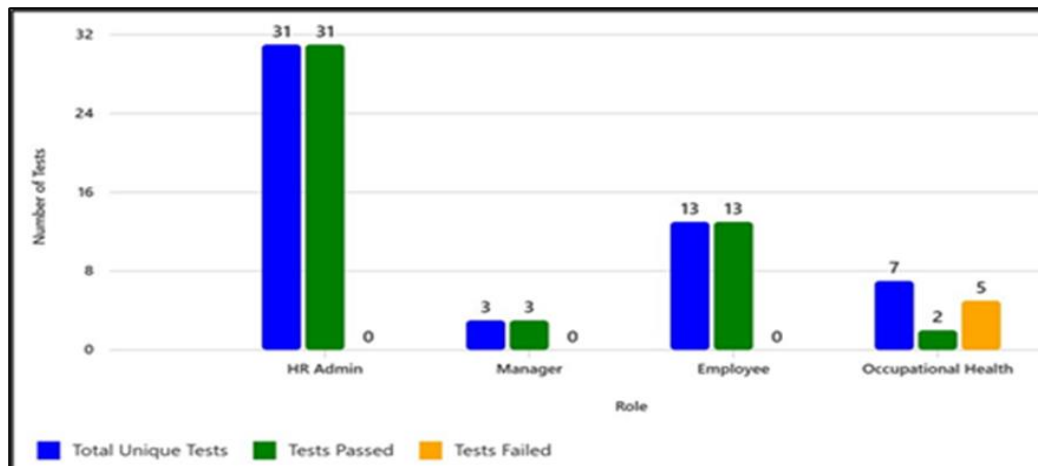4. The Programme is delivering in 3 waves (see appendix 1 for the plan on a page):

Wave 1	Leaning Management System (April 2025) Performance & Goals (May 2025) Recruitment (June 2025)	Q1 2025	Green - Complete
Wave 2	Core HR & Payroll (note movement from Dec 25 to Jan 26)	Q1 2026	Amber
Wave 3	Finance & Budget Management / Forecasting	Q1 2026	Red
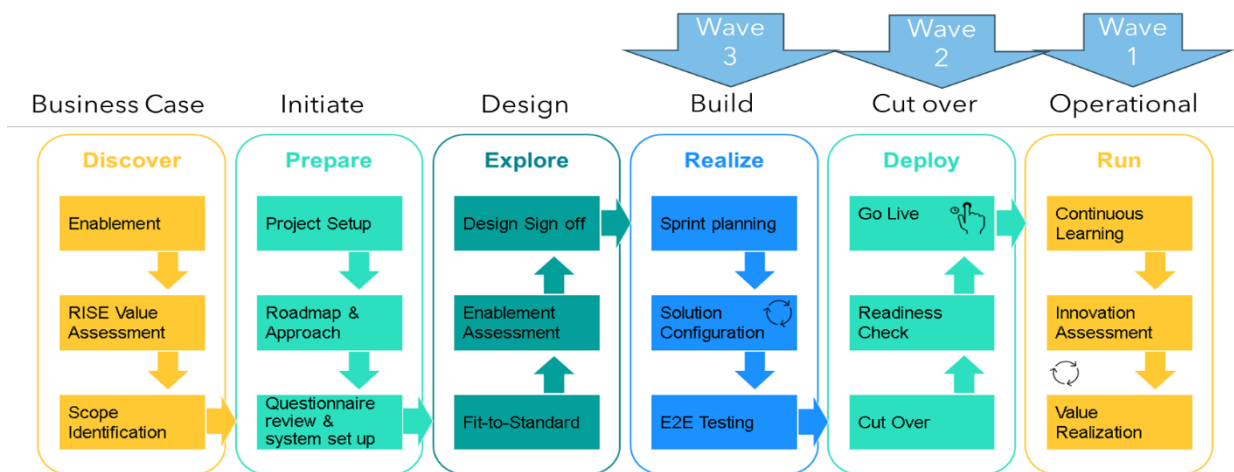
Current Position

HR & Payroll (Waves 1 & 2)

5. In October the Org Manager tool was deployed to stakeholders (including HR Business Partners (BPs), Budget Managers, Finance BPs, and Executive Leadership Board members). This allows for hierarchy visualisation of the organisation structure, which will enable staff to review clearly view and review hierarchies and structures. An establishment control and position management workshop was facilitated between HR and Finance colleagues to develop joined up controls.

6. Recruitment is underway for both HR and Payroll teams to support the interim payroll process across the legacy payroll system and SAP SuccessFactors. The City of London Police made the decision to defer COLP Concur go live until April 2026 to enable them to complete their establishment data cleansing.

7. User Acceptance Testing (UAT) had been completed for Wave 2 Learning Management (LMS), Performance Management & Goal Management) PMGM, Recruitment, Onboarding, Employee Central (EC) including Occupational Health, Succession and Career Development Planning and Concur/Expenses. UAT comprised of 70 people across the Corporation completing over 400 tests.

8. All HR Admin, Manager and Employee tests were successfully executed, apart from 5 of the 7 Occupational Health tests. There are 2 remaining OH defects yet to be resolved which are non-critical for go-live as these are currently manual processes. The full report can be viewed in Appendix 3.

The chart shows "Number of Tests" on the y-axis (values 0, 8, 16, 24, 32) and "Role" on the x-axis with categories: HR Admin (31 Total Unique Tests, 31 Tests Passed, 0 Tests Failed), Manager (3, 3, 0), Employee (13, 13, 0), Occupational Health (7, 2, 5). Legend: Total Unique Tests (blue), Tests Passed (green), Tests Failed (orange).

9. Business Analysts have been onboarded to document the new HR processes, support the WalkMe implementation (on-screen training) and design the user training. SAP Standard Reports are being activated for all HR modules ready to demo to business users.

10. The biannual SAP updates have been applied in non-production, the SMEs have been reviewing the impact and planning their testing activities.

11. Wave 2 modules are now progressing to Solution Pre-Launch Checks, which includes SAP assurance checks and recommendations are being reviewed to confirm if they can be implemented prior to go live.

12. The Cutover process is the migration of data from the current City People to SAP SuccessFactors which will occur in November. Note the dates are subject to change when the go-live date is confirmed but the activities / steps within the cutover window are mapped and will remain consistent.

13. Members should note that in readiness for the migration, work has been undertaken to ensure data accuracy and input any outstanding changes. During the cutover period, data will be locked to ensure consistency of data with exception processes in place to deal with urgent changes (e.g. payroll). CoLP & Pensioner data is excluded as this is only required for the later payroll go-live

14. Go-live is currently forecast for December / January which would represent a slippage of 1 month. This is due to data challenges related to the hierarchy updates within the Corporation and need to preserve suitable testing period. The likely slippage of the Go-live timeframe has been approved by the SAPphire Programme Board.

Change & Communications

15. To support the go-live of Wave 2, November sees numerous SAP SuccessFactors HR Roadshows held across all COL sites. The Roadshows will see members of the Programme Team presenting to colleagues the new SAP SuccessFactors

System and how the new HR system will work for them. The Roadshows also form the first stage of training for users, role specific training will be delivered coinciding with go-live.

16. SAP hosted several Away Days at the Experience Centre in October and November for HR & Finance colleagues.
    a) HR Senior Leadership Away Day - that focused on strategies for HR leadership to successfully take ownership of new ways of working.
    b) Finance Away Days x 4 – that focused on the art of the possible, with focus sessions on Budget & Forecasting, Corporate Accounting and Transactional Finance and procurement.

17. Finance Change Agents from across the City of London Corporation have been onboarded to be champions of Programme Sapphire Finance workstream.

18. Communications have been distributed through various channels to managers and all staff on the HR cutover plans. The Change Champion network remains regularly engaged on programme activities.

Finance (Wave 3)

19. Scripting of tests continues with the planned start of Project Team Testing (PTT) on the 17/11 at risk at time of report due to delays with System Integrator build and open RAID (Risk, Action, Issue, Decision) items. This started with 86 in October with the target to close all build related items before the commencement of Project Team Testing (PTT). The current tracker as at 15th November is 31 open items (18 of these relate to the FI-CA build which is the sub-module for Contract Accounts Receivable and Payable which the build is delayed on). This remains a continued risk to the programme which is being monitored by executives from HCL, SAP and the Corporation Leadership team / SRO.

20. The Public Sector Module (PSM) Chart of Accounts data values (Grants, Funds, Functional Area) provided for Data Migration. The Public Sector Module supports this flexible coding but is a new development for SAP which has meant understanding of the solution has been challenging and SAP have had to provide additional support. The level of confidence is now high that the solution will meet our management and transactional information requirements across the ERP solution (e.g. to capture the coding information within Payroll to prevent re-work). The Chart of Accounts is now being reviewed by finance colleagues across the Corporation to ensure it meets the needs of the whole organisation (e.g. CBF have specific requirements as a charity which differ from the Corporation).

21. Review of standard reports undertaken in a workshop on the 5th November. Outcome is for the Corporation to determine what can be met with standard / out of the box reports vs ones that will be specific to public sector requirements (e.g. the Corporation aged debt report is different to a commercial debt reporting template.

22. Review This is underway of process maps by the subject matter experts of the standard SAP systems process which have to be updated by the System Integrator

to reflect the Corporation build / design. Once signed off these process maps will be used to support the creation of test scripts for User Acceptance Testing and to create the end to end business processes.

Change Controls

23. Within the Programme Structure, Proposed and Required changes go through a rigorous challenge process before a request for approval. This process is as follows:
    a) Workstream Review – Requests for change are discussed and agreed at workstream level.
    b) Submission – If agreed, the Workstream Lead (or delegated team member) completes a change request form.
    c) Solution Standardisation Board (SSB) – SSB reviews change request forms fortnightly for impact assessment and/or decision.
    d) Escalation – Approved changes follow the defined governance path (Functional Board → Programme Board → Member Steering Group/ Digital Services Committee as required

24. Major / Critical changes – Urgent changes (i.e. those exceeding agreed thresholds scope, cost may be submitted urgently outside of scheduled meetings and will follow escalation pathway. Major / Critical changes with programme wide impact must be considered by Member Steering Group and approved by Digital Services Committee.

25. All Change decisions are recorded in the Change Log, managed by the PMO and reported to Functional and Programme Boards. A summary of the requested changes is below. Changes not ready for decision have been placed in Appendix 4. Corporate Services Committee provided the strategic direction that:

    a) The level of automation / intelligence should be increased
    b) That the strategy should be to maximise / accelerate the transformation

No.	Name	Stage	Cost	Complexity	Standard	Decision
01	CoLP access to EC	Assessment	L	L	Y	N
02	Rostering Solution	Assessment	M/H	M	Y	N
03	Pensions Self-Service	Assessment	L	L	N	N
04	Payslip Email	Assessment	L	L	Y	N
05	Leavers Portal	Assessment	L	L	Y	N
06	Casuals End Date	Assessment	L	L	N	N
07	**AI for SuccessFactors**	**Approval**	**L**	**L**	**Y**	**Y**
08	**MS Teams Integration/Mobile Access**	**Approval**	**L**	**L**	**Y**	**Y**
09	H&S Integration	Assessment	L	L	Y	N

26. An overview of Changes requiring approval from Digital Services Committee are detailed below:

Change Control 07: Artificial Intelligence (AI) for SuccessFactors	
Status:	"Approval" – The impact assessment is complete and has been approved at Programme Board October 2025.The full change control can be found in Appendix 4
Background:	SAP has inbuilt AI functionality, but it must be enabled to provide access. This will provide efficiencies for professional teams in processing data.

Change Requested:	The change will initially allow for a limited pilot to a controlled set of users / functions to ensure that:
	  i) Benefits are established for use cases
	  ii) Feedback can be gathered on the features offered

Additional Information:	This is standard functionality within SAP. The original scope was "building brilliant basics" therefore not included in the scope for the System Integrator (SI). Given the need to provide operational support / efficiencies to the HR service and free professional resource from manual activities, the delivery is being accelerated. In Appendix 5A / 5B the use of Joule (the SAP AI Tool) has been assessed against the Corporation Standards, and no issues are flagged and there is alignment on the solution. Note that this report is due to be finalised on the 7th November and the paper will be released as soon as available with apologies for it not meeting the committee paper deadline due to a dependency on a 3rd party (SAP).
Cost Implications:	The estimated cost of the change by the System Integrator (SI) is £22,430. The existing programme resource will be used to deliver with no additional cost expected. The SI cost is currently being reviewed by SAP to satisfy that it represents good value.
Approval:	Approved by Programme Board October 2025.

Change Control 08: Integration with MS Teams / Mobile Access	
Status:	"Approval" – The impact assessment is complete and the Change has been approved at Programme Board October 2025. The full change control can be found in Appendix 02
Background:	The programme scope was set to "delivering brilliant basics" but it has been identified that a level of integration with MS Teams would better support our workforce from day 1. In addition, mobile apps that allow non-PC based staff flexible access to their solution to perform standard tasks would greatly benefit the individual users experience. Change Requested: The mobile apps are standard functionality with no changes planned but access will be securely provided in line with existing policies. Access will be available on both

	personal and corporate devices but subject to the same controls as other corporate applications (e.g. MS Teams). Functionality will include:
	i) Employee Self-Service (ESS): Enabling staff to update personal details, request leave, access learning resources, and view pay summaries directly from their mobile devices.
	ii) Manager Self-Service (MSS): Supporting managers in approving employee requests, managing team information, conducting performance reviews, and overseeing recruitment activities efficiently on the go.
	The access to MS Teams uses standard APIs developed by SAP which will be enabled for the Corporation. This is aligned to the "Single Pane of Glass" which is part of the Digital Services Strategy.
Change Requested:	The access to MS Teams uses standard APIs developed by SAP which will be enabled for the Corporation. This is aligned to the "Single Pane of Glass" which is part of the Digital Services Strategy. The functionality is detailed in Appendix 4.
Additional Information:	This is standard functionality within SAP. The original scope was "building brilliant basics", so not included in the scope for the System Integrator (SI). Feedback from users as part of the change engagement strategy is that mobile access is the most requested feature for employees.
Cost Implications:	The estimated cost of the change by the System Integrator (SI) is £28,000 (40 days effort). The existing programme resource will be used to deliver with no additional cost expected.
Approval:	Approved by Programme Board October 2025

Proposals

Service Desk Management Solution

27. Members were previously informed that SAP had announced the Service Desk solution that the Corporation was implementing was being replaced or "sunset" in 2028. This product is known as Employee Central Service Centre (ECSC). The decision was taken to continue implementing this solution as the replacement was untested in the UK market

28. In readiness for a future change, the programme has continued due diligence on the new solution – "Employee Service Management" (ESM). The product will offer further automation and Teams integration which will benefit the People Service and align to the People Strategy

29. The decision remains to implement ECSC. Alongside this the programme will complete the scoping work for the new product to inform the future timeline and plan for migration. Dates on this are pending. Doing the scoping work now will reduce cost for the Corporation as the Programme Team and Subject Matter Experts (SMEs) are already in place and can be used to assess the viability of the product in more detail.

30. Members are asked to approve this decision and note there will be support from a specialist SAP partner to complete this work. Strategic support for this decision has been provided by CSC at the October meeting but final decision rest with this committee. At this time no additional funding is being sought and the costed proposal will be presented when the scoping work is complete.

CoPilot Agent for Programme Sapphire

31. Background: The programme is committed to delivering in harmony with the existing Corporation strategies and technical landscape –the solution should complement each other wherever possible. For this reason the Programme will be deploying a CoPilot "chatbot" or "SAPBOT" which aligns to other advances launched by the Digital Services team to provide easier access / support for staff.

32. Purpose: SAPBOT is an AI-powered CoPilot Agent developed to support colleagues engaging with Programme Sapphire. It enhances user experience by providing quick, reliable guidance and reducing pressure on support teams.

33. What SAPBOT Will Do: Provide instant answers to frequently asked questions about Programme Sapphire.

- Offer step-by-step training support and navigate colleagues to learning materials, aligning with Joule AI (SAP AI integration, built to work with CoPilot through integration).
- Assist users in identifying the right help channels for technical or process queries.
- Improve access to programme information and updates.

34. Benefits:
- **Faster response times**: Immediate support on common queries
- **Reduced demand on teams**: Automation of first-line support allows programme resources to focus on critical and high value work
- **Improved user experience**: Accessible guidance for all colleagues across the City Corporation
- **Scalability**: Increased capability to support wider adoption during and post go live

35. Alignment to Corporate & Digital Strategy:
- **Automation & AI adoption**: Demonstrates delivery of the DDAT Strategy ambitions to leverage emerging technologies

- **Brilliant Basics**: Enhances core services through a robust, user-friendly support channel

- **Dynamic Economic Growth / Providing Excellent Services**: Enables a more efficient workforce empowered with the right tools and information.

36. **The Vision:** SAPBOT will become the primary frontline support channel for Programme Sapphire, continuously improving through real-time insights and learning whilst being easily accessible via the Programme Sapphire Intranet Page. This innovation reflects our commitment to embracing AI to unlock productivity and deliver smarter public services.

Conclusion

Programme Sapphire is making significant progress in modernising our HR and finance systems, despite some delays and data challenges. Continued alignment with corporate digital strategy and the adoption of AI and automation are expected to enhance service delivery and user experience.

Appendices
Appendix 1 – Programme Plan on a Page
Appendix 2 – SAP SuccessFactors HR Roadshows Schedule
Appendix 3 – UAT Stats
Appendix 4 – Changes in review
Appendix 5A / 5B - Enable SAP Joule for SuccessFactors (note that Appendix 5B currently in draft)
Appendix 6 - Key Functions Available in Teams

Simon Gray
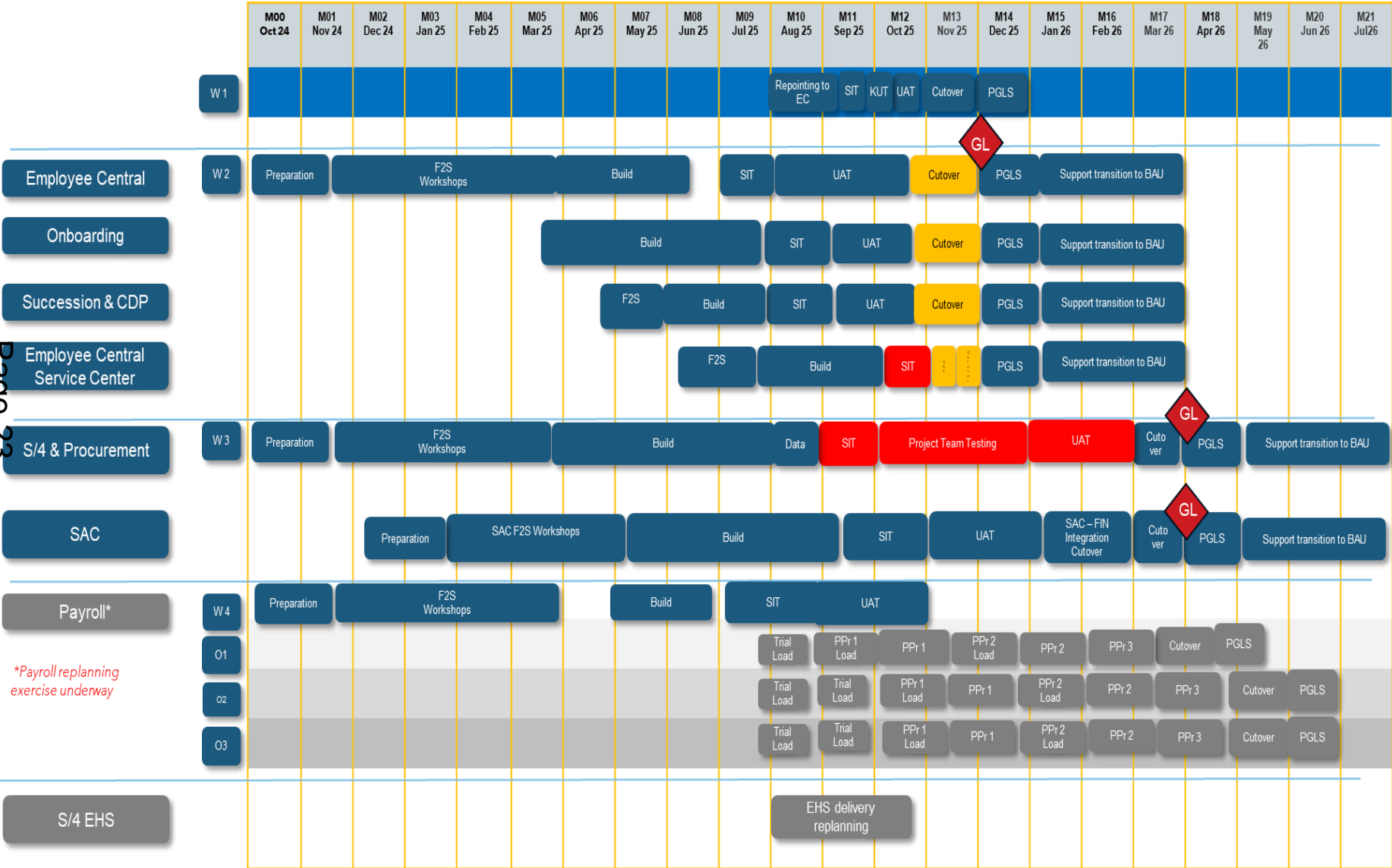Programme Director, Chamberlain's Department

T: 07557 568016
E: simon.gray@cityoflondon.gov.uk

This page is intentionally left blank

Programme Sapphire POAP – Wave 2 & 3

We're Here

		M00 Oct 24	M01 Nov 24	M02 Dec 24	M03 Jan 25	M04 Feb 25	M05 Mar 25	M06 Apr 25	M07 May 25	M08 Jun 25	M09 Jul 25	M10 Aug 25	M11 Sep 25	M12 Oct 25	M13 Nov 25	M14 Dec 25	M15 Jan 26	M16 Feb 26	M17 Mar 26	M18 Apr 26	M19 May 26	M20 Jun 26	M21 Jul 26

W 1: Repointing to EC | SIT | KUT | UAT | Cutover | PGLS — GL milestone

W 2

- **Employee Central:** Preparation | F2S Workshops | Build | SIT | UAT | Cutover | PGLS | Support transition to BAU — GL
- **Onboarding:** Build | SIT | UAT | Cutover | PGLS | Support transition to BAU
- **Succession & CDP:** F2S | Build | SIT | UAT | Cutover | PGLS | Support transition to BAU
- **Employee Central Service Center:** F2S | Build | SIT | PGLS | Support transition to BAU

W 3

- **S/4 & Procurement:** Preparation | F2S Workshops | Build | Data | SIT | Project Team Testing | UAT | Cutover | PGLS | Support transition to BAU — GL
- **SAC:** Preparation | SAC F2S Workshops | Build | SIT | UAT | SAC – FIN Integration Cutover | Cutover | PGLS | Support transition to BAU — GL

W 4

- **Payroll*:** Preparation | F2S Workshops | Build | SIT | UAT
  - **O1:** Trial Load | PPr 1 Load | PPr 1 | PPr 2 Load | PPr 2 | PPr 3 | Cutover | PGLS
  - **O2:** Trial Load | Trial Load | PPr 1 Load | PPr 1 | PPr 2 Load | PPr 2 | PPr 3 | Cutover | PGLS
  - **O3:** Trial Load | Trial Load | PPr 1 Load | PPr 1 | PPr 2 Load | PPr 2 | PPr 3 | Cutover | PGLS

Payroll replanning exercise underway

- **S/4 EHS:** EHS delivery replanning

Page 23

This page is intentionally left blank

Appendix 2 – SAP SuccessFactors HR Roadshows Schedule

Location	Date	Time
Guildhall (The Gild restaurant) - Drop-in style, open to all	05 November 2025 11 November 2025 20 November 2025 25 November 2025	12pm – 2:30pm
Manor Park Cemetery & Crematorium	20 October 2025	10am - 1.30pm
City Bridge Foundation: Tower Bridge (and The Monument)	03 November 2025	2pm -4pm
	07 November 2025	2pm - 4pm
	21 November 2025	2pm-4pm
The London Archives	06 November 2025	2-5pm
City of London School for Girls	10 November 2025	11am-2pmEnv
Remembrancer's	12 November	9:30-9:45am
City Gardens & Cleansing	12 November 2025	9:30am -10:30am
Guildhall School of Music & Drama	12 November 2025	1:30 – 4:30pm
Port Health & Public Protection	13 November 2025	10:30am -2:30pm
City of London School	14 November 2025	11am-2pm
Golders Hill Park	14 November 2025	10am - 12pm
Parliament Hill	14 November 2025	1pm - 3pm
Burnham Beeches	17 November 2025	10:30am -12:30pm
Westham Park	18 November 2025	11am - 1pm
Epping Forest	19 November 2025	11.30am - 3.30pm
The Mansion House	24 November 2025	11am-1pm
Barbican Estate Office	26 November 2025	10am -12pm & 2pm -4pm
Barbican Centre	27 November 2025	9am-12pm

This page is intentionally left blank

Appendix 3 – UAT Stats

HR Admin Teams							
Team	Total Tests	Tests Passed	Tests Failed	Tests Completed	Coverage %	Outstanding Tests	Number of Testers
SAPPHIRE	31	22	2	24	77%	7	8
Corp HR	31	22	2	24	77%	7	4
Corp HR/EE Services	31	7	0	7	23%	24	1
Barbican HR	31	22	1	23	74%	8	5
City Bridge Foundation	31	20	6	26	84%	5	1
Freemen's Testers	31	15	7	22	71%	9	3
GSMD	31	5	3	8	26%	23	8
Barbican & GSMD HR	31	0	0	0	0%	31	2
City School	31	0	0	0	0%	31	1

Manager Teams							
Team	Total Tests	Tests Passed	Tests Failed	Tests Completed	Coverage %	Outstanding Tests	Number of Testers
COL-EEDI TEAM	3	3	0	3	100%	0	3
COL CSD	3	0	3	3	100%	0	3
citybridgefoundation	3	0	3	3	100%	0	1
COL ENV	3	1	0	1	33%	2	5
COL Chamberlain	3	0	0	0	0%	3	1
COL TC	3	0	0	0	0%	3	1
COL CCS	3	1	2	3	100%	0	1
COL M House	3	0	0	0	0%	3	1
COL-Sapphire	3	2	0	2	67%	1	1
COL HR	3	0	0	0	0%	3	1
COL	3	0	0	0	0%	3	1

Employee Teams							
Team	Total Tests	Tests Passed	Tests Failed	Tests Completed	Coverage %	Outstanding Tests	Number of Testers
COL	13	7	17	24	100%*	0	9
COL Institutions	13	10	2	12	92%	1	1
COL TC	13	7	1	8	62%	5	2
COL ENV	13	9	0	9	69%	4	5
SAPPHIRE	13	4	0	4	31%	9	1
COL Chamberlain	13	1	3	4	31%	9	1
COL CSD	13	2	0	2	15%	11	1
citybridgefoundation	13	0	0	0	0%	13	2
COL CBF	13	0	0	0	0%	13	1
COL CSP	13	0	0	0	0%	13	1
COL CCS	13	0	0	0	0%	13	1

Occupational Health Team							
Team	Total Tests	Tests Passed	Tests Failed	Tests Completed	Coverage %	Outstanding Tests	Number of Testers
OH	7	0	4	4	57%	3	3

Appendix 4 – Changes In Review

1. **Change Control 1**: COLP Officers and Support staff to be given *additional* access to Employee Central (EC) to maintain their own bank and address data

   a) Status: "Impact Assessment" - following review by Solution Standardisation Board which approved the change to have a full impact assessment
   b) Background: CoLP are out of scope for the EC rollout as they operate a separate HR solution (origin). To support the delivery of Payroll (go-live to be confirmed) and the expenses solution (Concur) a master people record is required. Currently CoLP officers and staff have access to CityPeople to update bank and address information
   c) Change Requested: Creation of a specific role profile to limit access to these functions (but prevent wider updates / access to features not being used by CoLP.
   d) This change is standard configuration – role profiles are used across the solution. The cost / complexity is both expected to be low
   e) **No decision is required at this stage** – the change will be impact assessed and brought for approval with an expected implementation of April 2026 if approved for development

2. **Change Control 02**: Add an integrated rostering and timesheet solution to ERP

   a) Status: "Impact Assessment" - following review by Solution Standardisation Board which approved the change to have a full impact assessment
   b) Background: The Barbican use a rostering solution which is end of life / support. Rostering solutions are also in use in CBF and CoLP and there may be an opportunity to consolidate to a single solution with built in integration to SAP SuccessFactors (note that the CoLP solution has specific functionality and is unlikely to be included). This functionality was excluded from the initial procurement as it is not core functionality for an ERP solution.
   c) Change Requested: Given the current solution is expiring there is a need to procure an alternative and the approach recommended is to ensure any identified solution is integrated with SAP and consistent across the Corporation
   d) This change is based on the procurement of a 3rd party product with proven integration to SuccessFactors. The cost / complexity is unknown at this time.
   e) **No decision is required at this stage** – the next phase is to identify the requirements and then make a recommendation on approach to procurement based on market assessment.

3. **Change Control 03**: Self-Service Portal for Pensions Access

a) Status: "Impact Assessment" - following review by Solution Standardisation Board which approved the change to have a full impact assessment
b) Background: The pensions team want to implement a self-service portal to allow access to pension statements and wider information on pensions. This functionality is not offered currently via CityPeople.
c) Change Requested: 3 Options are available
   i) Option 1: Provide self-service access via SuccessFactors
   ii) Option 2: Provide a separate portal with integration to SuccessFactors for remittance information
   iii) Option 3: Provide self-service access for Pensioners via self-service
   Option 3 has been removed as the license cost to provide this functionality for low volume of changes which would result in a disbenefit
   Option 2 is expected to provide the most cost-effective solution but is subject to an assessment on the integration complexity / cost
d) Option 2 will be undertaken using standard SAP integration options. Option 1 is standard functionality.
e) **No decision is required at this stage** – information is outstanding on the integration requirements

4. **Change Control 04**: Batch Payslip Printing

a) Status: "Impact Assessment" - following review by Solution Standardisation Board which approved the change to have a full impact assessment
b) Background: The current SuccessFactors solution assumes online access and does not by default email a payslip to employees. For some employees (particularly casual workforce) who receive email payslips now this would be a negative step
c) Change Requested: Add a flag to email a payslip to an employee if preferred
d) This is a standard configuration implemented by other customers but requires integration to Corporation email service
e) **No decision is required at this stage** – this is awaiting the impact assessment and will be included in the payroll delivery

5. **Change Control 05**: Leaver Portal Access

a) Status: "Impact Assessment" - following review by Solution Standardisation Board which approved the change to have a full impact assessment
b) Background: SAP have introduced new functionality called "the alumni portal" which provide access for 12 months post leave date for employees.
c) Change Requested: There is no license cost for this new module the changes are in process and access:
   i) A process will be put in place for the employee to register a non-CoL email to retain access. This process is already in place as non-CoL employees can be given access to the Learning Management solution.
   ii) A change will be to provide a security profile to limit access (i.e. prevents access to leave requests etc).

d) This is a standard configuration from SAP – the product was released post contract award so was not in the initial scope.

e) **No decision is required at this stage** – this is awaiting the impact assessment and is expected to be delivered in line with Payroll. Benefits will be established based on the existing effort to provide copies of documentation to former employees

6. **Change Control 06**: Forced Casual End Date

   a) Status: "Impact Assessment" - following review by Solution Standardisation Board which approved the change to have a full impact assessment

   b) Background: Casual staff are to be provided with access to Employee Central as part of the new solution (they do not currently access CityPeople). If a casual record is not closed on a timely basis additional license cost could be incurred.

   c) Change Requested: When a casual record is created a default end date of 12 months will be set. A manager can update this record to an actual end date (if known) at creation or when the decision is made. The benefit is allowing casuals workers self-service access which should reduce queries to the service teams but places a control to prevent exponential growth of licenses.

   d) This is a standard field in SAP already in use in the solution – the change to default the date is minimal from SAP

   e) **No decision is required at this stage** – this is awaiting the impact assessment and is expected to be delivered in line with Payroll.

7. **Change Control 09**: Health & Safety Training Integration

   a) Status: "Impact Assessment" - following review by Solution Standardisation Board which approved the change to have a full impact assessment

   b) Background: The Health & Safety team have invested in a solution called Praxis42. This will automate the Display Screen Equipment (DSE) assessment for staff on a regular (annual basis). As SAP is the central portal for all learning courses integration with SAP is required.

   c) Change Requested: External integration to the Praxis42 portal to:
      i) Identify eligible staff

   d) Integrations to 3rd party learning platforms is allowed within SAP for course materials. The specific integration will be assessed but the vendor has integrated to SuccessFactors previously.

   e) **No decision is required at this stage** – this is awaiting the impact assessment

This page is intentionally left blank

PROGRAMME
SAPPHIRE

Change Request Form

CR ref:

Improved Efficiency | Increased Capacity | Improved Information

PROGRAMME SAPPHIRE

Change Request form

To be completed by change request owner

CR No.	C-007	Change Title:	Enable SAP Joule for SuccessFactors	
Change Type:	☒ New Requirement = yes ☐ Adaptation ☐ Bug fix ☐ Other (specify):			
Priority	☐ High = Yes ☒ Medium ☐ Low	**Reason for Change:**	☒ Business process improvement == Yes ☐ Regulatory requirement ☐ Other (specify):	
Raised by:	Praff M	**Date raised:**	19/09/2025	
Status:	☒ Under review ☐ Approved	**Date required by:**	EC Go Live	

Area(s) impacted:
SAP SuccessFactors

Full description of requested change:
This change request proposes the enablement of SAP Joule, an AI-powered digital assistant embedded within the SAP SuccessFactors suite, designed to enhance HR processes and employee experience through intelligent automation and real-time insights. SAP Joule leverages advanced AI technologies including machine learning, natural language processing, and embedded analytics to support HR teams and employees by automating routine tasks, providing actionable recommendations, and delivering predictive analytics. This empowers HR and business users to make faster, more informed decisions and focus on high-value activities. The implementation of SAP Joule will contribute to: • Improved productivity by automating transactional HR processes such as feedback requests, time off approvals, and information retrieval without navigating away from main workflows.

Improved Efficiency | Increased Capacity | Improved Information

- Enhanced employee engagement by providing quick, conversational access to HR policies, personalized insights, and tailored guidance within SuccessFactors.
- Better decision-making capabilities through contextual, AI-driven recommendations for talent management, performance reviews, and workforce planning.
- Seamless integration with core modules such as Employee Central, Recruiting, and Performance Management, ensuring consistency and compliance in data handling.
- Potential cost savings by reducing manual effort and accelerating HR operations.

Enabling SAP Joule aligns with Col's digital transformation goals and strategic focus on leveraging AI to drive business agility and workforce empowerment. This change will also ensure Col remains current with SAP's innovation roadmap, leveraging embedded AI capabilities for future scalability and competitive advantage.

Assigned for impact assessment to:
HCL

Details of any proposed alternative scenarios:
COL will rely on existing standard SAP SuccessFactors functionalities without AI-driven insights and automation from Joule.

Reasons for requested change including benefits and disadvantages:

Reasons for Requesting SAP Joule Enablement
- To leverage artificial intelligence and machine learning capabilities embedded within SAP SF.
- To improve HR operational efficiency by automating routine and transactional tasks.
- To enhance employee experience by providing conversational AI assistance and real-time insights
- To enable smarter decision-making with predictive analytics and AI-driven recommendations.
- To align with SAP's roadmap for intelligent enterprise HR solutions, ensuring future-proofing.
- To reduce manual workload and free HR staff to focus on strategic initiatives.
- To improve data usage and compliance through integrated SAP cloud security features.
- To accelerate digital transformation of HR processes consistent with COL's strategic goals

Benefits of Enabling SAP Joule
- Increased Productivity -Automation of repetitive tasks saves time for HR and employees
- Enhanced User Experience-Intuitive AI-driven conversational interface for easier system use
- Data-Driven Decision Making-Real-time insights and predictive analytics improve decisions
- Improved Employee Engagement-Personalized guidance and timely recommendations boost sati
- Seamless Integration-Native integration with SuccessFactors modules ensures data consistency

Improved Efficiency | Increased Capacity | Improved Information

- Future Scalability-Access to evolving SAP AI innovations for continuous improvement

Disadvantages or Challenges

- Implementation Complexity-Initial setup and configuration effort required
- Data Privacy Concerns-AI features require appropriate handling of personal and sensitive data
- Training and Change Management-Employees and HR need training for adopting new AI capabiliti
- Licensing and Cost-Potential additional licensing fees may apply
- Dependence on SAP Cloud-Requires stable cloud infrastructure and ongoing SAP support
- Possible Resistance to Change-Users may have initial reluctance to rely on AI-driven processes approximately 20 to 25 queries per month from leavers,

FYI – Approval route

Days	Approval route
XX days plus	
Less than XX days	

Improved Efficiency | Increased Capacity | Improved Information

PROGRAMME SAPPHIRE

Impact assessment form

To be completed by impact assessment owner

CR No.	[Subject]	CR Title:	Enable SAP Joule for SuccessFactors		
Assessment owner	Praff M	Date of impact assessment:	14/03/21	Complexity:	☐ High ☐ Medium ☐ Low
Functional:	☐ Yes		Interface:	☐ Yes	

Outline of solution proposal
The proposed solution entails enabling SAP Joule, the embedded AI-powered digital assistant, within the existing SAP SuccessFactors environment at COL to enhance HR operations through intelligent automation, real-time insights, and improved user experience. Key components of the solution include: • Technical Enablement: Activate SAP Joule features compatible with COL's SuccessFactors modules such as Employee Central, Recruiting, and Performance Management on the existing cloud platform. Ensure that system versions meet SAP Joule prerequisites. • Configuration and Integration: Configure necessary permissions, roles, and data source integrations to enable Joule's seamless access to relevant HR data for accurate insights while ensuring compliance with data privacy regulations such as GDPR. • Testing and Validation: Conduct thorough testing including functional, user acceptance, and privacy compliance testing to verify Joule's AI features work as intended and data protection standards are met. • Change Management: Develop and deliver training and communication campaigns to familiarize HR teams and employees with Joule's functionalities, benefits, and usage guidelines to encourage adoption. • Support and Monitoring: Establish hypercare support post-go-live for monitoring AI performance, addressing issues, and continuous tuning of the assistant for optimal user experience.

Improved Efficiency | Increased Capacity | Improved Information

Outline of solution proposal

Solution Diagram:
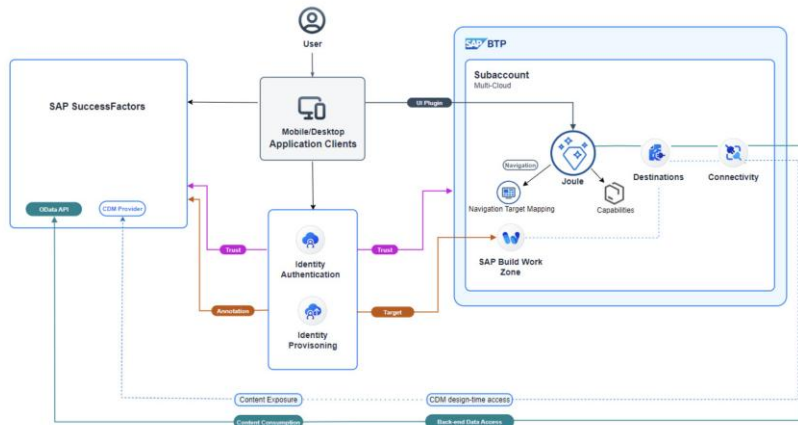
The solution addresses COL's strategic goals of accelerating digital HR transformation, driving productivity gains, and delivering personalized employee experiences, aligning with SAP's roadmap for integrating AI into human capital management.

Phase	Activities	Duration (Days)	Deliverables
Initiation & Planning	- Stakeholder alignment and project kickoff - Review SAP Joule prerequisite and impact analys - Scope definition and resource planning	2	Project charter, resource plan, initial timeline
Technical Assessment	- Assess current SuccessFactors system versions - Validate licensing and compliance requirements - Identify integration points for Joule	2	Assessment report, gap analysis
Configuration Setup	- Enable Joule features in Admin Center - Configure roles, permissions and data sources - Setup data privacy and consent management cor	20	Configured SuccessFactors environment for Joule
Testing & Validation	- Develop test scenarios and scripts - Execute functional, integration, and privacy tests - Conduct UAT with key users	10	Test cases, test results, UAT sign-off
Go-Live & Support	- Plan and execute go-live activities - Provide hypercare support and issue resolution - Monitor Joule performance and user feedback	5	Go-live checklist, support log, monitoring report

This plan assumes a collaborative team effort with clear accountability, phased delivery, and continuous communication.

Improved Efficiency | Increased Capacity | Improved Information

Areas of impact (include impact on other modules):

Here are the key areas of impact and reasons related to enabling SAP Joule for SuccessFactors at COL:

Module / Area	Impact Description	Reasons / Notes
Employee Central (EC)	Joule uses core employee data to provide contextual AI insights and assist with HR transactions.	Accurate and complete master data is critical for Joule's AI-driven recommendations and automation.
Recruiting Management (RCM)	Enables AI-powered candidate shortlisting, interview scheduling assistance, and recruiter productivity tools.	Integration helps automate recruiting tasks and improve hiring decision quality with AI analytics.
Performance & Goals	Provides predictive insights on performance trends, coaching suggestions, and goal management automation.	Joule's analytics improve performance review objectivity and employee development plans.
Learning Management System (LMS)	May provide personalized learning recommendations and nudges to employees and managers.	Enhances employee skills development aligned with organizational goals via AI-driven suggestions.
Security and Compliance	Requires updates to data access permissions and privacy controls related to AI data usage.	Ensures compliance with GDPR, data privacy laws, and internal policies when processing employee data.
User Experience / UI	Introduction of conversational AI and embedded insights changes how users interact with SuccessFactors.	User training and change management needed to maximize adoption and comfort with Joule's new interfaces.
System Performance	Potential minor performance overhead due to AI data processing and analytics.	Infrastructure may require monitoring to ensure response times and system availability stay optimal.

Reasons for Impact

- Data Dependency: Joule relies heavily on accurate, timely employee and HR data across modules to generate meaningful AI insights.
- Process Integration: AI automation touches multiple HR processes, causing indirect impacts on workflows and approval chains.
- User Change: Employees and HR staff will interact differently with SuccessFactors via AI conversational features and embedded recommendations.
- Compliance Requirements: Handling of sensitive employee data for AI purposes elevates the need for strict compliance and security reviews.
- Technical Changes: Configuration of roles, permissions, and enablement settings affect cross-module access and data flows.

Impact Management Plan for Enabling SAP Joule

Training Plan

- Audience: HR Administrators, Managers, Employees, IT Support
- Content:
  - Overview of SAP Joule capabilities and benefits.
  - Hands-on training on using Joule features (conversational AI, recommendations).
  - Data privacy and security awareness related to AI.
  - Troubleshooting common issues and support contacts.
- Delivery Methods: Virtual instructor-led sessions, e-learning modules, user guides, and FAQs.
- Timing: Align training sessions before go-live and provide follow-up refresher courses.

Improved Efficiency | Increased Capacity | Improved Information

Areas of impact (include impact on other modules):

Communication Plan

- Objectives:
    - Create awareness of the new AI assistant and its benefits.
    - Set expectations on changes in workflows and user experience.
    - Promote adoption and encourage feedback.
- Channels:
    - Email newsletters.
    - Intranet announcements.
    - HR town halls and webinars.
    - Quick reference guides and tip sheets.
- Timeline: Begin communication at least 4 weeks before go-live, with ongoing updates post-implementation.

Compliance and Privacy Checklist

- Data Handling:
    - Verify employee data privacy impact assessment (DPIA) for using AI-driven features.
    - Confirm alignment with GDPR and local data protection laws.
    - Configure consent management where applicable for personal data processing.
- Security:
    - Review roles and authorization settings for AI data access.
    - Ensure secure integration points between SuccessFactors modules and Joule.
    - Review SAP cloud security updates related to AI services.
- Governance:
    - Define data retention and monitoring policies for AI-generated insights.
    - Establish audit and incident response procedures regarding AI usage.
    - Document compliance approvals from data protection officers.

This structured approach mitigates risks, drives user readiness, and ensures regulatory compliance when enabling SAP Joule.

Impact on budget:
[Specify additional costs, or state TBD]

Assessment of impact / technical clarification of the change request	
Plan	This CR will be undertaken as a change to…
Functional cross over into other functional workstreams – Mark all areas affected	☐ ☐ HR ☐ System Admin ☐

Improved Efficiency | Increased Capacity | Improved Information

Assessment of impact / technical clarification of the change request	
Technical cross over into technical workstreams	☐ Interfaces ☐ Data migration ☐ Reporting ☐ Other (please specify)
Data impact (enhancement)	☐ No
Testing	Yes as per plan
Documentation	Create ☐ Configuration document ☐ Unit test in Dev ☐ Test evidence ☐ Build documentation in PREV ☐ Build documentation in PROD ☐ JIRA/Config Reference

Acceptance criteria

Acceptance Criteria for Enabling SAP Joule

1. Technical Enablement
    a. SAP Joule features are successfully enabled and configured in the COL SuccessFactors production environment according to SAP specifications.
    b. All required permissions, roles, and data source connections are properly set up for Joule to function across relevant modules.
2. Functionality Testing
    a. All defined functional test cases for Joule capabilities (AI-driven recommendations, conversational features, automated actions) are executed with successful results.
    b. UAT signoff is obtained from HR and business users confirming that Joule features meet business needs and user expectations.
3. Support and Monitoring
    a. Hypercare support is established post go-live with issue resolution procedures.
    b. Monitoring tools for Joule's AI performance and system stability are actively used.

Improved Efficiency | Increased Capacity | Improved Information

Responsible Team/Owner

Responsible Team / Owner

- SAP SuccessFactors Solution Architect - HCL
  Owns overall solution design, planning, and coordination of Joule enablement activities.
- SAP SuccessFactors Administration Team - HCL
  Responsible for technical configuration, role and permission setup, and system readiness.
- IT Security and Compliance Team - COL
  Ensures data privacy, security policies, and regulatory compliance related to AI data processing.
- Quality Assurance (QA) Team – HCL/COL
  Leads testing, validation, and user acceptance testing activities.
- Change Management Team - COL
  Drives communication, training, and user adoption programs.

Risk Assessment:
Risks, issues, assumptions, dependency specific to or impacted by this change request
The items identified here are specific to, or impacted by, the effective delivery of this change request.

Type	RAID ref	Narrative
Risk		
Issues		
Assumptions		
Dependency		

Timescales
Timescales are indicative until the IA has been approved, at which point it will be planned and resourced accordingly.
Approved change requests will be actioned within specific time windows as agreed with the Governance and Support team, provided full data, details and any clarification points have been provided between all parties within agreed documented timescales.
Any subsequent changes to the CR once the Impact Assessments have been created will be subject to revision and re-approval.
Changes to any CR once submitted will result in the CR being cancelled and will require an updated or new change request to be resubmitted through the Council governance and support process.

Improved Efficiency | Increased Capacity | Improved Information

Impact on timeline:
[Estimated Start Date]: 30/10/2025
[Estimated End Date]: 01/12/205

Estimated Resourcing Implications			
List additional resources or skillsets required here:			
Resources	Days	Rate	Cost
CPI/Security	11	450	4950
	19	920	17480
Total	**30**		**22430**

Improved Efficiency | Increased Capacity | Improved Information

Authorisation form

To be signed off by the Authority and Supplier authorisers

Signatures (to authorise change request)	
Signed on behalf of the authority:	**Signed on behalf of the supplier:**
Signature:	**Signature:**
Name:	**Name:**
Position:	**Position:**
Date:	**Date:**

Signatures (to authorise change request) We agree that the completed work is acceptable, and this change request is now closed	
Signed on behalf of the authority:	**Signed on behalf of the supplier:**
Signature:	**Signature:**
Name:	**Name:**
Position:	**Position:**
Date:	**Date:**

Improved Efficiency | Increased Capacity | Improved Information

Summary of Key Differences

- SAP's policy is broader and more globally oriented, covering development, deployment, sale, and internal use of AI systems (as expected with a software developer), while City of London's SOP is focused on operational use of GenAI tools by employees and contractors as a customer.

- SAP emphasizes sustainability, multi-stakeholder governance, and global human rights, whereas City of London focuses more on UK-specific legal compliance and operational safeguards, but the two policies are aligned

- SAP has a more formalized governance structure with multiple oversight bodies, while City of London relies on internal notification and approval mechanisms

Outstanding Questions

- Decision from Information Management Board
- IP Ownership confirmation
- How will violations be tracked / prevented

1. Purpose and Scope

Aspect	City of London	SAP	Compliance
Purpose	To guide ethical and compliant use of GenAI tools (e.g., ChatGPT, Bard) by employees and third parties.	To define ethical principles and acceptable use terms for AI technologies across SAP's global operations.	SAP conforms to the same principles as CoL policy re ethical use
Scope	Applies to all users accessing GenAI for City of London Corporation (COL) activities.	Applies to SAP employees, suppliers, and customers involved in the AI system lifecycle.	Consistent

2. Governance and Oversight

Aspect	City of London	SAP	Compliance
Governance Body	Information Management Board must be notified before GenAI use.	AI Ethics Steering Committee, Advisory Panel, Ethics Office, and Trustworthy AI Workstream oversee governance.	Scheduled
Approval Process	Requires notification and justification of data input/output.	High-risk use cases require expert panel review; forbidden cases are blocked.	Meeting scheduled for approval

3. Ethical Principles

Principle	City of London	SAP	Comparison
Lawfulness	Use must comply with UK laws and regulations.	Grounded in UNESCO's AI Ethics principles and global human rights.	SAP complies with UK law as part of the main agreement so is compliant
Transparency	Maximum Transparency by Default (MTbD); public awareness and third-party scrutiny.	Clear documentation, user awareness, and explainability required.	Compliant
Explainability	AI must provide understandable outputs, especially for high-impact decisions.	End-users must be able to request explanations; confidence levels disclosed.	Compliant
Accountability	Named individuals accountable; training required.	Human actors are responsible; governance mechanisms ensure oversight.	Compliant
Bias and Fairness	Must avoid bias and discrimination; risk assessments required.	Fairness and non-discrimination are core;	Compliant

Principle	City of London	SAP	Comparison
		systems tested for bias and equity.	
Security	Technical assessments required before use.	Continuous monitoring and fallback mechanisms for safety.	Compliant (included in main agreement)
Data Sovereignty	UK jurisdiction applies to data created/used in UK.	SAP respects national sovereignty and international law.	Compliant (note that data is hosted in the EEA not UK but is compliant)
Human Oversight	Human must be ultimate decision-maker; AI stoppable.	Human-in-the-loop, on-the-loop, and in-command mechanisms required.	Compliant
Sustainability	Not explicitly addressed.	Sustainability is a core principle; aligned with SAP's environmental policies.	Aligned to broader Corporation policy as part of responsible procurement

4. Acceptable Use and Restrictions

Aspect	City of London	SAP	Compliance
Acceptable Use	GenAI may be used for work-related tasks (e.g., reports, presentations).	AI must not be used for unlawful, offensive, or deceptive purposes.	Compliant (AI use cases are limited and remain in the SAP ecosystem like Co-Pilot)
Prohibited Use	No confidential data input; no discriminatory or offensive content.	Prohibits surveillance, deanonymization,	Compliant (some sensitive data is available e.g. HR

Aspect	City of London	SAP	Compliance
		deception, and social scoring.	system but it is not input)
Disclosure	GenAI-generated content must be clearly identified.	End-users must be aware of AI interaction; AI must be identifiable.	Compliant

5. Vendor and Third-Party Considerations

Aspect	City of London	SAP	Compliance
Vendor Policies	Users must acknowledge vendor terms and conditions.	SAP may include third-party AI models; pass-through terms apply.	Compliant (SAP terms are part of CoL agreement)
IP Ownership	Input/output ownership must be clarified.	Output may not qualify for IP protection; SAP retains rights to its materials.	Question to be answered

6. Risk Management and Compliance

Aspect	City of London	SAP	Compliance
Risk Assessment	Mandatory for GenAI use; includes legal, bias, security, and data protection.	Use case evaluation categorizes risk; periodic reviews required.	All new AI cases will be assessed by CoL prior to launch and approved
Legal Compliance	Must comply with Data Protection Act 2018 and UK GDPR.	Compliance with global data protection and privacy laws required.	Compliant
Corrective Measures	Violations reported to senior management; disciplinary action possible.	Human rights due diligence process	Question to be answered

Aspect	City of London	SAP	Compliance
		applies for violations.	

7. Training and Literacy

Aspect	City of London	SAP	Compliance
Training	Required for accountable persons and end-users.	SAP provides free courses, community forums, and educational events	Part of the CoL training prior to launch (i.e. specific functions with user training)

Appendix 6 - Key Functions Available in Teams

Module	Key Functions Available in Teams	Typical User Actions
Absence Management	- Request leave directly in Teams (annual leave, sickness, other types)	- Employees submit leave requests
	- View current leave balances and absence history	- Managers approve/reject or delegate approvals without leaving Teams
	- Receive approval notifications in Teams	
	- Managers can approve or reject absence requests	
Recruitment	- Receive and manage recruiting notifications (new applicants, interview scheduling, candidate status changes)	- Recruiters and managers review candidates and provide feedback
	- Collaborate with hiring team in Teams channels	- Hiring teams coordinate interviews inside Teams
	- Interview feedback forms accessible within Teams	
	- Share candidate profiles securely with stakeholders	
Performance & Goals	- Get reminders for goal setting, check-ins and performance reviews	- Employees update progress on goals
	- View and update goals directly in Teams	- Managers complete performance evaluations and provide feedback without switching apps
	- Managers can send/receive feedback in real time	
	- Notifications about upcoming review deadlines	
Learning & Development	- Browse and launch assigned learning directly in Teams	- Employees access training links and complete courses
	- Receive training due-date reminders in Teams	- Managers view learning compliance dashboards or assign learning items
	- Join learning communities and share materials in Teams channels	
	- Track course completion status	

City of London Corporation Committee Report

Committee(s): Digital Services Committee - Decision	Dated: 27/11/2025
Subject: Door Access Control Systems (DACS) – System convergence	Public report: For Decision
This proposal: • **delivers Corporate Plan 2024-29 outcomes** • **provides statutory duties** • **provides business enabling functions**	[specify which duties, functions or Corporate Plan outcomes here, a full list of the outcomes is provided below]
Does this proposal require extra revenue and/or capital spending?	No
If so, how much?	N/A
What is the source of Funding?	N/A
Has this Funding Source been agreed with the Chamberlain's Department?	N/A
Report of:	Caroline Al Beyerty Chamberlain
Report author:	Zakki Ghauri Group Director

Summary

This paper outlines the proposal to merge Door Access Control Systems (DACS) across the City of London Corporation, its Institutions, integrating them with both the new Enterprise Resource Planning (ERP) system and the Microsoft 365 (M365) estate. The initiative aims to improve operational efficiency, security, and emergency preparedness.

Recommendation(s)
Members are asked to:

- Agree the report
- Endorse the need for a unified door access control system.

Main Report

Background

1. Outcome two in the Digital, Data and Technology Strategy is technology convergence. Our strategy champions a unified technological ecosystem, where open communication and collaboration are key.

Current Position

2. At present, access control is managed locally at each site, with limited interoperability between Guildhall and other institutions. Emergency access for the City of London Police (CoLP) is constrained, and digital identity management is inconsistent. ID card photos are not synchronised with M365 profiles, and conditional access policies are not uniformly applied. This fragmented approach hinders cross-site working, business continuity, and centralised policy enforcement.

Options

3. Option A: Maintain Status Quo
   - Continue operating separate DACS systems.
   - No integration with ERP or M365.
   - Risks: ongoing inefficiencies, security gaps, and limited emergency preparedness.

4. Option B: Partial Integration
   - Integrate DACS with either ERP or M365, but not both.
   - Benefits: some operational improvements.
   - Risks: limited strategic alignment and missed opportunities for full digital transformation.

5. Option C: Full Integration (Recommended)
   - Merge all DACS across the Corporation and Institutions.
   - Integrate with both ERP and M365 platforms.
   - Benefits: strategic alignment, enhanced security, operational efficiency, and improved user experience.

Proposals

6. The key strategic drivers for this proposal are:

   - Operational Integration Across Sites: Enables cross-site working between Guildhall and Institutions.
   - Emergency Preparedness: Supports CoLP access to all buildings during major incidents.

- Digital Identity Integration: Syncs ID card photos with M365 profiles.
- Security and Compliance: Enhances access control with M365 conditional access policies.

7. The key benefits for this proposal would be:

- Efficiency and Cost Savings: Reduces duplication and enables central procurement.
- Improved User Experience: Single pass for all sites and unified photo management.
- Enhanced Security: Real-time sync with M365 ensures secure access.
- Resilience and Business Continuity: Facilitates decanting and emergency operations.
- Workplace Attendance Policy: Supports central insights for cross-Corporation working.
- Ambition25: allows for easier movement of colleagues across the organisation with centralised skillsets.

8. The key implementation considerations for this proposal are:

- Stakeholder Engagement: Involve facilities teams across the organisation.
- Technical Architecture: Integrate with SAP, Azure AD and Intune.
- Governance: Align with security and data protection policies.
- Phased Rollout: Allow opt-in at renewal points.

Corporate & Strategic Implications

9. Strategic Implications
This proposal aligns directly with the Corporate Plan 2024–2029, particularly the outcomes of:
- Providing Excellent Services: By enabling secure, efficient access across sites, the proposal supports flexible working and emergency preparedness.
- Dynamic Economic Growth: Facilitates operational agility and supports cross-site collaboration.
- Leading Sustainable Environment: Supports digital transformation and reduces duplication of infrastructure.

It also supports the Digital, Data and Technology Strategy, specifically Outcome Two: Technology Convergence, by creating a unified ecosystem for identity and access management.

10. Financial Implications
The proposal is expected to deliver cost savings through:
- Centralised procurement of access systems.
- Reduced duplication of infrastructure and maintenance.
- Potential avoidance of emergency retrofit costs linked to PSTN switch-off risks.

Resource Implications
11. Implementation will require:
- Engagement with teams across Guildhall and Institutions.
- Technical integration with SAP, Azure AD, and Intune.
- Support from IT and security teams for onboarding and configuration.

12. Legal Implications
The integration must comply with:
- UK GDPR and the Data Protection Act 2018, particularly regarding digital identity and access logs.
- Internal governance and security policies, as outlined in the DITS risk management framework.

13. Risk Implications
Key risks identified include:
- CR16 – Information Security (Red Risk): Potential breaches due to inadequate access controls. Mitigated by aligning with NCSC's Cyber Assurance Framework and bringing security services in-house.
- Operational Resistance: Mitigated through tailored onboarding and phased implementation.

14. Equalities Implications
The proposal supports the Public Sector Equality Duty 2010 by enabling inclusive access across all sites.

An Equality Impact Assessment should be conducted during rollout to ensure no negative impacts on protected groups.

15. Climate Implications
While not directly focused on carbon reduction, the proposal contributes to:
- Reduced infrastructure duplication, lowering energy use.
- Alignment with the Climate Action Strategy by supporting digital-first operations and reducing reliance on legacy systems.
  16. Security Implications

Security is a core driver of the proposal:
- Integration with M365 enables conditional access policies.
- Real-time sync ensures access permissions are current.
- Supports CoLP emergency access protocols.
- Aligns with the Corporation's minimum-security baseline under the Cyber Assurance Framework.

Conclusion

17. A unified DACS linked to both the organisation's new ERP system, and M365 will deliver strategic, operational, and financial benefits. It supports key strategic

outcomes including Ambition 25, the Workplace Attendance Policy, flexible working, enhances security, and aligns with digital transformation goals.
A phased implementation is recommended.

Appendices

None.

Zakki Ghauri
Group Director – Digital and Technology Service

E: zakki.ghauri@cityoflondon.gov.uk

This page is intentionally left blank

City of London Corporation Committee Report

Committee(s): **Digital Services Committee – For Decision**	Dated: **27/11/2025**
Subject: **Enterprise Architecture Delivery and the Conceptual Future Technology Landscape**	**Public report:** For Decision
This proposal: • Delivers Corporate Plan 2024-2029 outcomes • Delivers People Strategy 2024-2029 outcomes • Delivers Digital, Data & Technology Strategy 2024-2029 pillars	This strategic technology delivery provides the core digital capabilities required to deliver the Corporate Plan, and associated strategies. It establishes the foundation on which our services, data, and operations can be modernised and aligned across the Corporation and its Institutions, ensuring we can deliver the outcomes and ambitions set by Members.
Does this proposal require extra revenue and/or capital spending?	No, not at this stage
If so, how much?	N/A
What is the source of Funding?	N/A
Has this Funding Source been agreed with the Chamberlain's Department?	N/A
Report of:	Caroline Al-Beyerty, The Chamberlain
Report author:	Richard Armstrong

Summary

This work has been delivered under the DITS Enterprise Architecture function to baseline the City of London Corporation's technology position and establish a strategic direction of travel. This report sets the strategic technology direction required to deliver the Corporate Plan 2024–2029 and related strategies.

The work completed to date has established a clear view of the City Corporation's business capabilities, services and supporting systems. It has also mapped how technology must evolve to enable the six strategic outcomes set by Members. It presents a conceptual target landscape that consolidates channels, data, and core platforms into a unified, secure architecture, with the accompanying diagram included at Figure 1 – Conceptual Strategic Technology Landscape, located in the Proposal section.

No funding decision is sought today. Members are asked to endorse this direction of travel and input into the decision making on priorities and sequencing, after which, if approval to proceed is granted, Officers will return with a costed, options-appraised roadmap for the appropriate approval channels.

Recommendations

Members are asked to:

1. **Note** the initial Enterprise Architecture findings and the emerging conceptual view of the future technology landscape.

2. **Endorse** the proposed approach for collaboratively designing the Corporation's future technology estate, ensuring alignment with the Corporate Plan and the Shared Digital, Data and Technology Strategy which was approved at November 2024's Digital Services Committee.

3. **Members are further asked to agree** to this overall direction and to participate in a short, time-bound programme of Member and Officer workshops (four one-hour sessions, completing by the end of February 2026). These workshops will confirm priorities, scope and sequencing for the next phase of work.

   This engagement ensures appropriate Member involvement, oversight and prioritisation ahead of any subsequent decisions on investment or implementation.

4. **Note** that no financial commitment is sought at this stage.

Main Report

Background

1. Over the last ten weeks the Head of Enterprise Architecture has established a current-state blueprint of business capabilities, services, systems, data flows and infrastructure across the City Corporation and its Institutions, with the City of London Police to be incorporated next.

2. The analysis is anchored on the six Corporate Plan outcomes and associated ambitions including achieving net zero for the Square Mile by 2040 and providing excellent services to residents, workers, businesses and visitors.

3. The objective is to define a coherent target landscape that removes duplication, unlocks data, improves experience, and enables policy delivery at pace

Current Position

4. The technology estate is **fragmented**: multiple content platforms, point-to-point integrations, overlapping case/service tools, inconsistent identity models, and limited real-time analytics.

   a. **Consequences:** higher run cost, slower change, uneven service quality, constrained insight, and stalled progress on climate, safety and competitiveness outcomes

   b. **Opportunity:** converge onto a small set of shared enterprise platforms with Zero-Trust security and a common data fabric, enabling consistent standards across the Square Mile portfolio and institutions

Options

5. **Option A – Status quo / tactical fixes only**

   - Pros: no immediate funding; minimal disruption.

   - Cons: entrenches fragmentation; under-delivery against Corporate Plan outcomes and Destination City ambitions; rising technical debt; weak data for decision-making. **Not recommended.**

6. **Option B – Local optimisations by directorate**

   - Pros: faster local wins; lower coordination burden.

   - Cons: duplicates spend; incompatible data models; user experience remains inconsistent; weak cross-institution insight; limited contribution to **net zero** optimisation. **Not recommended.**

7. **Option C – Unified Enterprise Enablement (recommended)**

   - Pros: one **data integration platform**, **unified CRM**, **common content**, **enterprise service platform**, and **AI-enabled digital twin (definition in Appendix)**; measurable outcomes contribution across **all six Corporate Plan outcomes**; **alignment with DDaT Strategy** – Technology convergence where possible, stronger governance and cyber posture; lower long-run TCO

- Cons: requires disciplined sequencing and change management; some legacy re-platforming effort

Proposal (recommended course of action)

i. **Adopt the conceptual future landscape** and use it to steer investment, standards and sequencing

ii. **Member Workshops** to set priorities, scope and sequencing, confirm first digital-twin vertical, and agree safeguards (ethics, privacy, policing sensitivities)

Conceptual Future Landscape

8. The proposed future landscape consolidates the City of London's core digital capabilities into an integrated, secure enterprise architecture aligned to Corporate Plan outcomes.

9. Key components are:

- **Communication channels:** A unified digital experience for residents, businesses, visitors and partners, including portals, e-commerce and cultural bookings, a single content management platform and a central customer relationship capability used across all institutions. This ensures consistent service standards, improved engagement, and efficient information management

- **Commodity platforms:** Common collaboration and productivity services and a harmonised enterprise resource planning and human capital management suite (SAP S/4HANA Finance and SuccessFactors) to standardise processes, enable self-service, provide real-time information, and support automated and AI-assisted decision-making across financial and workforce activities

- **Operational platforms:** Shared systems for cultural event services, statutory services, built and natural environment management, project and programme delivery, and supply-chain operations, enabling consistent service delivery across the Corporation

- **Artificial intelligence enabled Digital Twin:** A progressive capability that provides a real-time, data-driven model of the City of London and its estate to support Smart City delivery and the Net Zero 2040 pathway. Initial deployment will focus on a Member-agreed priority area such as energy efficiency, mobility planning, climate risk resilience, or estate planning and place-making, aligned to the Government's National Digital Twin Programme

- **Data and integration services:** A central enterprise integration layer and a common data platform with data pipelines, governance, a lake-house, and domains for estate, Smart City and sustainability data. These services enable real-time insight, automation and artificial intelligence to improve operational performance and policy decision-making

- **Cloud, networks and infrastructure:** A modern cloud compute model, secure network, end-user platform, automated infrastructure management and dedicated digital skills and test environments to support efficient and secure operations

- **Zero-Trust security and identity:** Applied across the estate to protect users, services and information consistently and meet policing and civic security requirements

- **Unified service management platform:** A single capability providing cross-estate visibility, service performance management, and standardised workflows for resolution and improvement

10. Figure 1 – Conceptual Strategic Technology Landscape illustrates this potential future model, including the Corporation and a secure zone for the City of London Police (with detailed Police target architecture to follow).

Note: A larger sized representation of this diagram is reproduced in the accompanying Enterprise Architecture Update - Appendices document.
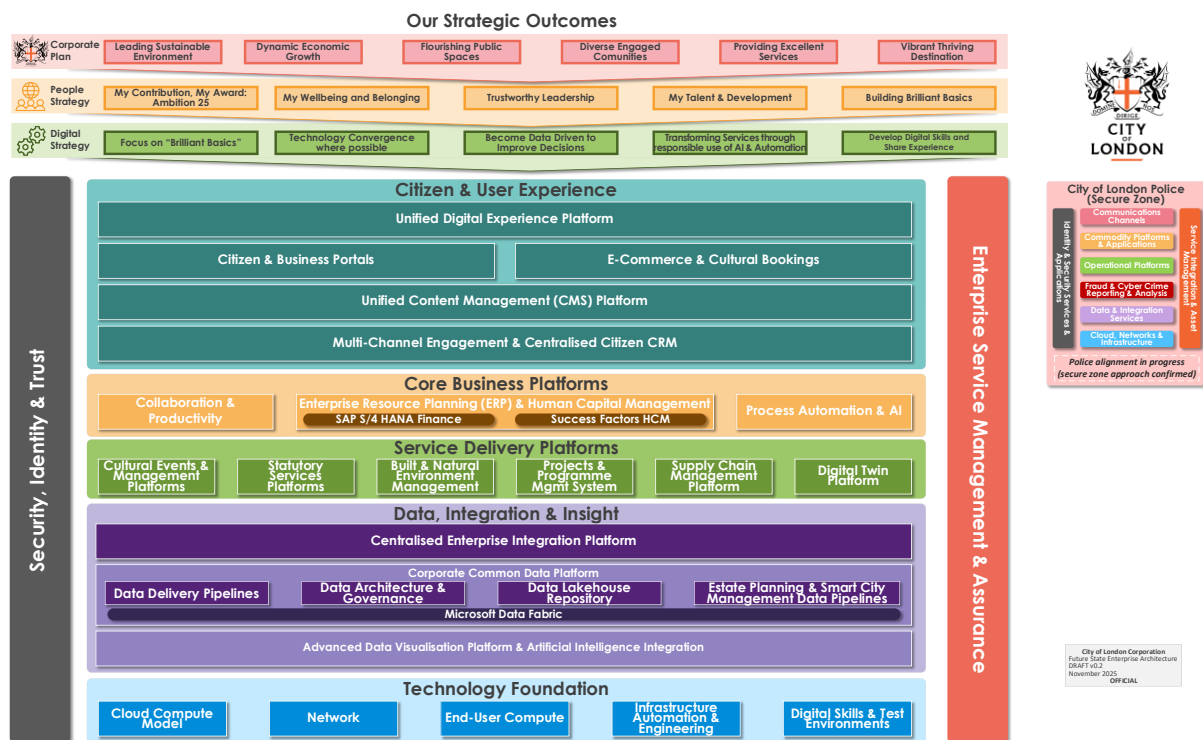
Figure 1 – Conceptual Strategic Technology Landscape

11. A clear sequencing and affordability view will be presented before any procurement of delivery commencement.

12. Why this matters for Corporate Plan delivery

- **Diverse Engaged Communities:** unified CRM + portals improve democratic participation and co-creation

- **Dynamic Economic Growth:** digital-first services and data transparency sustain the City's global competitiveness and growth agenda.

- **Leading Sustainable Environment: AI digital twin** enables energy optimisation, mobility modelling and climate resilience to support **net zero 2040**.

- **Vibrant Thriving Destination:** consistent cultural bookings, information and safety signals in one experience layer.

- **Providing Excellent Services:** enterprise service management and shared data remove failure demand and reduce time to resolution.

- **Flourishing Public Spaces:** asset and estate insights support planning, operations and biodiversity targets.

Key Data

- **Duplicated platforms:** multiple content, CRM, integration and service tools across institutions; rationalisation potential identified.

- **Integration complexity:** >50 material point-to-point integrations; shift to **hub-and-spoke** patterns reduces fragility

- **Outcome measures alignment:** the future roadmap will map releases to Corporate Plan **performance measures** (e.g., emissions trajectory to 2040, visitor numbers, service satisfaction, crime confidence, biodiversity indicators)

- **Benefits categories:** avoided spend (licences, integrations), run-cost reduction, service efficiency, experience uplift, risk/cyber reduction, climate performance acceleration

Corporate & Strategic Implications

13. **Strategic implications**

    - Directly enables delivery of all **six Corporate Plan outcomes** and the golden-thread approach to planning and measurement

    - Aligns with **People Strategy** and **Digital, Data and Technology Strategy 2024–2029** operating models

    - Supports Policing priorities on safety, cyber and economic crime through improved data sharing and secure identity domains

14. **Financial implications**

    - No immediate commitment sought. A **costed roadmap** with options, phasing, benefits and funding routes will be returned for approval

15. **Resource implications**

- Dedicated architecture, data, cyber and change capability required for discovery, sequencing and migration waves; to be itemised in the roadmap

16. **Legal implications**

- Data protection by design: lawful bases, DPIAs, retention and minimisation; alignment to public-sector procurement and accessibility duties

17. **Risk implications**

- Primary risks: programme sprawl, vendor lock-in, migration disruption, data quality

- Mitigations: tight scope control; open standards; staged cut-overs; data governance council; independent assurance

18. **Equalities implications**

- Inclusive design and accessibility standards across channels; monitoring of differential impacts via analytics; **Equality Impact Assessments** at service migration points

19. **Climate implications**

- Digital twin-led optimisation of energy, mobility and estate; **cloud region energy profiles**, right-sizing, scheduling, and carbon-aware operations included in NFRs; aligns to **net zero 2040** trajectory

20. **Security implications**

- **Zero-Trust** identity, privilege, segmentation and telemetry; protective monitoring across shared platforms; Police secure-zone patterns for sensitive workloads

21. **Communications implications**

- A Member and workforce communication plan will accompany the roadmap to support transparency, engagement and change adoption

Conclusion

22. A unified Enterprise Architecture approach is not optional if we are to deliver the Corporate Plan outcomes efficiently and credibly. The conceptual landscape, that will be refined through Member direction and further analysis, provides a disciplined, measurable way to reduce duplication, elevate service quality, and accelerate our climate and competitiveness goals.

23. Member direction through a short, structured workshop series will fix priorities, following that phase, if accepted by the Members to proceed, to then, and only then, authorise a costed, options-appraised roadmap for future decision.

Appendices

24. The following appendices accompany this report in the file name: "Enterprise Architecture – Appendices".

- **Appendix A** – **What is a City Digital Twin?**

- **Appendix B – Potential City of London Use of a City Digital Twin**

- **Appendix C – Conceptual Strategic Technology Landscape**

- **Appendix D – Technology Strategy Framework**

Richard Armstrong

Enterprise Architect & Head of DITS Architecture,

Digital, Information and Technology Service, Chamberlains

E: richard.armstrong@cityoflondon.gov.uk

Enterprise Architecture Update - Appendices

- **Appendix A – What is a City Digital Twin?**

A City Digital Twin is a virtual representation of the real world, including physical objects, processes, relationships and behaviours.

It functions as 'living' data entity and enables the ambition of a Smart City.

A Digital Twin combines three elements; the real-world environment, a virtual representation, and secure, continuous data connectivity between them.

It is not a single end-state system but a progressive capability that starts with targeted, high-value use cases (for example, energy and estate optimisation) and scales over time. As maturity increases, the platform integrates wider operational, environmental and planning data, enabling advanced simulation and decision-support across the Square Mile and our estate.

The staged maturity model for the Digital Twin is illustrated in Figure 1 – The Maturing Layers of an Urban Digital Twin enabling the Smart City below for clarity.
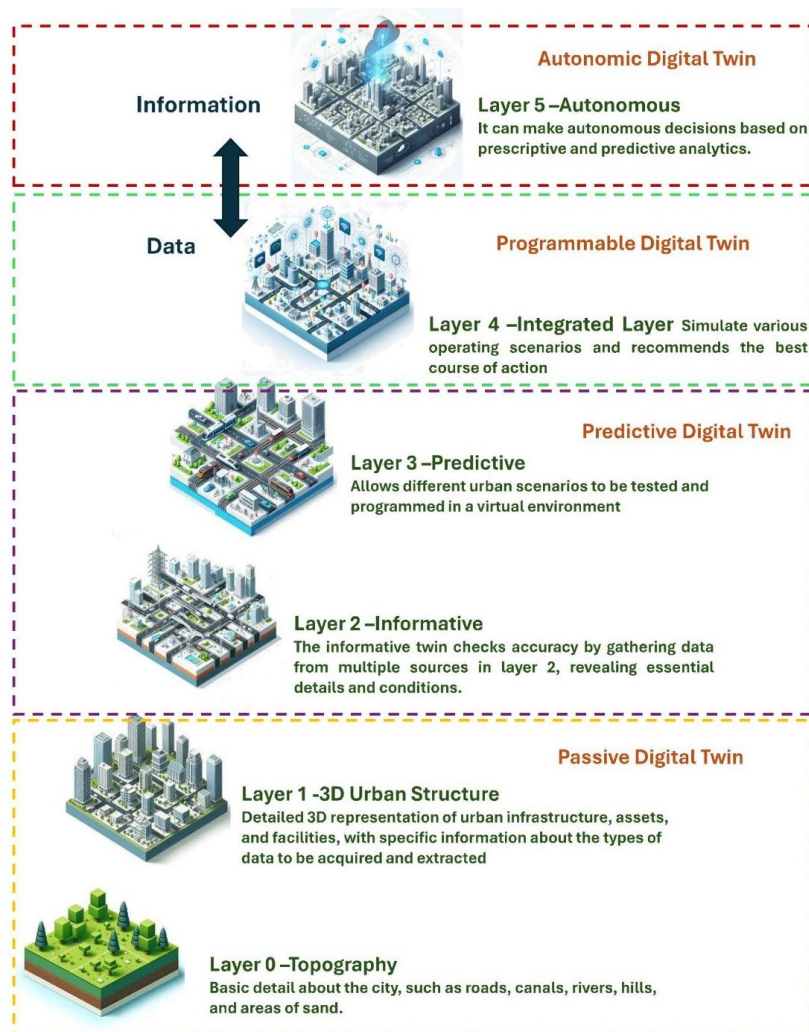
Figure 1 – The Maturing Layers of an Urban Digital Twin enabling the Smart City

- **Appendix B – Potential City of London Use of a City Digital Twin**

In the context of the Square Mile, a City-scale Digital Twin provides a dynamic, data-driven environment that mirrors key elements of our urban systems. Using real-time data and artificial intelligence, it supports efficient management of the City's services and estate, strengthens resilience, and accelerates sustainability outcomes.

Initial application areas aligned to the Corporate Plan include mobility and transport modelling, estate and energy optimisation, planning and development scenario testing, and proactive asset and infrastructure management. These use cases would support improved service delivery, reduce operational disruption, and provide evidence-based support for investment and policy decisions.

Detailed scope and phasing will be confirmed through the Strategic Horizon Technology workshops, Member direction and normal Committee approvals.

There are several key use cases that apply directly to the services the City of London provides and that would make a significant contribution to the Corporate Plan outcomes and these are illustrated below.
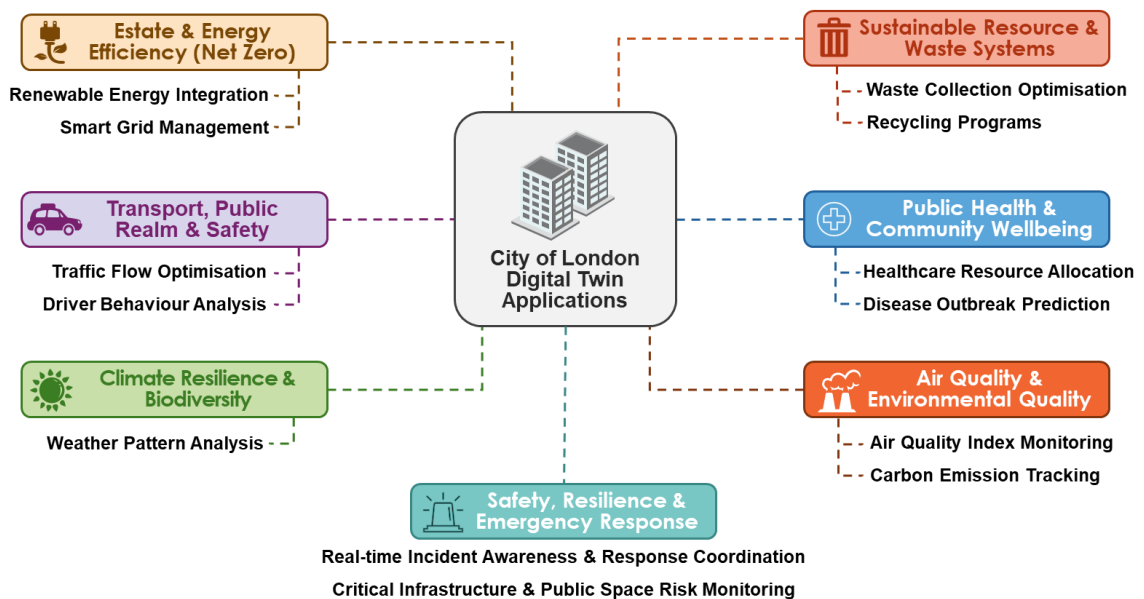
Figure 2 - Potential City Digital Twin Use Cases

- **Appendix C: Conceptual Strategic Technology Landscape**

The illustration below shows the City of London's potential future technology landscape, including the Corporation and a secure zone for the City of London Police (with detailed Police target architecture to follow).
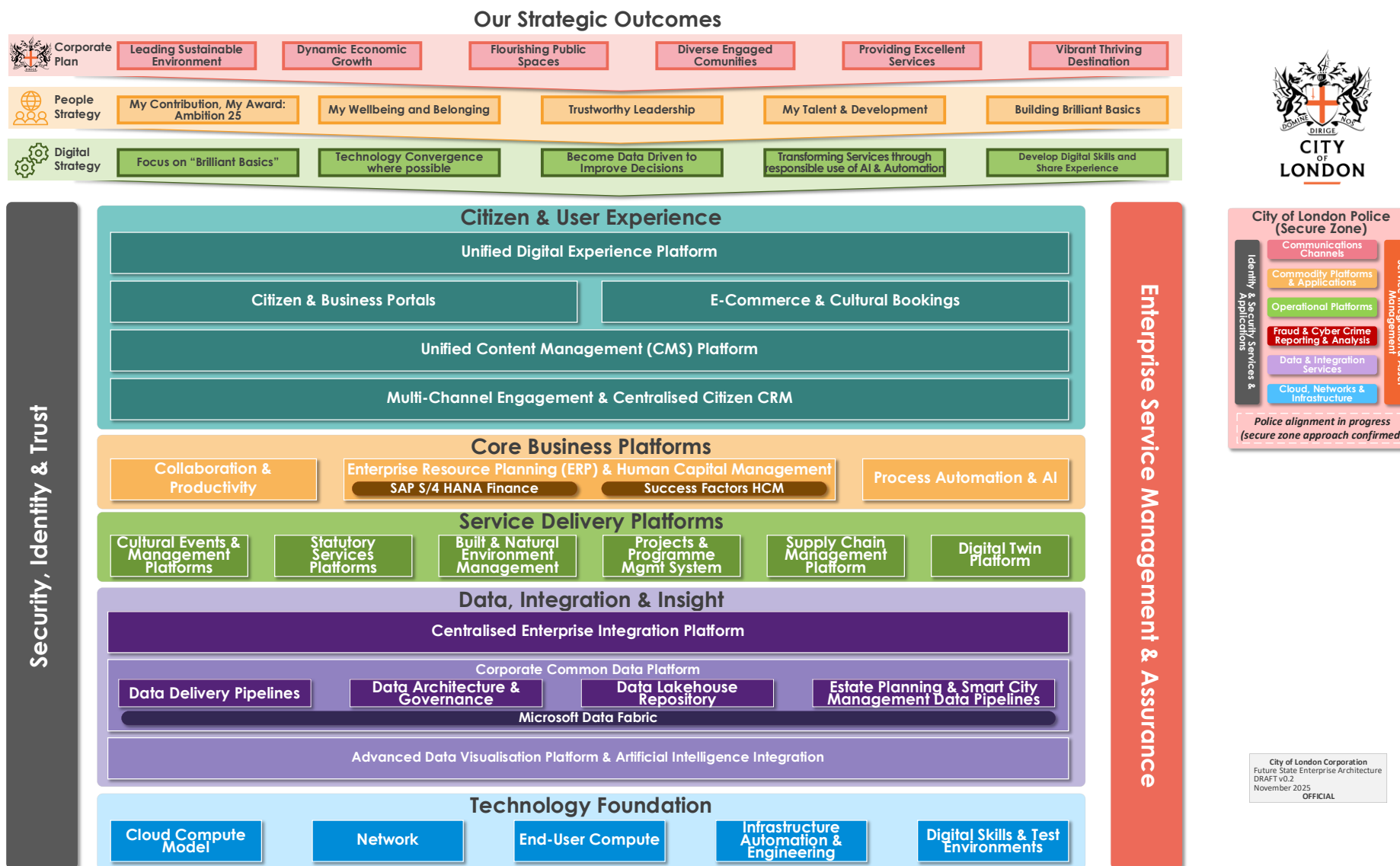
Figure 3 - Conceptual Strategic Technology Landscape

- **Appendix D – Technology Strategy Framework**

The framework below shows how the Corporate Plan provides the strategic anchor for our technology approach. It illustrates the clear line of sight from Corporate Plan outcomes through the People Strategy, Digital Strategy and operating model, down to the Enterprise Architecture and enabling technology capabilities that support delivery across the organisation.
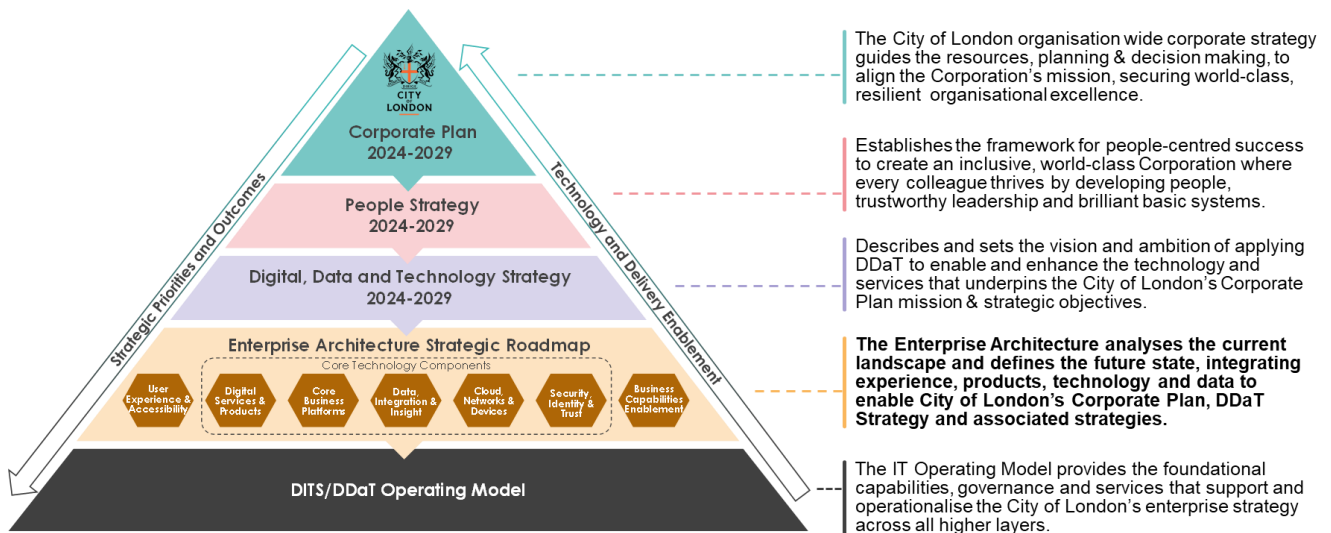
Figure 4 - Technology Strategy Framework

Richard Armstrong

Enterprise Architect & Head of DITS Architecture,

Digital, Information and Technology Service, Chamberlains

E: richard.armstrong@cityoflondon.gov.uk

Committee(s): Digital Service Committee	Dated: 27/11/2025
Subject: Digital, Data & Technology Strategy Update	**Public**
Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?	9, 10, 12
Does this proposal require extra revenue and/or capital spending?	No
If so, how much?	N/A
What is the source of Funding?	N/A
Has this Funding Source been agreed with the Chamberlain's Department?	N/A
Report of: Chamberlain, Caroline Al-Beyerty **Report author:** Zakki Ghauri – DITS	**For Information**

Summary

This report summarises the activities undertaken over the past year across the wider Corporation including its Institutions under our Shared DDaT strategy.

Recommendations

Members of Digital Services Committee are asked to:

- Note the work undertaken over the past year under our Shared DDaT Strategy.

Main Report

Background

1. The City of London Corporation recognised the need for a single Shared DDaT strategy to accelerate and enable our new Corporate Plan, work better across different parts of the organisation, and meet the expectations of those that we serve.

2. To fulfil the City of London Corporation's vision for London as a world-class city and a global leader in innovation and sustainability, there was a need for the City Corporation to harness the potential of digital, data and technology. These are not only tools to improve efficiency and effectiveness, but also enablers of transformation and innovation. By adopting an aspirational digital, data and technology strategy, the organisation collectively agreed on 5 key outcomes:

3. Deliver "brilliant basics" by providing reliable, secure and user-friendly services that meet the needs and expectations of its diverse stakeholders;

4. Converge around a core set of technologies, allowing the organisation to make use of the skills and knowledge across a wide set of technologies, reduce costs and enhance the depth of skills across the City Corporation.

5. Make faster, more effective data-driven decisions by using data and analytics to inform policy, planning and delivery, and to measure impact and performance;

6. Integrate automation and AI into our operations to streamline processes, boost efficiency, and enhance user experience;

7. Empower and enable our colleagues by equipping them with the skills, tools and support they need to work effectively, flexibly and creatively in the digital age;

Current Position

8. A lot of work has been done over the past year in order to help the organisation move closer to its strategic outcomes. These are set out below.

Brilliant Basics

9. Connectivity was a significant concern across the wider organisation. Through identifying the root cause, and making a number of changes to our networking including installing additional wireless access points in weak-signal areas, there was a 97% reduction in WiFi dropouts.

10. There are now two Tech Support Desks. Users can get face-to-face assistance for device issues or consultations. It has been very well received – feedback from staff on this convenient service point has been extremely positive.

11. DITS completed a comprehensive refresh of the Corporation's hardware and operating systems to ensure a modern, secure computing environment. By September 2025, 100% of corporate PCs and laptops were upgraded to Windows 11, well ahead of Microsoft's end-of-support deadline. This initiative, executed alongside a scheduled device refresh programme, means all officers now have up-to-date and supported devices.

12. By "right-sizing" the server estate and cleaning up underutilised cloud resources, DITS achieved ongoing savings of **£18.5k per annum** in infrastructure costs. In one case, they identified and decommissioned an unused server, saving ~£7k/year in Azure costs. These optimisations are part of a continuous effort to eliminate waste in IT spend.

13. During this year DITS achieved the milestone of fully migrating the Corporation off legacy on-premise servers. In June 2025, the last on-site physical server was powered down and decommissioned, making the City of London Corporation an entirely cloud-based organisation. This cloud-native status brings benefits in resilience, scalability, and flexibility. It also reduces the footprint and costs associated with maintaining server hardware and data centre space.

Convergence

14. The wider Corporation agreed to move to a single vendor for end-user devices for the first time in its history. This replaced the previous mix of Surface, HP, Lenovo, Dell, etc., with one chosen brand for all staff, including at institutions. The strategic decision avoided an estimated £3 million in additional costs that would have been incurred had the multi-vendor approach continued. Beyond the significant cost avoidance, a single-supplier strategy has simplified device management and support, contributing to a more consistent user experience.

15. DITS rolled out Azure Virtual Desktop (AVD) as a new service in order to support staff who work across the Corporation as well as Institutions. This cloud-based virtual desktop infrastructure allows a user on one device to securely access systems from either network domain. This not only reduces device duplication and associated license costs, but also improves security and convenience by centralising cross-organisation access in a controlled cloud environment. Staff benefit by carrying one device, and DITS benefits from easier maintenance and fewer physical assets to manage.

16. There is a single roaming WiFi network across our sites, allowing all of our colleagues across the wider City Corporation and Institutions to be able to connect seamlessly to a single network no matter which site they are working from.

17. There is greater trust build into our tenancies, so if someone from an Institution joins a meeting, they are let in automatically rather than being forced to wait in the lobby for someone to let them into a meeting. This helps us feel more like we are part of a single organisation.

18. The three schools based in the Square Mile were merged into a single IT tenancy, simplifying administration and enabling collaboration.

19. DITS initiated and secured approval for a major network infrastructure overhaul. The Future Network Programme procurement is now complete with a provider selected to implement a next-generation Secure Access Service Edge (SASE) network architecture. This modern, cloud-centric design will replace the ageing 2017-era MPLS network across all City of London Corporation sites.

Data

20. The Organisation's new Corporate Data Platform has been established, allowing the ingesting and analysis of internal data sets and external open data, supporting strategic programmes such as Destination City.

21. A Power Platform-based dashboard was launched to track KPIs and business plan outcomes across departments.

22. Work continues across the organisation for a single CRM system, giving us a single view of our customers.

23. The Barbican had a successful bid to join Bloomberg's Digital Accelerator Programme, securing funding and technical support for data-driven innovation.

Automation & AI

24. Two AI Agents have been launched – one for HR, providing 24/7 support for HR queries and tasks; and a second for the Health & Safety Team providing answers for all Health & Safety related questions.

25. Copilot Chat is now available to all City of London Corporation staff, with around 10% of the organisation having access to the paid-for version of Copilot which provides integration into the Corporation's data.

26. There have been a number of automation initiatives, saving almost 1,500 staff hours and income generation of over £1.6m. These initiatives include:
    a. The London Archives Digital Programme which has saved nearly 700 hours of staff time and generated £25,700 income
    b. Hampsted Heath Pre Wedding Photo Shoot form - 116 hours saved, £45,000 income generated.
    c. Hampstead Heath Dog Walking - £10,000 income generated
    d. Hampstead Heath Swimming Season Ticket – over £600k income generated
    e. Road Closure Indemnities Payment – over £900k income generated

Learning & Digital Skills

27. We held our first AI Week - a week-long series of events introduced staff and Members to AI tools like Microsoft Copilot, with panels, demos and training sessions. Over 500 colleagues across the City of London Corporation and Institutions took part, and over 1000 hours worth of training took place.

28. We hosted a "Women in Tech" event at Guildhall, bringing together over 60 women to discuss representation in senior tech roles.

29. Access to Microsoft's Enterprise Skills Initiative has been secured for all our colleagues – across the Corporation and at Institutions.

30. We have secured Cyber Security training for all of our colleagues, with an uptake of over 93%.

Recommendation

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

Appendices
City of London Corporation DDaT Strategy 2024 - 2029

Zakki Ghauri
Director of DITS

07935 603 338
E: zakki.ghauri@cityoflondon.gov.uk

CITY OF LONDON CORPORATION

Digital, Data and Technology Strategy 2024 - 2029

Contents

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

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

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

To fulfil the City of London Corporation's vision for London as a world-class city and a global leader in innovation and sustainability, the Corporation needs to harness the potential of digital, data and technology. These are not only tools to improve efficiency and effectiveness, but also enablers of transformation and innovation. By adopting an aspirational digital, data and technology strategy, the Corporation can:
- Deliver "brilliant basics" by providing reliable, secure and user-friendly services that meet the needs and expectations of its diverse stakeholders;
- Make faster, more effective data-driven decisions by using data and analytics to inform policy, planning and delivery, and to measure impact and performance;
- Innovate and collaborate by fostering a culture of experimentation, learning and sharing, and by partnering with other organisations and sectors to co-create solutions to complex challenges;
- Empower and enable our colleagues by equipping them with the skills, tools and support they need to work effectively, flexibly and creatively in the digital age;
- Enhance its reputation and influence by showcasing its achievements, sharing its insights and best practices, and leading by example in the use of digital, data and technology for public good.

2. The increasing reliance on Digital, Data and Technology

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

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

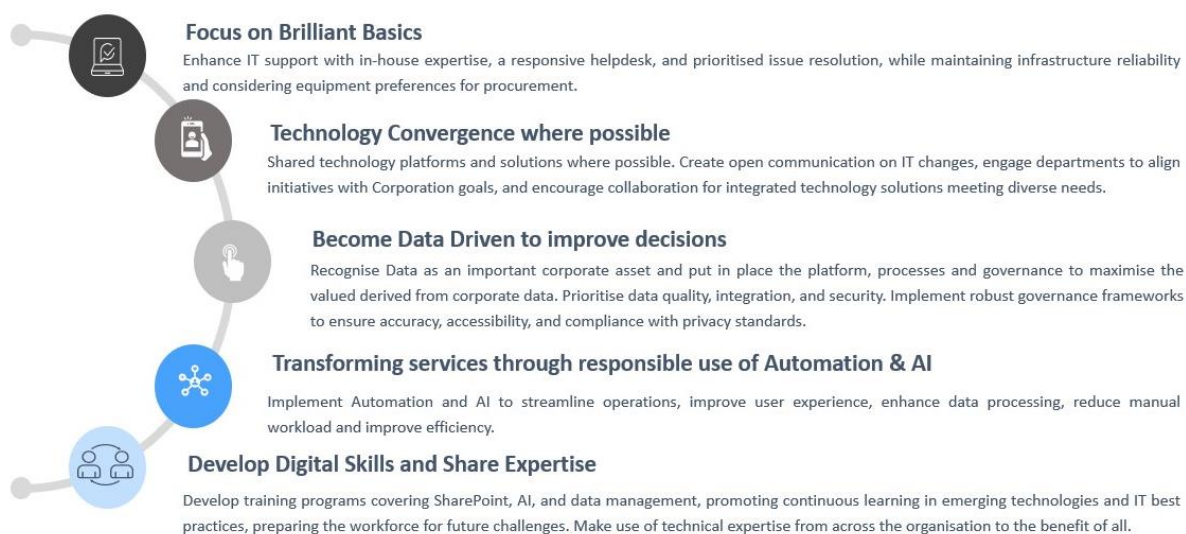# 3. Engaging our people to understand their needs

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

4. Digital, Data and Technology Strategy

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

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

Our 5 Digital, Data and Technology Strategic Outcomes;

Focus on Brilliant Basics
Enhance IT support with in-house expertise, a responsive helpdesk, and prioritised issue resolution, while maintaining infrastructure reliability and considering equipment preferences for procurement.

Technology Convergence where possible
Shared technology platforms and solutions where possible. Create open communication on IT changes, engage departments to align initiatives with Corporation goals, and encourage collaboration for integrated technology solutions meeting diverse needs.

Become Data Driven to improve decisions
Recognise Data as an important corporate asset and put in place the platform, processes and governance to maximise the valued derived from corporate data. Prioritise data quality, integration, and security. Implement robust governance frameworks to ensure accuracy, accessibility, and compliance with privacy standards.

Transforming services through responsible use of Automation & AI
Implement Automation and AI to streamline operations, improve user experience, enhance data processing, reduce manual workload and improve efficiency.

Develop Digital Skills and Share Expertise
Develop training programs covering SharePoint, AI, and data management, promoting continuous learning in emerging technologies and IT best practices, preparing the workforce for future challenges. Make use of technical expertise from across the organisation to the benefit of all.

Outcome 1 - Focus on Brilliant Basics:

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

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

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

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

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

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

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

Outcome 2 – Technology Convergence Where Possible:

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

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

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

The convergence of technology will :

- save time and cost through aggregating spend and reducing time spent on procurement, contract management, building and maintaining interfaces and system administration;

- bring disparate data sources into a shared solution reducing duplication of data and manual effort to main data quality;

- reduce the complexity of technical support allowing teams to have a greater depth of knowledge around a smaller number of key systems, rather than a breadth of knowledge around a number of systems.

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

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

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

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

Outcome 3 - Become Data Driven to improve decisions:

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

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

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

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

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

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

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

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

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

Outcome 5 - Develop Digital Skills & Share Expertise:

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

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

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

Our Actions

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

Performance Measures

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

5. Conclusion

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

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

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

Appendix One – Colleague Engagement

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

User Experience and Training

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

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

Technical Reliability and Connectivity

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

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

Communication and Support

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

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

Security and Data Management

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

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

Adaptability and Future Planning

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

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

Collaboration and Integration

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

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

Moving Forward

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

Summary

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

What is Working Well

- Our team members have shown great appreciation for the digital tools that facilitate teamwork and document management, making it easier for everyone to communicate and stay organised. The effort to create a unified system where all resources and information are easily accessible has been well-received, indicating a strong preference for a more interconnected digital workspace.

- The in-house customer service and IT support have received high praise for their quick responses and the personal touch they bring to resolving issues. Having the ability to reach out to IT staff directly, whether through on-site desks or in-person interactions, has been highlighted as a particularly valuable resource for guidance and assistance.

- Looking ahead, there's a clear acknowledgment of the importance of staying adaptable and planning for the future. Initiatives aimed at integrating new technologies and platforms show our commitment to not just keeping pace with digital advancements but also ensuring our infrastructure and services are resilient and flexible.

Areas for Improvement

- Despite the positives, there are several challenges our team faces, primarily related to technical issues and connectivity. Unreliable Wi-Fi, device problems, difficulties with syncing devices, and the instability of some digital tools have been sources of frustration. These technical glitches disrupt the smooth operation of our work and highlight the need for a more robust and reliable digital infrastructure.

- User experience and training also stand out as significant concerns. Navigating some of our digital platforms can be cumbersome, and there's a feeling that the available training doesn't fully meet the needs of our staff. This has led to gaps in knowledge and skills, emphasizing the need for more comprehensive and accessible learning resources.

- Communication from the IT department and the overall support process have room for improvement. Delays in receiving help, lack of transparency about changes and strategies, and inconsistencies in the availability of equipment are areas where improvements are necessary to build a more responsive and inclusive digital environment.

- Lastly, security and data management have been flagged as areas needing attention. Concerns about data accessibility, storage capabilities, and the security of our digital assets call for a reassessment of our practices to ensure that our data is both safe and effectively managed.

Moving Forward

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

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

City of London Corporation Committee Report

Committee(s): Digital Services Committee – For information	**Dated:** 27/11/2025
Subject: Digital, AI, Automation and Data Lighthouse Update	**Public report:** For information
This proposal: • **delivers Corporate Plan 2024-29 outcomes**	Providing Excellent Services
Does this proposal require extra revenue and/or capital spending?	No
If so, how much?	N/A
What is the source of Funding?	N/A
Has this Funding Source been agreed with the Chamberlain's Department?	N/A
Report of:	Caroline Al-Beyerty, The Chamberlain
Report author:	Ashlee Barnard

Summary

This report provides an overview of the Digital Solutions Team, which sits within the Digital, Information and Technology Service (DITS). The report highlights the key projects delivered this year, live projects, and the future roadmap of work for the year ahead. The Digital Solutions Team support the City of London Corporation (COL), City of London Police (COLP) and London Councils (LC).

Recommendation(s)

Members are asked to:

• Note the report.

Main Report

Background

1. The Digital, Data and Technology Strategy 2024 states that the City of London Corporation will integrate automation and AI into its operations, aiming to streamline processes, amplify efficiency, and enhance the overall user experience. Strategic Outcome four of the strategy is to transform services through responsible use of automation and AI, and the Digital Solutions is a key enabler for that outcome.

Current Position

2. The Digital Solutions Team provide support for several key technologies including the Microsoft 365 tools, Dynamics 365, Granicus (used for public online services) and Copilot (Microsoft's Generative Artificial Intelligence offering). Since 1st January 2025, the team have collectively responded to 919 service requests across the City Corporation and London Councils.

3. In addition to providing support, the team delivers a significant pipeline of projects to deliver new and improved digital services across the City Corporation, City of London Police and London Councils. The team routinely tracks the benefits of these projects in terms of income generated, cashable savings and efficiency savings such as reduction of staff time.

4. In the last 12 month the Digital Solutions Team have delivered benefits to the City Corporation which includes over £34,700 (1,443 hours) of staff time saved, and income generation of over £1,621,300. The feedback from many services shows that the introduction of online platforms has made the process of working with the Corporation easier for many customers, directly increasing the income generated by those services, namely The London Archive (TLA) and the swimming ponds.

5. The most significant project for the team at present is the Data Lighthouse Project, which is seeking to implement Dynamics Customer Insights as the corporate customer relationship management (CRM) tool for digital marketing and online events management. The project will unify customer data from across the City Corporation into a single platform and by consolidating information, it will enable more targeted and meaningful marketing to residents, businesses, and visitors. At the heart of this initiative is the creation of Unified Customer Records - a clean, compliant, and GDPR-aligned dataset that provides a holistic view of each customer. This will empower teams to tailor communications using AI-driven insights, ensuring relevance and impact.

6. A minimum viable product (MVP) of the Data Lighthouse is due to be delivered in early 2026 with two initial service areas using the platform (Innovation and Growth and City Belonging). There will then be further phases of the project to bring additional departments and services onto the platform.

7. The M365/Power Platform Specialists are responsible for first line support of all Microsoft 365 applications included in the E5 licences. Some of the major projects delivered by the M365/Power Platform specialists in the past 12 months include:
   - HR Policy Bot (a Copilot Agent to answer questions around HR Policy)
   - Health and Safety Bot (a Copilot Agent to answer questions on Health and Safety)
   - A ticketing solution to manage the Annual Staff Christmas Lunch
   - London Councils Purchase Order System app (to manage requests for Purchase Orders)
   - Multi-Agency Risk Assessment Conference (MARAC) for Domestic Violence
   - Forklift Truck Permits (an application to apply for and manage forklift truck operator permits at New Spitalfields Market)
   - COLP Security Events Tracker

- Social Media workflows for approval of external communications

8. The Business Applications Analysts within the team are responsible for the City Corporation's Report, Pay, Apply service on the main City Corporation website. This utilises a product called Granicus and is used for everything from paying Business Rates to Adopting an Animal at Golder's Hill Zoo.

9. Major projects delivered by the Business Applications team in the last 12 months include:
   a. The Mansion House Collection E-Commerce Site.
   b. The London Archives Digital Programme: A programme of 7 projects (6 of which have been delivered) which has saved nearly 700 hours of staff time (equivalent to £16,849) and generated £25,700 income so far for the City Corporation. The Digital Programme includes:
      i. Archival box ordering (117 hours/£2,816.19) saved, £1,360 income generated)
      ii. School room bookings (420 hours/£10,109.40 saved)
      iii. Paid Document Research Service form (£4,260 income generated)
      iv. Microfilm & Parish register form (73 hours saved £1,757.11), £211 income generated
      v. Access to Restricted Records & Confidential undertaking form (17 hours/£409.19 saved)
      vi. Shopify solution to sell TLA merchandise (£14,900 income generated)
   c. Hampsted Heath Pre Wedding Photo Shoot form (116 hours/£2,792.12 saved) £45,000 income generated.
   d. Hampstead Heath Dog Walking (£10,000 income generated)
   e. Hampstead Heath Swimming Season Ticket (£607,000 income generated)
   f. Road Closure Indemnities Payment (£913,588 income generated)

10. Artificial Intelligence (AI) Week was hosted at the City Corporation from 15th September to 19th September 2025 in partnership with Microsoft and Phoenix. Over 500 colleagues attended events over the week, with further follow up events to come. The Events included an AI Panel, an Agent Event, a COL Case studies presentation and a session on Copilot Chat art of the possible.

11. The City Corporation currently has 371 Copilot licences (approx. 10% of the organisation). Since the introduction the organisation has consistently seen an estimated a return on investment of around 300%. In the last 4 weeks alone, there have been 27,043 actions taken using Copilot (4,676 intelligent recap of meetings, 403 emails drafted, 268 email coaching actions, 784 documents edited or formatted using Copilot) and an estimated 1,376 Copilot assisted hours saved which equates to an approx. staff time saving of £33,120.32.

Proposals

12. The Digital Solutions Team continue to be key enabler for the City Corporation in delivering the strategic outcomes of the Digital, Data and Technology Strategy 2024. There remains a significant pipeline of projects for the use of automation

and AI which are progressed based on priority and the level of benefit being delivered.

13. Significant pipeline projects for the Digital Solutions team include:
    - Data Lighthouse Project – delivery of minimal viable product and future phases to onboard further services.
    - Lord Mayor's Diary replacement
    - Freedom Applications automation
    - Shrieval Lunches invite automations
    - The London Archives Digital Programme final project, Guildhall library room bookings (expected to save 66.6 hours, £1760 staff time).
    - DITS AI bot to assist with simple helpdesk questions

Key Data

The Digital Solutions team consists of 12 permanent staff and 1 apprentice role. These roles cover a multitude of disciplines including Microsoft Dynamics, M365 and Power Platforms, and Business Applications Analysts (Granicus). The Digital Solutions team report to the Head of Digital Solutions, Ashlee Barnard. The Head of Digital Solutions reports to the Assistant Director – Digital and Data, Sam Collins.

In the last 12 month the Digital Solutions Team have delivered benefits to the City Corporation which includes over £34,700 (1,443 hours) of staff time saved, and income generation of over £1,621,300.

Corporate & Strategic Implications

Strategic implications – The Digital Solutions team ensure that all initiatives and projects support the Digital, Data and Technology strategy and support the delivery of the Corporate Plan 2024-29 by 'Providing Excellent Services'.

Financial implications – none.

Resource implications – The Digital Solutions team comprises of 13 FTE covering support and development of various technologies including Microsoft application specialists, and Business Application Analysts.

Legal implications – none.

Risk implications – none.

Equalities implications – none.

Climate implications – none.

Security implications – none.

Conclusion

14. The purpose of this paper is to provide an overview of the Digital Solutions team, including summaries of projects delivered, business as usual activities and the pipeline of work.

Appendices
None

Background Papers
None

Ashlee Barnard
Head of Digital Solutions
Digital, Information and Technology Service, Chamberlain's
Email: ashlee.barnard@cityoflondon.gov.uk

This page is intentionally left blank

City of London Corporation Committee Report

Committee(s): Digital Services Committee - information	Dated: 27/11/2025
Subject: Corporate Data Platform Progress Report - Update	**Public report:** For Information
This proposal: • **delivers Corporate Plan 2024-29 outcomes** • **provides statutory duties** • **provides business enabling functions**	Providing Excellent Services
Does this proposal require extra revenue and/or capital spending?	No
If so, how much?	N/A
What is the source of Funding?	N/A
Has this Funding Source been agreed with the Chamberlain's Department?	N/A
Report of:	Caroline Al Beyerty, The Chamberlain
Report author:	Hugh McKinney

Summary

This report outlines the ongoing progress in implementing the Corporate Data Platform, which leverages Microsoft Fabric to improve the organisation's data management and analytical capabilities. It addresses the rationale for adopting a modern, federated approach, as recommended by the Data Maturity Assessment, and highlights how Microsoft Fabric's integrated tools will support enhanced data use, data quality, productivity and value across the organisation. The report provides Members with a concise overview of developments and the strategic significance of this initiative, ensuring an informed understanding of the current position and next steps.

Recommendation

Members are asked to:

- Note the report.

Main Report

Background

1. In April 2023 the Digital, Information and Technology Service (DITS) commissioned a Data Maturity Assessment with Hitachi Solutions. The final report, presented in June 2023, included a recommendation to 'embrace the federated nature of the organisation, by retaining data in a federated structure, but enhance its use, productivity and value via Data Mesh and modern tools and technologies'. This included an evaluation of Microsoft Fabric, which was announced by Microsoft in May 2023.

2. Microsoft Fabric is a unified, end-to-end data and analytics platform developed by Microsoft that integrates services like Power BI, Azure Synapse Analytics, Data Factory, and OneLake into a single Software-as-a-Service (SaaS) environment. It is designed to simplify the entire data lifecycle—from ingestion and transformation to analysis and visualisation—within one cohesive workspace.

3. Some of the key benefits of Fabric include streamlined data management through a centralised Lakehouse architecture, enhanced collaboration across teams, and built-in AI capabilities for faster, more intelligent insights. Fabric also reduces tool fragmentation and infrastructure costs, making it an efficient and scalable solution for organisations aiming to modernise their data ecosystems.

4. Following receipt of further funding, the Microsoft Fabric platform was implemented in 2024 and a new Data Team was created within DITS to progress with the project. Initially the team consisted of a single FTE but has more recently been increased to two.

Current Position

5. As of September 2025, there are currently 24 data sources mapped to Fabric from both internal systems and third-party data sources. The data pipelines have been fully automated with connections made at the database level or externally through Application Programming Interfaces (APIs). This removes the need for any manual intervention and that also means that the data coming into Fabric can be reported on in real time, or at least as often as the data source is updated. There are currently 58 reports and dashboards that have been created utilising Microsoft Fabric. Compute process is at circa 30% of our total capacity, with 80GB data stored in the Fabric platform.

6. One of the key benefits of the Corporate Data Platform approach is that once a data pipeline is created, the data source can be utilised across multiple reports and dashboards, meaning that the data only needs to be mapped once. This is already proving a significant benefit as data pipelines are already being used across multiple areas and this functionality will be enhanced as further data pipelines are created.

7. The Planning workspace is a good example of one major data pipeline feeding single source data from Oracle into multiple workstreams to suit multiple departmental purposes. These include the Geographic Information System (GIS), existing application review reporting and strategic tracking. The Data Team have also worked with the Destination City Programme to remap its public outputs from static upload to API connections from the Office for National Statistics' Nomis service and the London Data Store. External communications are utilising Fabric to draw data from multiple sources including our external websites, internal address books, SharePoint and our environmental impact assessments. Corporate Performance measures are now reporting granular detail on quarterly metrics for each of the departmental workstreams.

8. The remit of the data team includes Microsoft Fabric but also ensuring that there are the appropriate tools in place for data to be managed effectively. One example of this is the Corporate Performance Framework which has been developed by the team using the Power Platform and built upon a structured database held in Dataverse. With the appropriate data structures in place, this means that Corporate Performance data is now being captured consistently and progress reporting has been automated through the use of PowerBI and Fabric.

9. There have been several challenges to the implementation of Microsoft Fabric, not least the fact that it is still a relatively new and immature product, which means that external knowledge and support has been limited. There have also been significant challenges in recruiting sufficiently skilled personnel to the Data Team. The initial 'Head of Data' role required two rounds of recruitment and the 'Data Engineer' role remains vacant after two failed recruitments in June and September 2025. DITS are now working with Reed to recruit to this role having also reviewed the salary offer.

Proposals

10. The key focus for the team for the coming months will be the recruitment to the Data Engineer role and to continue the work with the Destination City to ensure that all data sources are mapped to Fabric through a fully automated and resilient data pipeline. Due to some 'early wins' with the Environment Department there is now significant demand upon the team to map new data sources to Fabric and the team continue to work through requests.

Key Data

11. The Microsoft Fabric platform was initially implemented in April 2024. To date 24 internal and external data sources have been mapped to Microsoft Fabric, supporting the creation of 58 reports and dashboards.

Corporate & Strategic Implications

Strategic implications – Strategic Outcome 3 of the Digital, Data and Technology Strategy 2024 is to 'become data driven to improve decision'. The implementation of a robust, corporate data platform is a key foundation to the City Corporation using data much more effectively and provide a business intelligence capability based on resilient, real time data pipelines.

Financial implications – the funding for the use of Microsoft Fabric and the Data function within DITS is fully funded from DITS Local Risk Budgets.

Resource implications – The DITS Data function consists of 2FTE at present. One post is currently vacant, but is being recruited to.

Legal implications - Where concerns existing around data sharing, officers are encouraged to conduct a Data Privacy Impact Assessment and/or seek further guidance from the Data Protection Team.

Risk implications – the Corporate Data Platform addresses a key risk in ensuring that critical reports and dashboards are built upon robust data pipelines, using real time data where available.

Equalities implications – None

Climate implications - None

Security implications – the Corporate Data Platform is built upon a robust access and permissions model utilising 'Lakehouse's' and 'workspaces' to ensure that data is only accessed by authorised officers.

Conclusion

12. In summary, the implementation of the Corporate Data Platform marks a significant step towards achieving the City Corporation's strategic objective of becoming a truly data-driven organisation. By investing in resilient infrastructure, addressing key risks, and ensuring compliance with legal and security requirements, DITS are laying the groundwork for enhanced business intelligence and more informed decision making. Continued support and collaboration across departments will be essential to fully realise the benefits of this initiative and drive lasting value for the organisation and its stakeholders.

Appendices

• None

Hugh McKinney
Head of Data

Digital, Information and Technology Service, Chamberlain's

E: hugh.mckinney@cityoflondon.gov.uk

This page is intentionally left blank

Document is Restricted

This page is intentionally left blank

Document is Restricted

This page is intentionally left blank

Document is Restricted

This page is intentionally left blank

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is Restricted

This page is intentionally left blank

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is Restricted

This page is intentionally left blank

This page is intentionally left blank

Document is Restricted

This page is intentionally left blank

Document is Restricted

This page is intentionally left blank

This page is intentionally left blank

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is Restricted

This page is intentionally left blank

Document is Restricted

This page is intentionally left blank