

COMMERCIAL, CHANGE AND PORTFOLIO DELIVERY

OUR AIMS AND OBJECTIVES ARE...

We provide leadership of, and assurance that the Corporation’s partnerships, projects and contracts portfolios deliver strategic outcomes and represent value for money, whilst enabling the transformation of our service offerings to deliver modern and efficient services to our customers. Our main objectives are to:

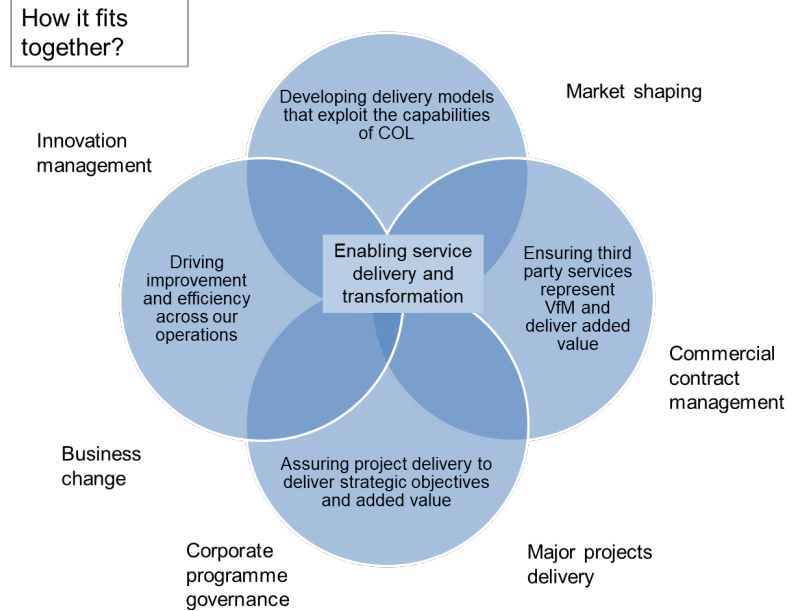
- *Maximise income streams* and identify opportunities for new or increased revenue
- Develop new *partnerships and alternative delivery models* to drive increased commerciality
- Drive maximum *financial and added social value* from third party services
- *Provide assurance* of the Corporation’s ability to effectively deliver its *project/programme portfolio*
- Collaborate with colleagues to *facilitate transformation, business change* and *continuous improvement*
- Measure and communicate the *impact of COL investment* through our contracts and project delivery

ACHIEVEMENTS – 23/24

- Project Governance review completed and implementation plan for new portfolio management approach agreed
- Commercial Academy launched providing bite-sized learning opportunities
- Tail-end spend approach agreed aiming to drive better value (financial and social) from low-value spend
- Operational property review baseline established, and live dashboard created to inform decision making
- Opportunity assessment commenced reviewing options to help make the Lord Mayor’s Show financially sustainable
- 6 Rapid Improvement Events delivered identifying efficiencies across key services

WHAT’S CHANGED SINCE LAST YEAR...

This is a brand-new Division due to be launched in January 2024. The Division is the integration of the Commercial Service with the Project Governance Division.

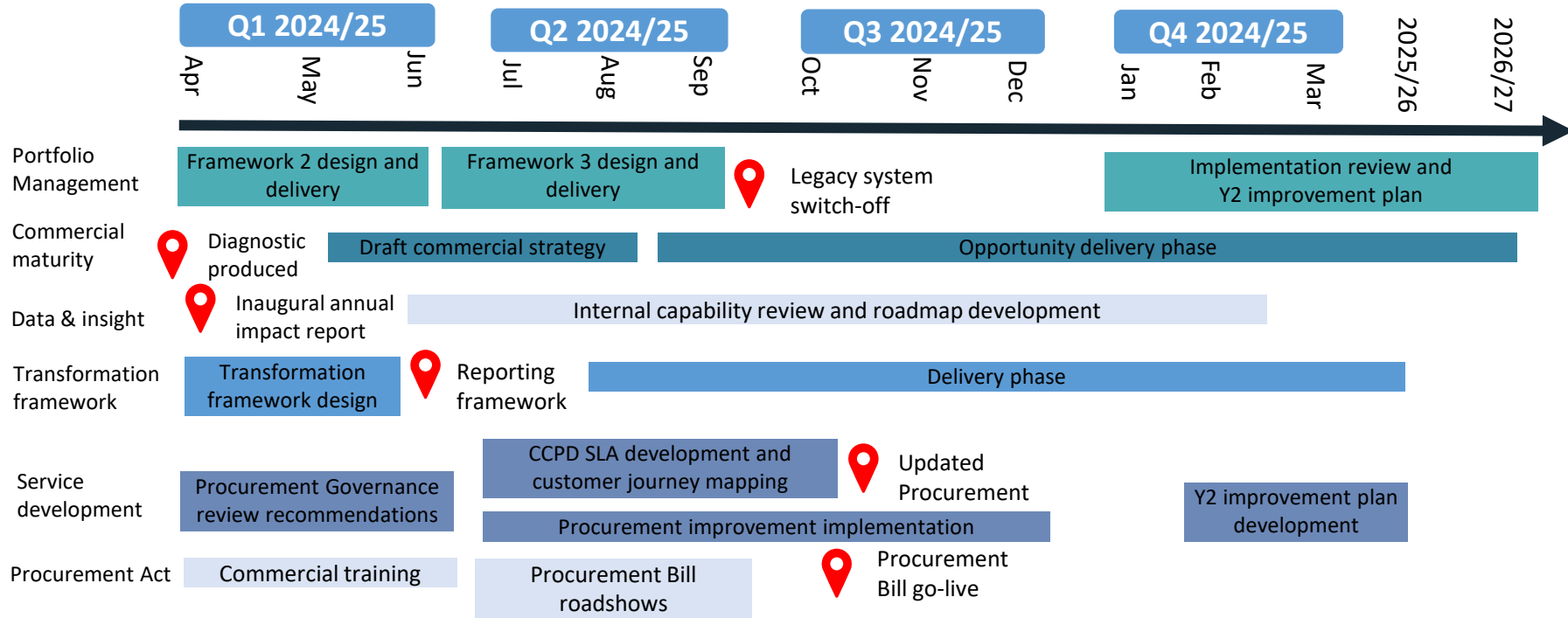


As of November 2023, the division has become part of the Chamberlain’s department. The aims and objectives set out above support the delivery of the Chamberlain’s overarching vision: ***to maximise the value we deliver to the Corporation and its stakeholders, enabling the successful delivery of the Corporation’s ambitions, with pace, accuracy, prudence and a focus on investment return.***

The departmental principles of stewardship, empowering, trusted partner, commercial and digital first will be embedded in the CCPD delivery plans.

OUR 2024/25 TIMELINE PLANNER PRIORITY WORKSTREAMS AND KEY MILESTONES

Beyond 2024/25



POTENTIAL RISKS TO DELIVERY AND INTERDEPENDENCIES:

The timeframes set out above are ambitious and dependent on a number of factors. At the time of drafting this business plan (Nov 23), proposals for the establishment of a new portfolio management office are being presented to Members for decision. This will inform the subsequent restructure to create the new integrated Division. The priorities set out in this business plan assume the recommended option is approved by Members. This plan will need to be reviewed if Members opt for the minimum viable PMO structure. Regardless of the option chosen, given the timeframes involved, it is likely that the new vacant posts will not be recruited to before the end of the FY 23/24 and postholders will continue to join the Corporation in Q1 24/25. Once the new team is established, it will be important to take stock of the level of internal knowledge and capability. It is intended to develop a comprehensive divisional development plan to enable the new teams to move rapidly to high performance. It should however be noted that no dedicated learning and development budget exists for the new Division.

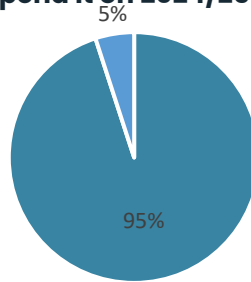
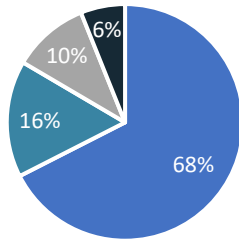
The completion of the procurement governance peer review by the end of FY 23/24 is another key interdependency. This is a priority for Members and a key area of focus to ensure organisational effectiveness and efficiency. Due to limited internal resource to deliver the review, a peer review model has been agreed. Timescales and approach are currently being agreed due to be signed-off by the Projects and Procurement Sub-Committee in Jan 24.

Where our money comes from and what we spend it on

Total 2024-25 budget estimate allocation is £3.9m - £4.5m dependent on options approved by Members

COMMERCIAL, CHANGE AND PORTFOLIO DELIVERY DIVISION

Where our money comes from and what we spend it on 2024/25



- Local risk budget
- Central risk budget
- Project funding
- Transformation funding
- Staff Costs
- Office Supplies

NB - Total divisional budget and resource FTE are subject to approval by P&R

OUR WORK LOCATIONS

Total people resource

Guildhall complex	55 FTE
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MEDIUM TERM PLANS UNDER CONSIDERATION (2025/26 & 2026/27)

Priority list (e.g. new legislation, services, projects, automation)	25/26	26/27	Funded or Unfunded
Development of corporate project management resource pool	x		Unfunded
Benefits management methodology and tool		x	Unfunded
Commercial business case development – income generation	x		Unfunded

OUR STRATEGY AND CROSS-CUTTING STRATEGIC COMMITMENTS

- Climate Action Strategy - We are responsible for delivering the actions related to Scope 3 emissions.
- Review of interventions and opportunities to further diversify our supply chain as part of our commitment to SME strategy and EDI ([City of London Responsible Procurement Policy](#))
- Taking a shared leadership role in effectively delivering the People Strategy.

RPR Workstreams



RESOURCES AND PRIORITIES REFRESH

- This Division is responsible for managing the Resources and Priorities Refresh. This is a corporately-led programme that aims to embed a holistic approach to the allocation and deployment of our resources that aligns our actions and spend to what we truly 'value' (our priorities).
- The Commercial team is directly responsible for delivering the Commercial RPR workstream.

Our major workstreams this year will be...

Workstream Name	Priority	Funding allocation %	People resource %	Prioritisation category	Dependencies	Outcomes/Impacts	KPI	Update Schedule	24/25 Target	22/23 Baseline
Portfolio management implementation	1	100% of transformation funding allocated	36%	Political Priority	Approval of new Project Procedure by EOY 23/24	Assurance of org'al capability and capacity to deliver projects to achieve strategic outcomes.	% of dedicated PMs who have completed required training	Quarterly	100%	Unknown
							No. of tier 1 and 2 projects with named SRO	Quarterly	Q1 – 10% Q2 – 50% Q3 – 75% Q4 - 100%	n/a
							% of SROs who have completed required training	Quarterly	100%	n/a
							% of live projects managed and reported via the new system	Quarterly	Q1 – 10% Q2 – 50% Q3 – 75% Q4 - 100%	0%
Commercial maturity assessment and improvement plan (procurement governance review)	1	20%	36%	Political Priority	Successful completion of commercial and procurement governance review by EOY 23/24	Improved commercial maturity to manage risks, drive up compliance and deliver innovation and savings.	Review complete and recommendations accepted by Members	Q1	Accepted Q1	n/a
							Resources secured to deliver improvement plan	Q1	Resource secured Q1	n/a
							Implementation plan delivering to timescales	Quarterly	To plan	n/a
Data and insights – understanding our impact	1	15%	58%	Other - Addresses a risk on local risk register	Engagement of City colleagues	Measurable benefits with clear social return on investment (SROI). Commercial dashboards including income generation opps	23/24 Annual impact report published	Q1	24/25 report	n/a
							Dashboards produced	Quarterly	Q1 – 2 depts Q2 – 3 depts Q3 – 5 depts Q4 - +institution	n/a
Transformation and improvement framework (embedding RPR)	1	15%	12%	Key Link to the Corporate Plan 25-30	Engagement of City colleagues	Increased productivity and efficiency with shared vision and goals.	No. of RIEs completed	Quarterly	2 per quarter	5
							10% productivity gains across department	6-monthly	10%	n/a
Service development – capacity and capability	1	20%	90%	Key Link to the Corporate Plan 25-30	Successful recruitment of new team	High performing team able to challenge, facilitate and support the organisation to succeed.	% of roles filled	Monthly	100%	n/a
							CCPD development plan completed	Monthly	Q1 – 25% Q2 – 50% Q3 – 75% Q4 – 100%	n/a
Procurement Act implementation	1	20%	32%	Duty & Statutory	Enactment of Bill to anticipated timeline	COL implements new reqs in a timely and compliant manner.	% of implementation plan complete	Monthly	100%	n/a
							Procurement network feedback re readiness	Monthly	Positive	n/a

OUR PEOPLE

2022 Staff Engagement score: 48% (CHB)

PLANS TO INCREASE STAFF ENGAGEMENT/ DEVELOP CAPACITY AND/OR TALENT MANAGEMENT

As a brand-new Division there will be a significant focus on team development. Working with L&D, we intend to develop a programme designed to enable high performance including team-led initiatives, action learning sets and a range of interactive engagement approaches. A comprehensive team development plan to be produced with mandatory training for staff at all levels.

Team

- **In-person team engagement:** Twice yearly away day; quarterly coffee catch-up; weekly team meeting; monthly SMT meeting.

Department

- Membership of CHB Learning and Engagement Board to drive the priority of improving learning outcomes/upskilling for CHB staff.
- Co-production of CHB communications plan to ensure effective cascade of key messages. (e.g. All Staff Calls, weekly emails from the Chamberlain, update and maintenance of CHB SharePoint site).
- Staff Survey action planning.

Apprentices - 8 in structure (5 currently in post)

EQUALITY DIVERSITY & INCLUSION

Colleagues attend the CHB quarterly ED&I meeting attended by departmental representatives and the Senior Leadership Team.

We will use influence, project investments and buying power to positively influence markets. We will deliver positive added-value for local communities, particularly marginalised groups.

Departmental Action Plan EDI's first three priorities

- Increase the number of Ethnic Minority-owned Businesses in the COL supply chain
- Increase CCPD team awareness of issues regarding equalities and structural oppression through completion of training
- Embed EIA considerations in the development of the new PPM framework including non-financial benefits realisation

3 Number of Equality Impact Assessment Completed – 3 (various others completed as part of procurement exercises and project delivery but these are owned by the commissioning departments)

KEY RISKS

RISK TITLE	SCORE
COO PG 001 Lack of capacity and resilience in team affects CoL's ability to effectively manage the volume of approved projects.	12
COO PG 002 Lack of knowledge; Project managers across CoL lack requisite knowledge and skills to effectively manage projects.	8
COO CO 003 Levels of non-compliance increase due to pace and scale of necessary governance and regulatory changes.	6
COO CO 002 Financial Pressures, including inflationary pressures, resulting in contracted services becoming unaffordable.	6
Historic underinvestment in capacity and capability to effectively manage COL contracts and key suppliers <i>(DRAFT RISK TO BE SCOPED AND ADDED TO LOCAL RISK REGISTER)</i>	12

Likelihood	Likely (4)	4	8	16	32
	Possible (3)	3	6	12	24
	Unlikely (2)	2	4	8	16
	Rare (1)	1	2	4	8
		Minor (1)	Serious (2)	Major (4)	Extreme (8)
		Impact			

OUR STAKEHOLDER'S

Stakeholders
London Boroughs
Crown Commercial Service
Internal departments/institutions
Local businesses (esp. SMEs and diverse owned businesses)
London Chamber of Commerce
Lord Mayor's Show Ltd
MSDUK
Providers/suppliers
Residents

OPERATIONAL PROPERTY UTILISATION ASSESSMENT

Asset name	Assessment Complete?	Assessment Completion Date
Guildhall	Yes	30.11.23








HEALTH & SAFETY

- See CHB high-level business plan

IN-FLIGHT G2-G6 PROJECTS

- Supporting ERP Programme Gateway 4B

OUR IMPACTS

 <p>50% reduction in time to check invoices - Ports Health</p>	 <p>12 staff trained in six-σ Yellow Belt</p>	 <p>100 more trees planted</p>
 <p>7% reduction in carbon emissions against baseline</p>	 <p>66% reduction in time to book rooms - libraries</p>	
 <p>15% increase in EV charging points</p>	 <p>60% of construction suppliers are SMEs</p>	 <p>3 new apprentices on our IFM contracts</p>