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
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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.
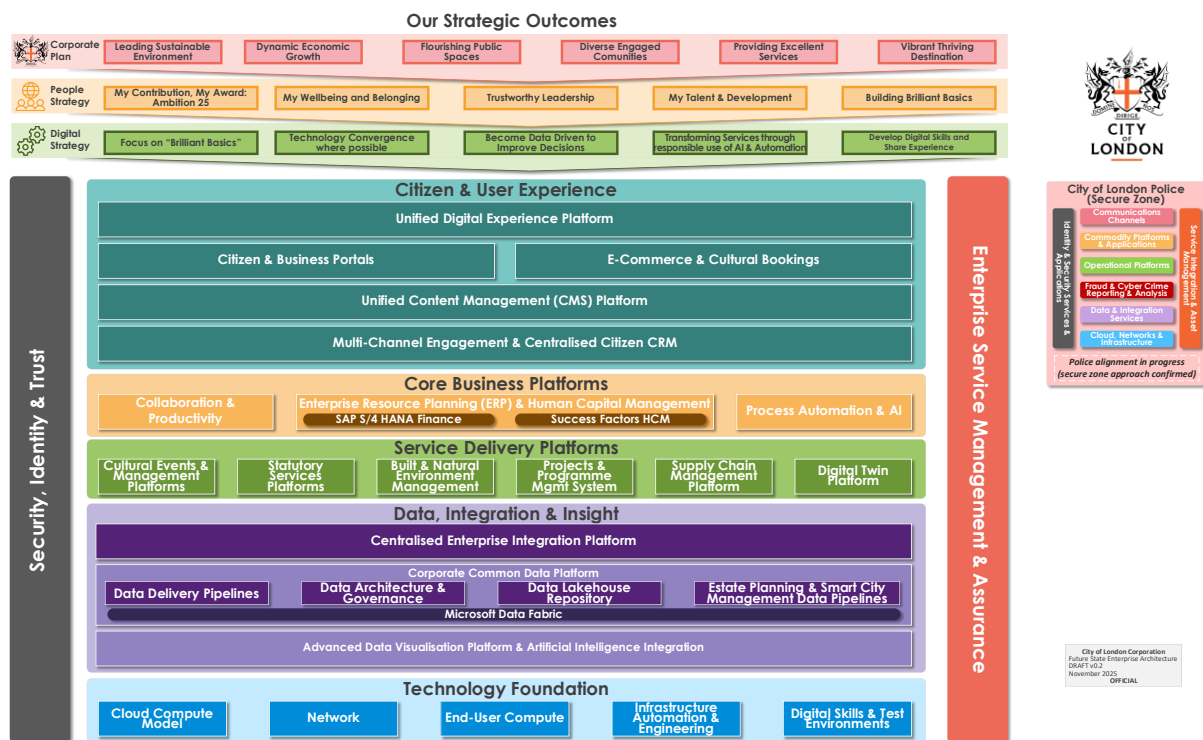

Figure 1 – Conceptual Strategic Technology Landscape

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**

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