

Project Briefing

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

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

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

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

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

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

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