

Committee(s): Digital Services Committee Finance Committee	Date: 17 January 2024 Date: 23 January 2024
Subject: Final Draft High-Level Business Plan 2024/25 – Chamberlain’s Department, Digital, Information and Technology Services Business Plan 2024/25 and Commercial, Change and Portfolio Delivery Business Plan 2024/25	Public
Which outcomes in the City Corporation’s Corporate Plan does this proposal aim to impact directly?	3, 5, 8, 9 & 10
Does this proposal require extra revenue and/or capital spending?	Y
If so, how much?	£701k per annum
What is the source of Funding?	City Fund/City’s Cash to be agreed as part of the budget setting process 24/25
Has this Funding Source been agreed with the Chamberlain’s Department?	Y
Report of: The Chamberlain	For Decision
Report author: The Head of the Chamberlain’s Office	

Summary

This report presents for approval the high-level Business Plan for the Chamberlain’s Department, the Digital, Information and Technology Services and Commercial, Change and Portfolio Delivery teams Business Plans for 2024/25 (now part of Chamberlain’s).

Recommendation

Members are asked to:

- i. Note the factors taken into consideration in compiling the Chamberlain’s Department Business Plans; and
- ii. Approve, subject to the incorporation of any changes sought by this Committee, the departmental Business Plans 2024/25.

Main Report

Background

1. As part of the new framework for corporate and business planning, departments were asked to produce standardised and concise high-level Business Plans for the first time in 2017 for the 2018/19 year. Members generally welcomed these high-level plans for being brief, concise, focused and consistent statements of the key ambitions and objectives for every department.

- For 2024/25, the high-level Business Plans have evolved further to describe the funding and people resources associated with each priority workstream. As high-level plans, these documents do not capture the granularity of departmental work but gives the overall picture of departmental activity, customer feedback, trends where applicable and direction of travel. The Corporate Strategy and Performance Team (CSPT) is working closely with the Chamberlain's Department to ensure that its Departmental Business Plans are aligned with Corporate Plan 2024-29.

Final Draft High-level Business Plans for 2024/25

- This report presents, at Appendix 1 – High-Level Business Plan 2024/25 – Chamberlain's Department and the business plans for Digital, Information and Technology Services and Commercial, Change and Portfolio Delivery teams who have recently moved into the Chamberlain's Department. (Appendix 2 and 3).
- The priorities outlined in the CHB Business Plans were developed based on discussions with key stakeholders and feedback from departmental communications channels, the Staff Survey and Customer Focus groups (e.g. Strategy Forum, cocreation of the DITS Strategy with the wider organisation).

Business Planning 24/25 Consultation

Date	Meeting	Attended
June July September October	CHB SLT	<ul style="list-style-type: none"> SLT The Chamberlain HR Business Partner CSPT Rep
August September	Team Business Planning Meetings	<ul style="list-style-type: none"> Teams across CHB at different levels attended meetings to ensure a bottom-up approach to identify their service area workstream priorities.
September	Strategic Business Planning Workshop	<ul style="list-style-type: none"> SLT Head of Finance/ Finance Business Partner CSPT Team
September October	ED&I Group	<ul style="list-style-type: none"> HR Business Partner ED&I Group (Service Equalities Reps, SLT, Chamberlain & Corporate ED&I Team) <p>The group agreed ED&I priorities for 2024/25, KPIs and targets.</p>
October	Finance Committee Chair	<ul style="list-style-type: none"> Finance Committee Chair Chamberlain Head of Chamberlain's Office <p>The Finance Committee Chair inputted into the development of the workstreams and prioritisation process.</p>
November	New SLT Members	<ul style="list-style-type: none"> The Chamberlain Commercial, Change and Portfolio Delivery Director Digital, Information & Technology Director Head of the Chamberlain's Office
Jan	All Staff Call/ Team Meetings	<ul style="list-style-type: none"> All CHB staff will be sent the Business Plans and will be encouraged to discuss at their Team meetings.

5. An assessment was made on Chamberlain’s departmental performance and current position to inform workstream development and prioritisation.

Strengths	<ul style="list-style-type: none"> • Income generation • Insourcing of Agilisys contract – greater control over our Digital Future
Weaknesses	<ul style="list-style-type: none"> • The loss of key skills and knowledge following the TOM • Loss of key members of staff during Agilisys TUPE process • Silo working across Institutions
Opportunities	<ul style="list-style-type: none"> • Income generation, process improvement/efficiencies in progress • Greater collaboration with Institutions • ERP project
Threats	<ul style="list-style-type: none"> • Change to Business Rates Retention Scheme • Financial pressures • Staff retention with the current Corporation’s recruitment package affected by local/national labour markets • The new Procurement Act 2024 which will require a refresh of the City’s policy and process • PSTN switch-off

6. Primary Aims

- Carry out legal and statutory duties underpinned by the Local Government Finance Act 1992 & 1988, NNDR (Collection & Enforcement Regs) 1989, Council Tax (Administration & Enforcement) 1992, Local Audit & Accountability Act 2014, Public Contract Regulations 2015 and Accounts & Audit Regulations 2015.
- Effective stewardship of public finances and social value from third party services.
- Implement the Investment Strategy for City Fund and City’s Cash, maximising investment return whilst balancing risk; and ensuring effective cash flow management.
- Provide strategic financial advice, supporting the delivery of the CoLC vision.
- Delivery of a new cross-Corporation Digital, Data and Technology strategy to enable and accelerate the implementation of the new Corporate Plan.
- Maximise income streams and identify opportunities for new and increased revenue.
- Delivery of the CHB Transformation Programme.
 - 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.
- Delivery of the project programme portfolio.
 - Collaborate with colleagues to facilitate continuous improvement.
 - Provide assurance of the Corporation’s ability to effectively deliver its project/programme portfolio.

7. Supporting aims and activities

- Promote equalities, diversity and inclusivity internally and externally to the CoLC supply chain.
- Upskilling of Corporation/CHB staff to promote learning and engagement and ensure we have access to the skills and talent we need now and for the future.
- Delivery of efficiencies and value for money.
- Maintain and increase income to fund core public services.

8. The Chamberlain's Business Plans priority workstreams are focused on legal and statutory duties, transformational projects to drive systems and process improvements to increase automation and self-service creating space for agile provision of timely insight, to improve commercial maturity to manage risk, improve compliance and deliver savings and data and insights to improve SROI. All workstreams were ranked on their value and risk to the Corporation and its stakeholders.

9. Synergies and combatting silos

- The Chamberlain's Department has an enabling function for the Corporation's ambitions and therefore, services are delivered on a cross cutting basis.
- Finance is the Corporation's activity in £s. Throughout the year Chamberlain's liaises with all departments through the Business Partnering Matrix Model and Budget process to understand business pressures and continuously review, revisit, recalibrate and advise throughout the year to adapt to the Corporation's changing priorities.
- The Commercial team work collaboratively across organisation to provide leadership, project governance and assurance that partnerships, projects and contracts portfolios deliver strategic outcomes and value for money.
- Income collection is a shared departmental process with City Surveyor's and other CoLC departments. Financial Shared Services (FSS) works closely with Housing to maximise the Housing Benefit Subsidy.
- Chamberlain's Court works closely with Remembrancers department on Freedom applications and ceremonies to exercise the Corporation's soft power in the most effective way.
- DITS continues to identify synergies between the Corporation and its Institutional Departments in order share best practice whilst maximising return on investment.
- All CoLC draft business plans 2024/25 will be reviewed to identify synergies and combat silos and to plan future resourcing requirements.

10. Resources utilised:

- Currently the Chamberlain's Department uses resource intensive processes to deliver some services (e.g. payment of invoices, to conduct some financial processes such as budget reporting). In 2024/25 work is planned to increase automation, upskill staff and commence the process to embed self-service to build further capacity for the department to deliver more proactive and value-added support. The implementation of a new Enterprise Resource Planning system will enable further enhancement of self-service and efficiencies.

11. Performance Measurement:

- The Department's 2024/25 KPIs have been developed to track and monitor progress against the delivery of its key workstreams and incremental targets have been set where appropriate (Appendix 1,2 & 3). KPIs have been developed to measure; Statutory, Legal, Compliance; Internal Performance; Financial Performance (costs, income) and Customer Experience performance.

KPIs/projects are reported as follows:

- Finance Committee – CHB Business Plan KPIs (quarterly) and Risk Register (monthly)
- Audit & Risk Management Committee – (quarterly)
- Annual Budget Report – Finance Committee and Court of Common Council
- CHB Transformation Programme Board (weekly)
- ERP Programme Board (monthly)

- Digital Services Committee (bi-monthly) – DITS Business Plan KPIs
- Projects & Procurement Sub Committee (monthly) – Commercial Change and Portfolio Delivery Business Plan KPIs (planned for 24/25).

Local benchmarking takes place through the London Revenues Group (LRG) and Society of London Treasurers and national Business Rates/Council Tax collection rates are published by the Department for Levelling Up, Housing & Communities (DLUHC) annually.

12. Measuring Impact and Value for Money (VfM):

- A Chamberlain's Internal Customer Survey will be conducted in 2024. To ensure a continuous improvement approach all key issues and results will be reviewed by CHB SLT who will create and deliver service area improvement plans.

13. Departmental Operational Property Assets Utilisation Assessment

As part of the compliance requirements of Standing Order 56, the Chamberlain's Department undertook an operational property review of its property assets at the Guildhall Complex, the Barbican and New Street which was completed in November 2023. This review was undertaken by key officers across the department with input and expertise from Officers from the City Surveyor's Department.

Findings

- An apportionment of 1698.52sqm for the Guildhall across 6 floors, 238.24sqm for the Barbican across 2 floors and 77.25 sqm for New Street has been made for the Chamberlain's Department (directly occupied space).
- CHB's Guildhall average workplace area is 8.5sqm, for the Barbican is 8.82sqm and for New Street is 7.73sqm which are below BCO's (British Council's Offices) recommended requirements of 10sqm and above the HSE Workplace, Health, Safety and Welfare Regulations minimum of 4.9sqm.
- Overall, daily average occupancy at the Guildhall was 61% (above the City Surveyor's Department), 33% at the Barbican and 40% at New Street. Average occupancy levels range from 32% to 78% at the Guildhall.
- The space allocated to the Chamberlain's department has a low concentration of desks, particularly in the East end of the North Wing (2nd floor). Whilst there may be enough desks on a per FTE basis to support hybrid working, these being in small banks spread across multiple places are not sufficient to enable whole team days in the office unless work arounds are made.
- This review did not identify any surplus operational property assets and currently assets allocated for the delivery of services are partially utilised. However, occupancy rates will significantly increase following planned increased corporate occupancy requirements in 2024.

Recommendations to improve utilisation of property assets

Guildhall

- A greater concentration of desks or consolidation of the Chamberlain's allocation of space to 2 floors that are within proximity would be beneficial (excluding Chamberlain's Court and DITS Service Desk), however, there is currently no centralised funding for this office redesign.

Barbican Estate Office and Barbican Arts Centre

- FSS staff based in the Barbican Estate Office will be relocating to the Guildhall in 2024. The FSD team are awaiting further information from the Barbican Centre's Renewal Project Team to formulate plans to improve utilisation.

New Street

- The team at New Street is a blend of City of London vetted staff and City of London Police Staff. Hot desking is not possible for non-vetted personal due to security requirements. DITS have commenced with a new initiative to allow Guildhall Yard East Police personnel to come into the Service Desk at Guildhall where there will always be a vetted member of staff available.

14. Corporate & Strategic Implications

The department will review any new corporate strategies as they are approved and will consider how the department can and will support the delivery during 2024/25. This will include the new Corporate Plan 2024 – 2029 and the People Strategy. The Chamberlain's Department has an enabling function for the Corporation's ambitions and therefore, services are delivered on a cross cutting basis.

The department also supports the Risk Strategy, Medium-Term Financial Planning and Longer-Term Financial Planning, Treasury Management Strategy, Capital Strategy, People Strategy, EDI Strategy, Climate Action Strategy, SME Strategy and Digital, Data and Technology Strategy.

15. Security implications

N/A

16. Financial Implications

The Business Plans at Appendix 1 – 3 have been drawn up on within departmental budget estimates for 2024/25 based on the 2023/24 budget, plus July 2023 pay award, + 3% uplift, and the capital funding is already agreed. In addition, £701k uplift funding will be required to support the new Commercial, Change and Portfolio Delivery team, approved by Policy and Resources Committee on 14 December 2023 – recommended to be funded by one-off funding in 2024/25 to be requested via the budget setting cycle (to be approved by Court of Common Council in March 2024). On-going funding from 2025/26 will be offset through additional income generated identified through the Resource Prioritisation Refresh programme.

Business Plans are aligned to departments, so all financial information presented within the Business Plan reflects the departmental budget rather than the Committee budget.

17. Public sector equality duty

The department has a separate Equalities and Inclusion Plan created and agreed by the departmental ED&I Working Group. Where appropriate the department will complete an Equality Impact Assessment for upcoming changes.

18. Resourcing implications

The Business Plans have been designed within current agreed resource base.

19. Conclusion:

This report presents the high-level Business Plan for 2024/25 for the Chamberlain's Department and separate plans for DITS and Commercial, Change and Portfolio Delivery for Members to consider and approve.

Appendices

- Appendix 1 – High-Level Business Plan 2024/25 – Chamberlain's Department
- Appendix 2 - Digital, Information and Technology Services Business Plan 2024/25
- Appendix 3 - Commercial, Change and Portfolio Delivery Business Plan 2024/2025

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