Digital Services Committee

Date:	**THURSDAY, 22 JANUARY 2026**
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)

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proper officer, to remove any inappropriate material.

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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 27 November 2025 as a correct record.

   For Decision
   (Pages 5 - 12)

4. **DRAFT CHAMBERLAIN'S BUSINESS PLAN, 2026-29**

   Report of the Chamberlain.

   For Decision
   (Pages 13 - 28)

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

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

7. **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.

   For Decision

Part 2 - Non-Public Items

8. **NON-PUBLIC MINUTES**

   To agree the non-public minutes of the meeting held on 27 November 2025.

   For Decision
   (Pages 29 - 34)

9. **PROGRAMME SAPPHIRE (ERP) UPDATE REPORT – JANUARY 2026**

Report of the Chamberlain.

For Decision
(Pages 35 - 44)

10. **DITS RISK UPDATE**

Report of the Chamberlain.

For Information
(Pages 45 - 64)

11. **MAILBOX FILTERING**

Report of the Chamberlain.

For Information
(Pages 65 - 68)

12. **CYBER SECURITY**

Report of the Chief Information Security Officer.

For Information
(Pages 69 - 108)

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

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

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DIGITAL SERVICES COMMITTEE

Thursday, 27 November 2025

Minutes of the meeting of the Digital Services Committee held at Guildhall, EC2 on Thursday, 27 November 2025 at 1.45 pm

Present

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

Officers:
Caroline Al-Beyerty	-	Chamberlain's Department
Zakki Ghauri	-	Director of Information and Technology
Sam Collins	-	Assistant Director (Digital & Data)
Simon Gray	-	ERP Programme Director
Melissa Richardson	-	Town Clerk's Department
Gary Brailsford-Hart	-	City of London Police
Graham Venn	-	City of London Police
Richard Armstrong	-	Chamberlain's Department
Ashlee Barnard	-	Chamberlain's Department
Wayne Fitzgerald	-	Chamberlain's Department
Dawit Araya	-	Chamberlain's Department
Molly Carvill	-	Town Clerk's Department

1. **APOLOGIES**
   Apologies were received from Deputy Caroline Haines and Sir Alderman William Russell. Susan Farrington observed the meeting virtually.

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 23 September 2025 were approved as an accurate record.

4. **PROGRAMME SAPPHIRE (ERP) UPDATE REPORT – NOVEMBER 2025**
   The Committee considered a report of the Chamberlain which provided an update on The Programme Sapphire -   Enterprise Resource Planning (ERP) Programme.

   It was noted that the Chairman was not satisfied with the quality of the reports, and he requested that reports that require approval have the recommendations clearly stated on the first page so they could be easily located.

   The programme director provided an update to Members regarding the implementation of the Employee Central Service System (ECSC) with plans and scoping work for the migration to the new product "Employee Service Management" taking place. It was noted that the existing programme budget will be used for the scoping work, which was estimated at £10,000, with the cost of the implementation of the new system quoted at approximately £140,000.

   During discussion, the following points were raised:

   a) The Deputy Chair queried the status of the previously established working group, noting a lack of recent updates. The Chamberlain confirmed that meetings were continuing and would be scheduled in Members' diaries. The Programme Director advised that aligning diaries had been the main challenge and confirmed that dates were now being considered for January 2026.

   b) The Chairman expressed concern that he had not been consulted on agenda planning. The Programme Director clarified that agenda development had not yet commenced as dates were still being agreed but assured the Chairman that he would be contacted regarding the agenda planning.

   c) A Member queried the amber status for Core HR and Payroll (page 12) and the options for a pensions self-service portal (pages 29–30). He noted that the Pensions Committee had previously been advised that pensioners would not have access to the system, which he found unusual, and questioned why this functionality was excluded given the investment in the system. The Programme Director revealed that it was technically feasible for a pensioner to access a pension statement in the payroll but further added that the team were considering a wider portal for sharing information, which is currently going through a change control process. The Chamberlain confirmed that a decision has not yet been made.

   d) It was clarified that changes will go through Board meetings and then be reported back to the Committee for a decision.

   e) A Member asked for clarification on the cost implications of deferring adoption of the new system until the current solution is replaced in three years. It was explained that, while the estimated

implementation cost is £140,000 now, delaying would likely double the cost due to the need to establish a standalone project and secure additional operational resources. The Chamberlain noted that the proposed product is currently untested, whereas the existing solution is proven and widely used. Early scoping allows time to test the new product and address any issues before full migration, ensuring continuity with a reliable system until confidence in the replacement is established.

f) A Member suggested that, given the supplier had confirmed the current product would be sunset, the Committee should consider negotiating a rebate on the implementation costs of the legacy system, as the replacement product was not yet ready for the UK market. This, he argued, could reduce the estimated £140,000 cost in future. The Chamberlain confirmed that all appropriate strategies would be applied to negotiate the price.

RESOLVED – That, Members;
* Approved the programme team to undertake scoping work for the new HR Service Management tool "Employee Service Management" (ESM) Paragraphs 28, 29 & 30.

5. **DOOR ACCESS CONTROL SYSTEMS (DACS) – SYSTEM CONVERGENCE**
The Committee considered a report of the Chamberlain concerning the proposal to merge door access control systems across the city of London corporation.

The Chairman asked the Director to explain the risk analysis, and how this was focused on the underlying technology. The Chairman stressed how he wanted to avoid the risk of doors across sites having issues at the same time. The Director explained that the proposal sought to harmonise technology across sites by implementing a single common platform for access control. He confirmed that this would involve separate instances of the same system, ensuring that any issue at one site would not affect others. The proposal aligned with the wider Digital, Data and Technology (DDaT) Strategy and the Enterprise Architecture framework.

During discussion, a Member queried ownership responsibilities for software and hardware across different sites. It was noted that current arrangements varied, with Guildhall's systems managed under Facilities and Schools under IT. The Director advised that the proposal aimed to establish a common operating model and consistent approach across the organisation. He added that the arrangement would enable resource sharing, for example, deploying support from other sites if a door reader failed. The Chamberlain emphasised that certain responsibilities, such as safeguarding within the Schools, would continue to require local decision-making regarding access permissions.

A Member requested clarification on the financial implications. The Director explained that the initiative was at an early stage and confirmed that integration would be considered at the point of contract renewal or system replacement. A

Member asked when the proposed benefits would be seen, and full integration achieved. The Director advised that the plan was long-term, with a common platform across the estate expected within approximately seven to ten years.

RESOLVED – That, Members:
- Agreed to the unified door access control system.

6. **ENTERPRISE ARCHITECTURE DELIVERY AND THE CONCEPTUAL FUTURE TECHNOLOGY LANDSCAPE**
The Committee considered a report of the Chamberlain which set out the strategic technology direction required to deliver the Corporate Plan 2024-2029 and related strategies. The Chairman explained that the report was wrongly labelled for Decision and was instead for Information, noting that it sought Member endorsement rather than a formal decision.

The Chamberlain advised that the report provided horizon-scanning updates in response to queries received from outside the Committee regarding ongoing work. The Chairman noted that, during weekly meetings with Officers and the Chamberlain, discussions had taken place on offering seminars and briefing sessions for Members to highlight the forthcoming IT projects.

The following discussion took place:

a) A Member expressed his appreciation for the insight into enterprise architecture but questioned the use of "City Digital Twin" due to the small geographic area of the City of London compared to other global cities. He asked how best-in-class enterprise architecture could be achieved while ensuring compatibility with neighbouring boroughs and Greater London. The Chairman added that London Councils should take this into accounts to avoid duplication and failure to integrate.

b) The Chamberlain confirmed that the Greater London Authority (GLA) was responsible for London's overall infrastructure, with the City and boroughs forming part of the wider framework. She noted that the Corporation's data was currently siloed across multiple systems and not yet in a suitable format. It was highlighted that emerging technologies were already being utilised in areas such as traffic flow analysis for Destination City, but these systems were not joined up. Once integration was achieved, the Corporation would be able to align with and connect with other Boroughs and Greater London.

c) The Chairman asked whether there was ongoing dialogue across boroughs to encourage data readiness, with a view to enabling future collaboration between local authorities. He reiterated that clear messaging on this would be beneficial. A Member, who also sat on London Councils, emphasised the importance of understanding the data held at a high level and exploring how the Corporation could connect to and leverage that information. It was agreed that this would be taken away for reflection.

RESOLVED – Report noted.

7. **DIGITAL, DATA & TECHNOLOGY STRATEGY UPDATE**
The Committee received a report of the Chamberlain summarising the activities undertaken over the past year across the wider Corporation, including its Institutions under the Shared DDaT Strategy.

The following points were raised:

   a) A Member welcomed the update but raised concerns regarding the limited understanding of Artificial Intelligence (AI) among teaching staff within the Schools. He asked whether Officers could provide support and share best practice guidance to enable teachers to incorporate AI effectively in the classroom and deliver meaningful positive change.

   b) The Director reported that a recent Digital Services Dinner had facilitated constructive dialogue between Schools and Microsoft representatives. He noted that a session had already been delivered with one School to upskill students on AI, with further sessions planned. He added that similar initiatives had previously taken place during Cyber Security Awareness Month and confirmed that Officers were keen to expand such opportunities in partnership with external organisations to enhance skills across the wider organisation.

RESOLVED – Report noted.

8. **DIGITAL, AI, AUTOMATION AND DATA LIGHTHOUSE UPDATE**
The Committee received a report of the Chamberlain concerning an overview of the Digital Solutions Team, which sits within the Digital, Information and Technology Service (DITS).

RESOLVED – Report noted.

9. **CORPORATE DATA PLATFORM PROGRESS REPORT - UPDATE**
The Committee received a report of the Chamberlain outlining the ongoing progress in implementing the Corporate Data Platform, which leverages Microsoft Fabric to improve the organisation's data management and analytical capabilities.

RESOLVED – Report 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**
The Chairman emphasised that Cyber Security training for Members needed to be easily accessible and straightforward to complete. It was noted that both the Chair and other Members had experienced difficulties when attempting to complete the training. Therefore, the Chairman moved and the Committee

agreed that in addition to the current Cyber Security offerings, by January, Officers should ensure that there would be an external web hosting of cyber training available, which should allow the progress to be saved and/or generate an email update indicating where the training has reached to assist Members and Officers in tracking completion.

RESOLVED – That in addition to current cyber security offerings, by January officers are instructed to ensure there is an external web hosting of cyber training available, that enables the saving of progress and or that generates an email of where the training has reached for the benefit of members and officers recording progress.

In addition, the Chairman moved that Officers should have reports ready nine days before a Committee Meeting, to ensure that Members receive papers within seven days. However, in the debate a Member expressed concerns as to resource and impact, it was agreed that further consideration was required and to not proceed with the motion.

11.1 Revenue Budgets – Budget 2025/26 and Draft Estimate 2026/27 (Supplementary Item)

The Committee considered a report of the Chamberlain regarding the Committee's Annual Revenue Budgets. It was noted that the report needed to be dealt with due to it requiring approval of the Draft Estimate 2026/27 for onward submission to the Finance Committee.

The following points were discussed:

a) The Deputy Chair queried discrepancies in figures presented on pages 5 and 11 and asked whether the Security Operations Centre (SOC) figure was the same as the MDR figure.

b) Officers confirmed that the SOC and MDR figures referred to the same service. It was further clarified that MHR represented the current ERP system, which was being replaced by the new SAP system. Apologies were offered for a typographical error, noting that the reference should have read "Cyber Security monitoring service" rather than "survey." Officers also confirmed that the £67,000 figure represented the ongoing cost.

RESOLVED – That Members: -
  i)   noted the Budget for 2025/26.
  ii) approved the Draft Estimate 2026/27 for onward submission to the Finance Committee.
  iii) Noted the committee's capital budgets for 2026/27, set out in Appendix 3, agreed that any minor amendments for 2025/26 and 2026/27 budgets arising during the corporate budget setting period be delegated to the Chamberlain.

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 held on 23 September 2025 were approved as a correct record.

14. **OVERSEAS POLICY**
    The Committee considered a report of the Chamberlain regarding an update to the Information Security Policy to reinforce the policy stance on Overseas travel for Officers.

15. **FUTURE NETWORK PROGRAMME UPDATE**
    The Committee received a report of the Chamberlain regarding a Future Network Programme update.

16. **CYBER SECURITY**
    The Committee received a report of the Chief Information Security Officer regarding Cyber Security.

17. **PHISHING SIMULATION REPORT**
    The Committee received a report of the Director of Digital Information and Technology regarding Phishing Simulation exercises.

18. **NON-PUBLIC QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**
    Questions were raised regarding City of London Corporation websites.

19. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT AND WHICH THE COMMITTEE AGREE SHOULD BE CONSIDERED WHILST THE PUBLIC ARE EXCLUDED**
    A discussion took place regarding software systems and access controls.

The meeting ended at 3.45 pm

Chairman

Contact Officer: Molly Carvill
Molly.Carvill@cityoflondon.gov.uk

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Committee(s): Finance Committee – For decision Digital Services Committee – For decision	Dated: 13 January 2026 22 January 2026
Subject: Draft Chamberlain's Business Plan, 2026-29	Public report: For Decision
This proposal: • **delivers Corporate Plan 2024-29 outcomes** • **provides statutory duties** • **provides business enabling functions**	All outcomes, with a focus on *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?	Agreed Budgets
Has this Funding Source been agreed with the Chamberlain's Department?	Yes, within budget estimate and capital funding already agreed
Report of:	The Chamberlain
Report author:	David Mendoza-Wolfson, Head of Chamberlain's Office

Summary

This report presents for approval, the Business Plan for the Chamberlain's Department for 2026-29. This three-year plan will focus on three priority workstreams and two cross-cutting themes, which together aim to improve the Chamberlain's Department as a core enabling function of the City of London Corporation.

Recommendations

Members are asked to:

i)   Note that the Chamberlain's Department Business Plan will, in different parts, be separately overseen by the Digital Services and the Finance Committees; and

ii)   Approve, the elements of this Business Plan that relate to the work overseen by this Committee;

Main Report

Background

1. As part of the new framework for corporate and business planning, departments were asked to produce standardised high-level, Business Plans for the first time in 2017 for the 2018/19 year. In 2024/25, the Business Plans evolved further to describe the funding and people resources associated with each priority workstream, which continues for 2026/27 with the addition of timescales and KPIs for each workstream. From 2026–27 onwards, Departments and Institutions will be required to provide multi-year Business Plans, ensuring a longer-term view of priorities and delivery against corporate objectives.

2. High-level Business Plans for FY 2026/29 align to our Corporate Plan 2024-2029.   As a high-level plan, this document does not capture the granularity of departmental work but gives the overall picture of departmental activity, customer feedback, trends where applicable and direction of travel.

3. The Chamberlain's Department, as a support service, supports the delivery of all six outcomes in the Corporate Plan, both directly and indirectly. Its core focus is *Providing Excellent Services* to all departments, institutions and external customers. Achieved through the availability of reliable data, consistency of services and enabling of self-service. The delivery of these objectives will enable the City Corporation to further deliver the Corporate Plan.

Current Position

4. The report presents, at appendix 1 the Chamberlain's Business Plan for 2026-29. At three years, this Business Plan will continue for the remainder of the Corporate Plan, People Strategy, Digital, Data and Technology Strategy and electoral term of the present Common Council.

5. The priorities outlined in the Chamberlain's Business Plan were developed based on discussions across teams within the Department, utilising an intra-Departmental, themed, approach to workstreams:

   a. Operation Excellence: Focusing on the delivery, refining and improvement of enabling services.
   b. Future Ready - Digital by Design: Underpinned by the Digital, Data and Technology Strategy, focusing on harnessing the power of new and existing technologies to better enable, equipping services with fit for purpose technology and responsibility utilising Artificial Intelligence.
   c. Entrepreneurial Spirit: Seeking new opportunities, taking calculated risks, and continuously looking for ways to add value, improve services, and generate sustainable growth.

6. These priority workstreams continue to be 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 social return on investment.

7. The workstreams are complimented by two cross cutting themes - Equity, Equality, Diversity and Inclusion (EEDI) and Innovative Collaboration.

8. As the Digital, Information and Technology Service reports to Digital Services Committee all parts of the business plan that refer to that service are to be agreed by the Digital Services Committee. All other parts of the Business Plan are to be agreed by the Finance Committee.

Departmental Operational Property Assets Utilisation Assessment

9. In accordance with Standing Order 56, during November/December 2025 an office utilisation assessment was undertaken. This assessment has been submitted to City Surveyors. The Chamberlain's Senior Leadership Team are currently reviewing the utilisation of space across Guildhall allocations on floors 2 and 3. Exploring opportunities for more 'meeting' spaces to enable collaboration opportunities for colleagues.

Corporate & Strategic Implications

Strategic implications – Strategic priorities and commitments are expressed in Appendix 1.

Financial implications – The Business Plan at Appendix 1 has been drawn up within departmental budget estimates. Business Plans are aligned to departments, so all financial information presented within the Business Plan reflects the departmental budget rather than the Committee budget.

Resource implications – The Business Plan has been designed within current agreed resource base. However, outcomes from Ambition 25 may have an impact on this.

Legal implications – There are no legal implications to the proposals put forward in the Chamberlain's Business Plan.

Risk implications - Key risks managed by the department are included in the Business Plan at Appendix 1.

Equalities implications – Under the Equality Act 2010, all public bodies have a duty to ensure that when exercising their functions they have due regard to the need to advance equality of opportunity between people who share a protected characteristic and to take steps to meet the needs of people with certain protected characteristics where these are different from the needs of other people and encourage people with certain protected characteristics to participate in public life or in other activities where their participation is disproportionately low. The proposals contained in this report do not have any potential negative impact on a particular group of people based on their protected characteristics and should improve outcomes upon the successful delivery of the workstreams. The department has a separate Equalities and Inclusion Plan created and agreed by the departmental EED&I working group. Where appropriate, the Department will complete Equality Impact Assessment for upcoming changes.

Climate implications – Under the Climate action strategy the departments Corporate Treasury function is responsible for delivering Scope 3 emission actions related to financial investments.

Security implications - None

Conclusion

10. This report presents the draft Business Plan for 2026-29 for the Chamberlain's Department. This three-year plan focuses on broad intra-Departmental workstreams and themes within the Chamberlain's Department to further support the City Corporation as an enabling function. The Finance and Digital Services committees are recommended to approve it.

Appendices

- Appendix 1 – Draft Business Plan 2026-29 for Chamberlain's Department.

David Mendoza-Wolfson
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Chamberlain's Department
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CHAMBERLAIN'S DEPARTMENT 2026 - 2029 BUSINESS PLAN

Contents

1. About Us

The Chamberlain's Department oversees financial management, technology innovation, and investment strategies, and manages the City Corporation's local and private trust funds.

The Department delivers enabling functions through the Digital Information & Technology Service, Commercial Services, Portfolio Delivery, and Business Transformation. Commercial Services manages the purchase and payment of goods, works, and services. The Chamberlain's Court administers the Freedom of the City. Governed by the Code of Corporate Governance, the Department maintains the Financial Regulations, Procurement Code, and Projects Procedure.

Developed by the Senior Leadership Team, the 2026/29 Business Plan builds on 2025/26 achievements to unlock new opportunities. A key focus is collaboration with the wider City Corporation, its Institutions, and external partners to deliver world-class enabling functions.

2. Our outcomes and how they align with Corporate Plan 2024-2029

The Chamberlain's Department, as a support service, supports the delivery of all six outcomes in the Corporate Plan, both directly and indirectly. Our core focus is *Providing Excellent Services* to all departments, institutions and external customers. Achieved through the availability of reliable data, consistency of services and enabling of self-service. Delivering our objectives will enable our colleagues to focus on the delivery of all Corporate Plan objectives.

In addition to ensuring the delivery of our statutory functions, The Chamberlain's Business Plan also supports the successful delivery of the People Strategy, Digital, Data and Technology (DDaT) Strategy, Finance Improvement and Transformation Strategy and the Investment Strategy.

3. Our key objectives, priority workstreams and major projects

Priority Workstreams:

1) Operational Excellence

Operational Excellence is the ongoing effort to improve departmental performance by delivering services and outcomes efficiently, effectively, whilst maximising the best value for money. This involves streamlining operations, empowering staff, and ensuring that services are aligned with the needs of residents and businesses, all while maintaining high standards of governance and resource management. Across Chamberlain's for 2026-2029, the following are the key focus areas:

- **Finance Improvement & Transformation Strategy:** Delivering exceptional financial services, strategic foresight, and insightful analysis, grounded in the highest standards of financial management, governance, and a culture of financial responsibility and accountability throughout the City Corporation. Harnessing technology and data-driven insights to empower decision-making, cultivate collaborative partnerships, and instil financial stewardship at every level.

Live, Work, Learn, Explore

CITY OF LONDON

- **Financial Shared Services – Quality Improvement Strategy:** Upskilling the Financial Shared Services (FSS) Teams and our internal stakeholders to deliver the highest quality services to our suppliers, customers and taxpayers whilst maintaining staff focus on meeting our financial controls.
- **World Class Internal Audit:** Establishing a best-in-class Internal Audit function, driving excellence through proactive delivery of assurance work, embracing innovation within our Audit practices, and demonstrating commitment to integrity and transparency in all that we do.
- **Commercial Improvement:** Aiming to deliver tangible improvements through a new Commercial Strategy, embed the procurement code, improved processes, and comprehensive training, supporting the City of London Corporation's long-term objectives.
- **Mobilising the City's Investment Strategies:** Providing financial stewardship whilst upholding the principles of the fund specific investment strategy, to meet financial return targets across the long term. Continuing to act as a central pillar of Chamberlain's Department's ambition to deliver sustainable financial growth and resilience for the City of London Corporation.

2) Future Ready - Digital by Design

As a future-ready organisation, The City of London Corporation will use digital tools and data-driven insights to foster growth, ensure long-term sustainability, and empower the workforce to stay ahead of digital evolution. Underpinned by the Digital, Data and Technology Strategy (DDaT Strategy), The Chamberlain's Department for 2026-2029 have the following key focus areas:

- **A Digitally Enabled Transformation:** Utilising and unifying our systems to enable the delivery of our transformation ambitions. Through the enhancement of technical support, improvement of data management, responsible adoption of automation and artificial intelligence (AI), integration of technological platforms, and promotion of ongoing learning and skills development.
- **Reporting and Performance:** Delivering a new integrated Finance, HR and Procurement system (SAP – S4HANA) in 2026/27, as part of Programme Sapphire, unlocking efficiencies and reliability of data through integrations with other platforms. Creating consistency and reliability of financial reporting across all three funds. Recognising The Chamberlain's Department responsibility for regular performance reporting, delivering all reports to a high standard and in line with governance requirements.
- **Financial Shared Services Digital Roll Out:** Enhancing efficiency and customer experience by offering digital options. Identifying processes with substantial manual involvement and exploring opportunities for efficiency through the use of AI or Robotic Process Automation (RPA).
- **Pensions Dashboard:** Aligning with Government requirements, providing scheme members with an online platform that will allow them to access details of their accrued pension benefits from multiple sources in one place.

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3) Entrepreneurial Spirit

The objective of seeking out new opportunities, taking calculated risks, and continuously look for ways to add value, improve services, and generate sustainable growth. This will be achieved through the following initiatives:

- **Enabling Income Generation:** Continue developing commercial opportunities across the City of London Corporation and Institutions, through the enablement of Policies and Frameworks. Continue diversification of income streams and embed entrepreneurial culture
- **Maximising Income Collection and Financial Benefits from the Business Rates Retention Scheme:** Maximise income recovery across all debt types, to grow the City Corporation's overall Rateable Value in order to improve the Gross Rate payable position.

Cross-cutting Themes:

Equity, Equality, Diversity and Inclusion (EEDI)
The Chamberlain's Department EEDI action plan is committed to fostering an inclusive and equitable workplace by ensuring all staff have access to professional development and career progression opportunities, working with suppliers who support responsible procurement practices. In addition, the action plan focuses on ensuring that our services are accessible to all.

Innovative collaboration
Fostering teamwork between Officers and Members, amplifying impact across departments and institutions. This approach helps the City Corporation become more than the sum of its parts. The Chamberlain's Department will continuously collaborate with colleagues in other departments and institutions and outside organisations to deliver on our 2026-2029 objectives.

4. Action Plan and Measuring Success

Detailed below are the key objectives and measures for the Chamberlain's Departments **three** priority workstreams throughout 2026-2029.

Outcomes and Impacts:

- Enhanced Service Efficiency
- Empower Staff
- Ensure greater transparency, accountability and assurance

All workstreams support the 'Providing Excellent Services' Corporate Plan outcome

Dependencies:

- Delivery of initiatives are reliant on maintaining appropriately resourced teams (e.g. filling budgeted vacancies)
- Process changes for Financial Services and Financial Shared Services are dependent on the successful implementation of SAP S/4HANA

Delivery of the Contract Management Model is dependent on the successful recruitment and staff retention

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Priority workstream * Objectives are measured via milestones	Outcome focused Performance measures To be measured quarterly
1. Operational Excellence **Finance Improvement & Transformation Strategy** • Define Chamberlain's and Budget Managers Financial Roles and Responsibilities • Realise the easy-win benefits from the switch on of SAP S/4HANA • Establish service level agreements with service customers*	• **25% of financial services processes mapped each quarter** (Target: cumulative 100% for 2026/27)
Financial Shared Services Quality Improvement Strategy • Benefits Transformation - consolidate Benefit Support to vulnerable adults across the city • Bring in-house the Emergency Support Scheme and merge with the Crises Resilience Fund to provide a one stop shop for vulnerable resident support • Establish a consolidated support scheme (Milestone for Q4)*	• **Provide support by making 150 awards (per quarter) (Benefits Support)** (Target: cumulative awards 600 for 2026/27, 2027/28, 2028/29)
World Class Internal Audit • Better support the individual development of Internal Audit team members to full competency at Senior Auditor level • Improve the overall efficiency of the delivery of Internal Audit assignments • Increased transparency and accountability for the delivery of Internal Audit work through introduction of consistent service delivery standards and robust performance measurement • Better Audit planning through the adoption of more systematic and evidential risk assessment • Increased Alignment with the Global Internal Audit Standards (90% fully aligned to Global Audit Standards (by 31/03/2027))*	• **Sustaining Internal Ait delivery capability at 250 days per quarter** (Target: cumulative 1000 for 2026/27, 2027/28, 2028/29) • 95% positive feedback from clients (Target: quarterly score of 4/5 on overall satisfaction)
Commercial Improvement • Clearly map, review, refine and document all procurement processes to align with the Procurement Policy • Implement a Corporate Contract Management Model and toolkit • Commercial Pipeline published with 90% accuracy (27th May 2026)* • Undertake 100% of Contract Management Health Checks on Platinum Contracts annually*	• 25% of procurement processes mapped each quarter **(Target: cumulative** 100% for 2026/27)
Mobilising the City's Investment Strategies • Providing financial stewardship whilst upholding the principles of the fund specific investment strategy	

2. **Future Ready - Digital by Design**

A Digitally enabled transformation
An ambitious programme to harness the potential of innovative technologies, particularly AI, to shape a digital by design delivery model by 2029/2030.
- Adopt a Corporate single CRM*
- Single enterprise architecture*
- Converging tech across wider organisation*
- Convergence of data platforms and skillsets
- Delivery of the Future network programme
- Ensure 100% analogue connections are ceased or replaced with a suitable IP-based solution (Target: January 2027)*

Financial Shared Services Digital Roll Out
- To improve e-billing take up and to review all online forms
- To digitalise and use e-invoicing and reduce Accounts Payable (AP) manual intervention.
- Increased e-billing for (CTAX/NNDR/AR) as a percentage of all bills (Target Q4)*
- Provide 100% of all forms as online interactive forms (Target Q4)*
- Increase interfaced input of invoices by 10% (Target Q4)*

- Increased e-billing for (CTAX/ NNDR/ AR) as a percentage of all bills **(Target: cumulative 45.32% for 2026/27, cumulative 47.82% for 2027/28, cumulative 50.32% for 2028/29)**
- Increase interfaced input of invoices quarterly **(Target: cumulative 10% for 2026/27, cumulative 25% for 2027/28, cumulative 40% for 2028/29)**

Reporting and Performance
- Implementation of wave 3 of Programme Sapphire (S/4HANA – Finance, HR (including Payroll) & Procurement)
- Integration of Cora (Project management System) and SAP (Enterprise Resource Planning System) to accurately report on budget information across the project portfolio.
- System Switch On – S/4HANA (Programme Sapphire) (Target: Complete Q2 2026/27)*
- System Switch On – Cora and SAP Integration for Financial Data (Target: Complete Q4)*
- Achieving a high standard of reporting

- **100% of Committee reports submitted in-line with the report deadlines set out by the Town Clerk's Department** (for all Committees), unless we have submitted late report request.

Pensions Dashboard Switch On
- Providing scheme members with an online platform that will allow them to access details of their accrued pension benefits from multiple sources in one place.
- Switch on of Pensions online dashboard in line with the Government deadline (date TBC)*

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3. Entrepreneurial Spirit

Maximising Income Collection and Financial Benefits from the Business Rates Retention Scheme
- Increase the number of Inspections to identify Rateable Value (RV) and to ensure the taxbase is up to date by using new technology. This will be coupled with data driven identification of missing rateable value
- Maximise income recovery across all debt types

Enabling Income Generation
- Designing and establishing policies and frameworks for income generation schemes (retail, advertising and intellectual property rights)
- Establish the retail framework (Target: Approved by Q4)*
- Establish the advertising framework (Target: Approved by Q4)*
- Establish the Intellectual Property Rights framework (Target: Approved by Q4)*
- Deliver a pilot Pop-Up income generation event (Target: Achieved Q4 2028/29)*
- Capitalise on frameworks by 2028/29 to achieve an annual income of £2m*

- Deliver a 3.3% increase in the Gross Rates payable Figure **(Target: cumulative 3.3% for 2026/27, cumulative 3.3% for 2027/28, cumulative 3.4% for 2028/29)**
- Increase the number of Inspections **(Target: cumulative 12% for 2026/27, cumulative 12% for 2027/28, cumulative 12% for 2028/29)**

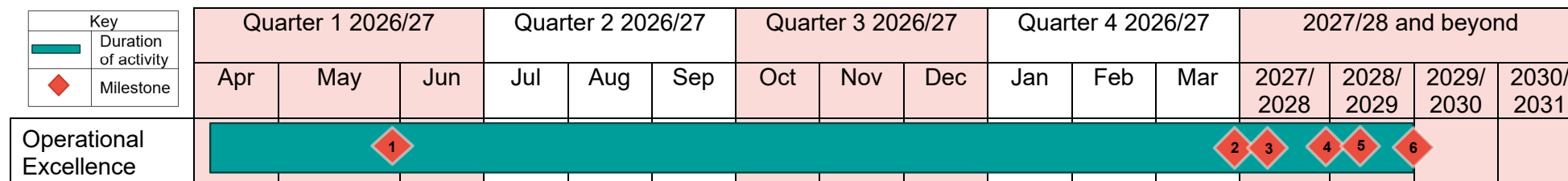All workstreams listed currently have funding confirmed.

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Operational Excellence: Our timeline planner of priority workstream activities and milestones

Milestones for the Operational Excellence workstream are mapped below, details of the milestones are indicated below the chart.

Key		Quarter 1 2026/27			Quarter 2 2026/27			Quarter 3 2026/27			Quarter 4 2026/27			2027/28 and beyond			
▬	Duration of activity	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	2027/ 2028	2028/ 2029	2029/ 2030	2030/ 2031
◆	Milestone																
Operational Excellence			1											2 3	4 5	6	

1) Commercial Pipeline published with 90% accuracy
2) Establish a consolidated benefits support scheme
   90% fully aligned to Global Audit Standards
   Undertake 100% of Contract Management Health Checks on Platinum Contracts
3) Commercial Pipeline published with 90% accuracy

4) Establish service level agreements with service customers
   Undertake 100% of Contract Management Health Checks on Platinum Contracts
5) Commercial Pipeline published with 90% accuracy
6) Undertake 100% of Contract Management Health Checks on Platinum Contracts

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Future Ready: Our timeline planner of priority workstream activities and milestones

Milestones for the Future Ready - Digital by Design workstream are mapped below, details of the milestones are indicated below the chart.
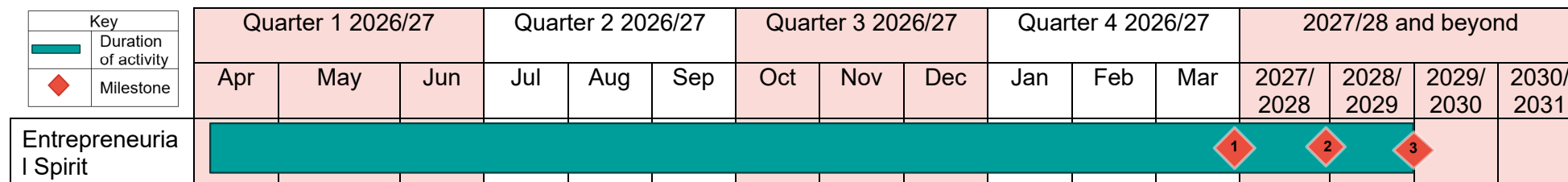
Key		Quarter 1 2026/27			Quarter 2 2026/27			Quarter 3 2026/27			Quarter 4 2026/27			2027/28 and beyond			
▬ Duration of activity		Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	2027/ 2028	2028/ 2029	2029/ 2030	2030/ 2031
◆ Milestone																	
Future Ready - Digital by Design							①1				②2		③3	④4			

1) System Switch On – S/4HANA (Programme Sapphire)
2) Ensure 100% analogue connections are ceased or replaced with a suitable IP-based solution
3) Creation a Corporate single CRM
   Agreement of a single enterprise architecture
   Convergence of data platforms and skillsets

   Provide 100% of all financial shared services forms as online interactive forms
   System Switch On – Cora and SAP Integration for Financial Data
4) Converging tech across wider organisation`

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Entrepreneurial Spirit: Our timeline planner of priority workstream activities and milestones

Milestones for the Future Ready - Digital by Design workstream are mapped below, details of the milestones are indicated below the chart.

Key		Quarter 1 2026/27			Quarter 2 2026/27			Quarter 3 2026/27			Quarter 4 2026/27			2027/28 and beyond			
▬ Duration of activity		Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	2027/ 2028	2028/ 2029	2029/ 2030	2030/ 2031
◆ Milestone																	
Entrepreneurial Spirit		◆1 ◆2 ◆3															

1) Establish the approved retail framework
Establish the approved advertising framework
Establish the Intellectual Property Rights framework

2) Deliver a pilot Pop-Up income generation event
3) Capitalise on frameworks by 2028/29 to achieve an annual income of £2m

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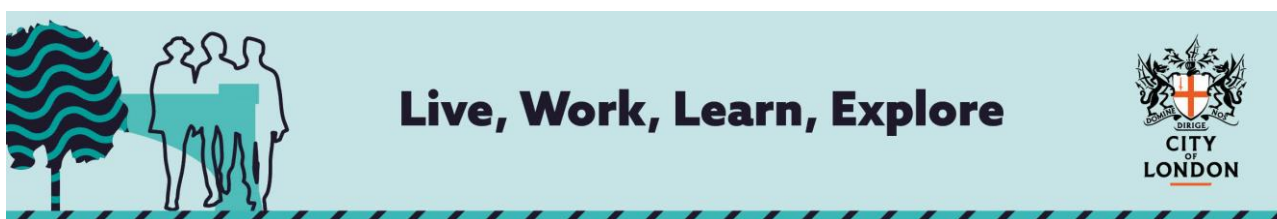
5. How success will be measured

The Chamberlain's Senior Leadership Team (SLT) and their management teams will review the objectives and performance on a regular basis. Quarterly reports on all measurable performance indicators will be compiled and shared with the Corporate Senior Leadership Team or Executive Leadership Board, Finance Committee, Audit and Risk Management Committee, and Digital Services Committee, as appropriate.

6. Enablers

People

The Chamberlain's Department people profile:

Group	FTE	Male	Female	Disability	Ethnic Minority	Average Age	Average Length of Service
Chamberlain's	357	51.50%	48.50%	7.40%	37.90%	42	9 Years
CoLC	4735	47.6%	52.4%	9.36%	24.30%	44	8 Years

Staff Survey Engagement Score: 63%

Our Key Actions as an outcome of the staff survey will aim to do the following:
- Enhance Communication and Transparency
- Foster a Positive Work Environment
- Support Professional Development
- Enhance Diversity and Inclusion Efforts
-

Equity, Equality, Diversity and Inclusion (EEDI)

The Chamberlain's Department EEDI action plan focuses on:

- Ensure that professional development, opportunities are accessible for all Chamberlain's staff to promote development, career progression and equality of opportunity for promotion and the development of a workforce that reflects the make-up of our communities.
- Engage with suppliers that align with the delivery of our Responsible Procurement Policy Commitments.

Deliver a new accessible HR & Finance System, that is a trusted resource for employees to submit their personal information and use the anonymised data to better understand the demographics of our organisation.
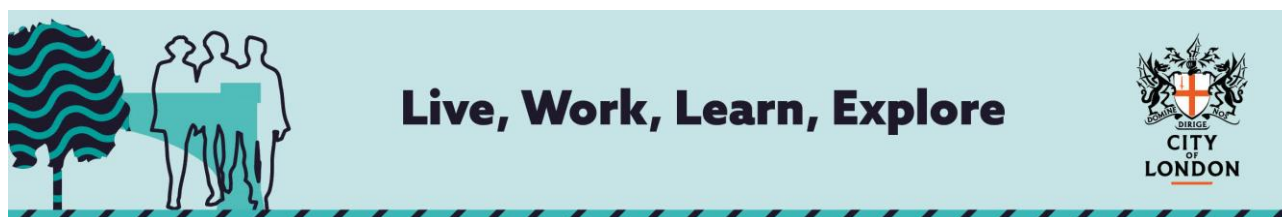
Finance

The Chamberlain's Department Estimate Budget for 2026/27

Proposed budget 2026/27	£
Local Risk	
Expenditure	38.039
Income	-10.52
Total Local Risk	**27.519**
Central Risk	13.419
Total Local and Central Risk	**40.938**
Recharges	27.857
Total net expenditure	**68.795**

Risks

Chamberlain's Department current corporate risks:

Risk Title	Score
CR16 - Information Security	24
CR42 – Housing Revenue Account Financials	16
CR35 – Unsustainable Medium-Term Financial Plan (City Fund)	16
CR38 – Unsustainable Medium-Term Financial Plan (City's Estate)	12
CR33 – Project portfolio strategic impact and/or financial value	12

Health & Safety

As a relatively low risk department in physical Health and Safety we will continue to support the corporate Health and Safety Team by following Corporate policies and actively engaging in any pursuits or requirements from the team.

We will also focus on the Wellbeing of our colleagues as a priority, aiming to minimise adverse effects from work.
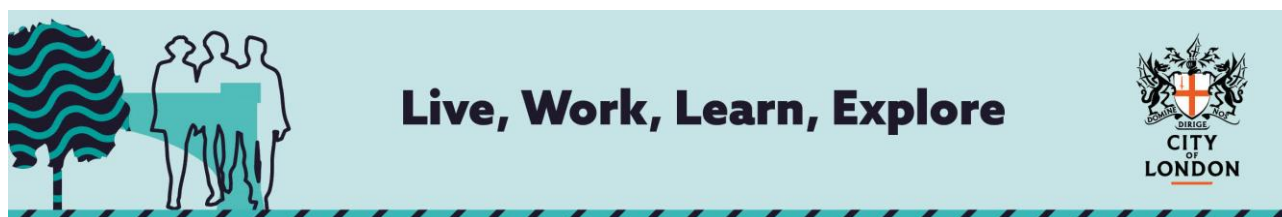
Operational Property

The Chamberlain's Department occupies the following operational property:
- Guildhall, North Wing (Floors 2-6) (1698.52sqm)
- Barbican Centre (across 2 floors) (238.24sqm)
- New Street (77.25 sqm)

Have any opportunities for the use of departmental operational properties been identified? *No,* The Chamberlain's Senior Leadership Team are currently reviewing the utilisation of space across Guildhall allocations on floors 2 and 3. Exploring opportunities for more 'meeting' spaces to enable collaboration opportunities for colleagues.

Has your department's office space utilisation data (Guildhall complex) been provided to the City Surveyor's Department? **Yes**

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