

## APPENDIX 1

# CHAMBERLAIN'S DEPARTMENT 2025/26 BUSINESS PLAN

## About us: Our purpose, aims and impacts

### Our Purpose

**We support and enable the City of London Corporation and its partner organisations to achieve their aims and aspirations, driving transformation to ensure that the City thrives through:**

- Demonstrating the affordability and value for money of City finances through medium-term and longer-term financial plans and annual budgets that are aligned with the Corporate Plan, robust business cases, financial management and year-end accounting disciplines, and excellent professional advice.
- To ensure the City is delivering the most efficient and effective financial functions which maximise Income collection and support the wider business community by making payments on time. Managing the non-property securities for Pension Fund, City's Estate and City Bridge Foundation. Providing treasury management function for the Corporation. Administering the Local Government Pension Scheme and Police Pension Scheme. Enhancing and protecting the organisation through the placement of insurance and providing advice on VAT matters.
- Effectively using the soft power of the Freedom of the City to support the City's strategic priorities set out in the Corporate Plan.
- Positively impacting City of London's reputation with stakeholders and wider communities through enjoyable ceremonies; efficient processing of applications; and effective management of the Chamberlain's Court.
- Enhancing and protecting organisational value by providing independent and objective assurance as to the effectiveness of the arrangements for governance and risk management and the overall adequacy of the internal control environment.
- Providing 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.
- Providing reliable, secure and user-friendly digital services that meet the needs and expectations of the City Corporation's diverse stakeholders. Encouraging faster, more effective data-driven decisions by using data and analytics to inform policy, planning and delivery, and to measure impact and performance.

### Our Aims

- 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.
- Build strong relationships; support effective strategic decision-making with advice and information, delivering outcomes that meet the needs of our internal customers across the Corporation.



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- Drive systems and process improvements which will increase automation and self-service, creating space for more agile and timely insights. In turn improving the customer experience, ensuring it remains accessible to all, and will result in cost savings over time.
- Be agile, responsive and confident in delivering organisational change; looking for continuous improvement with innovative thinking and emotional intelligence.
- Provide “brilliant basics” through our finance and digital functions.
- Remove digital complexity across the organisation. Enable and accelerate collaboration and transformation converging appropriate services across Institutions.
- Maximise income streams and identify opportunities for new or increased revenue.
- Develop new partnerships and alternative delivery models to drive increased commerciality and 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.

**Our Impacts**

- 60% of construction suppliers are SMEs.
- We collected £1.2B in business rates and £10m in council tax in 23/24.
- £56,808 of household support fund delivered to vulnerable residents in conjunction with DCCS & £10,952 Discretionary Housing Payments were made to support vulnerable residents.
- Delivered 2197 admissions to the Freedom with excellent feedback and written commendation in 2023/24.
- C35k Requests/Incidents resolved by DITS per annum.

**Our key objectives and priority workstreams and major projects****Excellent services**

We will continue to provide excellent statutory and regulatory services to the Corporation and its stakeholders. Maximising the value we deliver, enabling the successful delivery of the Corporation’s ambitions, with pace, accuracy, prudence and a focus on investment return. Providing Brilliant Basics through our finance and digital functions.

**Collaboration**

Working in partnership with the Corporation on multiple cross cutting projects including the ERP Programme now entitled Project SAPHire, Income Generation Project working with the filming office, Events teams across the corporation and its institutions, advertising working with Environment, developing a Sponsorship framework across CoL, natural environment review, harnessing the square mile developing relationships with the businesses that operate in the square mile. including working with the Remembrancers Department on the Lord Mayor's Show Commercialisation.



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**Transformation**

The focus of much of our work is transformation including work through the DDaT Strategy, Finance and Commercial transformation projects, Project SAPHire and the Income Generation project.

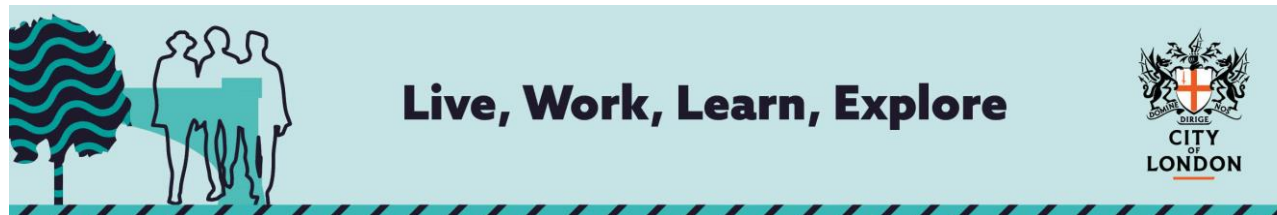


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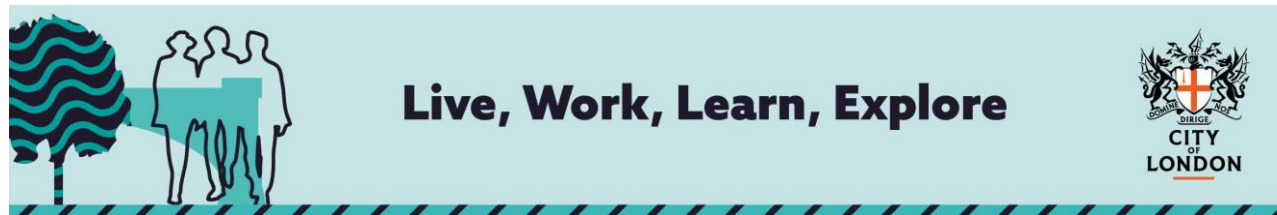
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Priority workstream	Funding allocation %	People resource %	Corporate Plan 2024-2029 Outcomes	Outcome focused Performance measures	Outcomes / Impacts
<b>ERP Programme</b> <ul style="list-style-type: none"> <li>Data Cleansing</li> <li>Establishing benefit realisation – including savings and efficiencies</li> <li>Getting ready for implementation</li> <li>Implementation across Finance, HR, Payroll, IT and Procurement</li> </ul>	Separate budget approved	Mixture of internal and external appointments. Backfill budget is approved to support BAU.	Providing Excellent Services	Implementation dates will as follows: <ul style="list-style-type: none"> <li>Learning, Performance and recruitment June 2025</li> <li>HR and Payroll December 2025</li> <li>Finance and Procurement April 2026</li> </ul> Full benefits realisation dashboard is in development which will result in further measures being created.	<ul style="list-style-type: none"> <li>Elevated BI for Budget Holders</li> <li>Better/faster decision making</li> <li>One version of the truth – reliability of data</li> <li>Increased customer satisfaction</li> <li>Real-time data</li> <li>Savings and efficiencies</li> </ul>
<b>Training and Development</b> <ul style="list-style-type: none"> <li>Update Finance E-Learning/FIT Strategy</li> <li>Continued Roll out of Competency Framework</li> <li>Monthly Lunch and Learn Sessions</li> <li>Procurement/Green Book Training for Finance</li> <li>Project Management Training</li> <li>Establish Budget Holder Group.</li> </ul>	Separate Budget approved	Resource will depend on the nature of the training being delivered.	Providing Excellent Services	<ul style="list-style-type: none"> <li>Increase Staff Satisfaction at next staff survey</li> <li>Competency Framework Completed for all teams by December 2025</li> <li>Relevant staff completed green book training by 31 March 2026</li> <li>Increase % of staff qualified or working</li> </ul>	<ul style="list-style-type: none"> <li>Upskilled workforce</li> <li>Improved accuracy</li> <li>Better succession planning</li> <li>Training delivered to wider organisation</li> </ul>



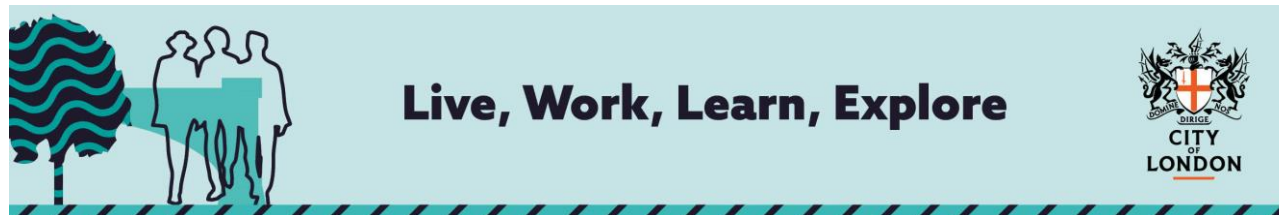
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				towards a professional qualification.	
<b>Commercial Transformation:</b> <ul style="list-style-type: none"> <li>Shifting in Commercial Culture and Operating Environment</li> <li>Contract Management Delivery Model</li> <li>Process Review &amp; Governance Redesign</li> <li>Training, Development &amp; Improvement</li> </ul>	No funding secured at this time. Scope to be finalised and internal capacity to be assessed	60% - all members of the commercial service will be engaged	Providing Excellent Services	<ul style="list-style-type: none"> <li>100% of business processes mapped</li> <li>Jaeggar implementation complete</li> <li>Pipeline published with 90% accuracy</li> <li>New contract management operating model agreed and funding source identified</li> </ul>	<ul style="list-style-type: none"> <li>Clear procurement policy requirements are set out</li> <li>Commercial Service business processes are streamlined and efficient</li> <li>Increased compliance (e.g. reduced non-compliant waivers)</li> </ul>
<b>Income Generation</b> <ul style="list-style-type: none"> <li>Income generation programme</li> <li>Improve our commercial maturity across CoL</li> <li>Create a framework for income opportunities to arise, develop and prioritised</li> </ul>	TBC project scoping still underway .	TBC project scoping still underway, some projects will be managed by people already in situ in other departments	Providing Excellent Services, Vibrant Thriving Destination, Dynamic Economic Growth	<ul style="list-style-type: none"> <li>£3-6m income generated</li> <li>Consolidate COL capability at level 1 of maturity across all criteria</li> </ul>	<ul style="list-style-type: none"> <li>Increased income generation</li> <li>Greater commercialisation of our assets</li> <li>Build a pipeline of projects that align to the MTFP</li> </ul>
<b>DDaT Strategy</b>	No additional investme	The work to pull together a shared	Providing Excellent Services	<ul style="list-style-type: none"> <li>10% Increase in customer satisfaction</li> </ul>	<ul style="list-style-type: none"> <li>Improved customer satisfaction</li> </ul>



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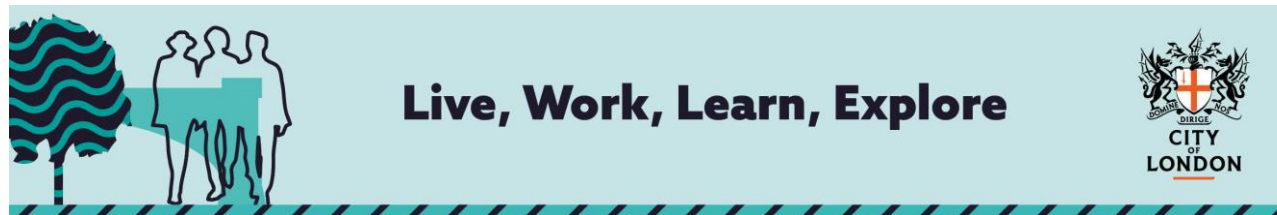
<p>There are five main outcomes this strategy aims to deliver:</p> <ul style="list-style-type: none"> <li>• Focus on Brilliant Basics</li> <li>• Technology Convergence</li> <li>• Become data driven to improve decisions</li> <li>• Transform Services through responsible use of automation and AI</li> <li>• Develop digital skills and share expertise</li> </ul>	<p>nt required over and above already committed spend</p>	<p>strategy is now complete. 100% of the work of the team falls under one of the outcomes of our DDaT Strategy.</p>		<ul style="list-style-type: none"> <li>• 50% increase in Major Incident actions closed within 3 months of identification</li> <li>• 10% increase in decisions made utilising our Data Platform</li> <li>• 25% increase in use of automation tools, and a 50% increase in time saved through automation.</li> <li>• 1000 hours of digital skills completed across the organisation</li> </ul>	<ul style="list-style-type: none"> <li>• Service delivery improvement</li> <li>• Data driven decision making</li> <li>• Increased innovation and transformation enabled by digital data, and technology initiatives</li> <li>• Improved digital skills of colleagues.</li> </ul>
<p><b>Replacement Freedom System</b></p>	<p>&lt;1%</p>	<p>TBC</p>	<p>Providing Excellent Services, Diverse Engaged Communities</p>	<ul style="list-style-type: none"> <li>• Dates TBC</li> <li>• Delivery of public facing form</li> <li>• Delivery of back-end database</li> <li>• Data transfer</li> <li>• Training for team</li> <li>• Comms for liveries</li> <li>• Full implementation</li> </ul>	<ul style="list-style-type: none"> <li>• Efficiencies made to internal processes to reduce/remove manual intervention and allow team to work on value added work.</li> <li>• Better application experience.</li> <li>• Applicants able to see availability of</li> </ul>





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					<p>team to book Freedoms.</p> <ul style="list-style-type: none"> <li>Improving the accessibility and inclusivity of the Freedom process.</li> <li>Better understanding of the diverse characteristics of freedom recipients giving a baseline to encourage more inclusivity.</li> </ul>
<p><b>FSD Transformation</b> <i>FIT Strategy</i></p>	<p>To be delivered within Core budget. 2 roles in particular cover a large proportion of the strategic work but delivery will</p>	<p>2 posts more specifically involved but otherwise expect this to be integrated to FSD teams BAU work.</p>	<p>Providing Excellent Services</p>	<p>Performance measures are still under development as the strategy is under review.</p> <p>Financial Foundations and Business Partnering:</p> <ul style="list-style-type: none"> <li>% of FSD staff received Business Partnering Training</li> <li>% of Budget Managers forecasting</li> <li>% satisfaction on Budget Manager Surveys</li> </ul>	<ul style="list-style-type: none"> <li>Alignment of workload at the right level</li> <li>Enhanced Business Partnering</li> <li>Support to other workstreams -i.e. income generation</li> <li>Better understanding</li> <li>Improved ownership and</li> </ul>
<p><i>Capital Transformation</i></p>					



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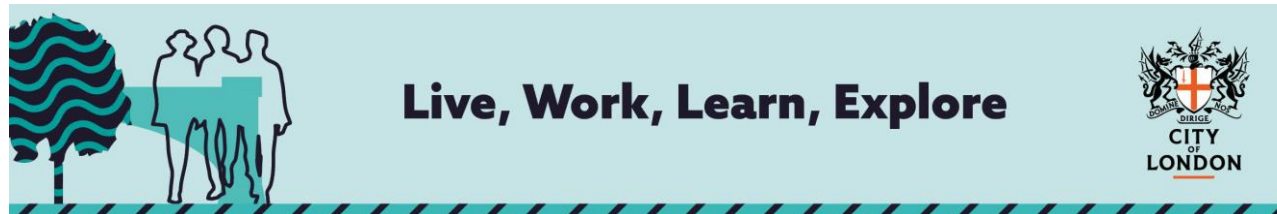
<ul style="list-style-type: none"> <li>• Implementing the matrix structure following go-live in 2024/25</li> <li>• Automation</li> </ul> <p>Training will be a continued focus across Project Managers and Project Accountants</p>	<p>involve all of FSD. Some specialist training is being considered but at this stage that is c£10k of costs.</p>			<ul style="list-style-type: none"> <li>• Surplus/Deficit on CoL Funds</li> <li>• Monthly use of Dashboards</li> <li>• Affordability of Capital Programme</li> <li>• % slippage of Capital Programme</li> <li>• % attendance to forums, workshops and feedback meetings</li> </ul> <p>Training, Development and Networking:</p> <ul style="list-style-type: none"> <li>• % of staff with Professional Qualification AAT or CCAB</li> <li>• Total number of staff accessing FM Academy</li> <li>• % of staff promoted in FSD</li> <li>• % staff turnover</li> <li>• % attendance at industry conferences, seminars and workshops</li> </ul>	<p>engagement from budget managers</p> <ul style="list-style-type: none"> <li>• More efficient processes, in particular in maintaining the programme</li> <li>• Improved understanding of the Capital programme within the organisation</li> <li>• Better decision making</li> <li>• Minimal / Zero audit recommendations</li> </ul>
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				<ul style="list-style-type: none"> <li>• Number of Lunch and Learns hosted by FSD</li> <li>• % of successfully implemented ideas from innovation workshops</li> <li>• % of staff involved in interdepartmental projects</li> <li>• % of staff on leadership training programmes</li> </ul> <p>Data, Technology and Analysis:</p> <ul style="list-style-type: none"> <li>• Number of Business areas with financial performance KPIs</li> <li>• % of risks with mitigation strategies</li> <li>• Number of processes with standard operating procedure notes</li> <li>• Number of FSD processes using automation</li> </ul>	
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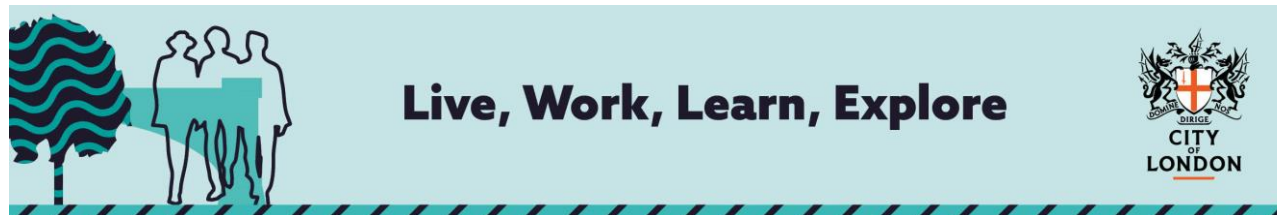
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				<ul style="list-style-type: none"> <li>• % of staff trained in Better Business Cases and Aqua Book techniques Governance Controls and Compliance</li> <li>• Number of breaches in compliance to processes</li> <li>• % completion of staff survey</li> <li>• % delays in missed deadlines</li> <li>• Time taken to implement audit recommendations</li> </ul>	
<b>Programme Governance</b>	Transformation Funding	5%	Providing Excellent Services	<ul style="list-style-type: none"> <li>• Launch of the new project gateway process – July 2025</li> <li>• 25% reduction in Red rated projects on the corporate portfolio</li> </ul>	<ul style="list-style-type: none"> <li>• Baseline projects and creating portfolios</li> <li>• Enhancing portfolio reporting/ monitoring</li> <li>• Streamline project governance</li> </ul>
<b>Review the Chart of Accounts</b>	This is part of the overall	10%	Providing Excellent Services	<p>Performance measures are still under development.</p> <ul style="list-style-type: none"> <li>• Adopt and not adapt</li> </ul>	<ul style="list-style-type: none"> <li>• Streamline Reporting</li> <li>• Efficiency</li> </ul>



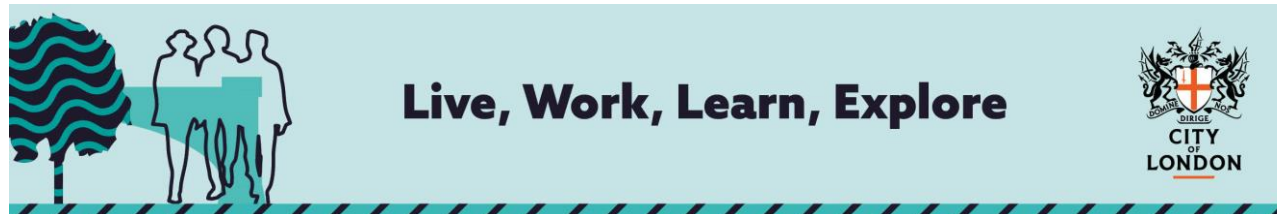
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<p>accurately reflects the complexity of the Corporation.</p> <ul style="list-style-type: none"> <li>Data cleansing will also be a key focus to ensure the correct data is transferred during migration.</li> </ul>	<p>ERP budget of £27.2m</p>			<ul style="list-style-type: none"> <li>Reduce the number of cost centres</li> <li>Close down unused Project codes</li> </ul>	<ul style="list-style-type: none"> <li>Future Proofing</li> <li>Business Intelligence (Real Time Data)</li> <li>User empowerment (End User Dashboards)</li> </ul>
<p><b>PSTN Switch Off Programme</b></p> <ul style="list-style-type: none"> <li>Conduct an audit on all of the Corporation's analogue business connections.</li> <li>Ensure that all analogue connections are ceased or replaced with an alternative IP based solution by the start of 2027.</li> <li>Replace any equipment, asset or component that is not compatible with IP.</li> <li>PSTN replacement is completed with minimal disruption for end users; engaging and informing stakeholders throughout the project lifecycle to maintain transparency and alignment with objectives.</li> <li>Ensuring compatibility and integration with existing systems and future technologies.</li> </ul>	<p>Capital funded - £2.5m</p>	<p>1 FTE</p>	<p>Providing Excellent Services</p>	<ul style="list-style-type: none"> <li>Audit 100% of CoL analogue business connections by 31/10/2025.</li> <li>Ensure 100% of analogue connections are ceased or replaced with a suitable IP-based solution by 01/2027.</li> <li>Replace 100% of equipment, assets, or components not compatible with IP by 01/2027.</li> <li>Complete PSTN replacement with less than 1% disruption for users.</li> <li>Engage and inform 100% stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>By undertaking this project, we ensure full compliance with Openreach standards and alignment with industry requirements.</li> <li>Other benefits include:                             <ul style="list-style-type: none"> <li>simplifying and future proofing our systems</li> <li>reducing costs</li> <li>boosting sustainability</li> <li>enabling a more flexible workplace</li> </ul> </li> <li>The project will have a better</li> </ul>



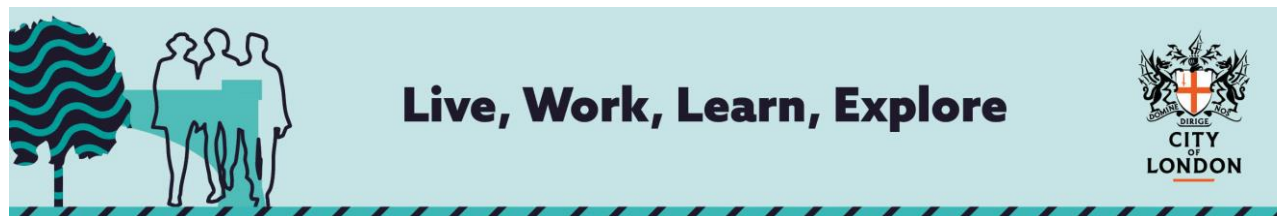
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<ul style="list-style-type: none"> <li>Adhering to regulatory requirements and industry standards throughout the transition process.</li> </ul>				<p>throughout the project lifecycle to maintain transparency and alignment with objectives.</p> <ul style="list-style-type: none"> <li>100% of existing systems and future technologies, validated through testing and stakeholder sign-off.</li> <li>Adhere to 100% of regulatory requirements and industry standards throughout the transition process, with compliance audits conducted at key project milestones.</li> </ul>	<p>understanding of benefits after a comprehensive audit on all analogue connections</p>
<p><b>Internal Audit Quality Assurance and Improvement Programme</b></p> <ul style="list-style-type: none"> <li>Development of a 3 year Internal Audit Strategy that will support and drive the continuous improvement of the Internal Audit function.</li> <li>Expanding delivery to 1000 Audit Days delivered in 2025/26, providing risk based coverage across the City of London Corporation operations.</li> </ul>	<p>10% of IA Budget</p>	<p>1 FTE</p>	<p>Providing Excellent Services</p>	<ul style="list-style-type: none"> <li>Increased Audit Coverage (depth and spread) - more assurance provided</li> <li>Greater organisational impact – greater number of risks mitigated, supports delivery of organisational outcomes</li> <li>Increase in Gartner Audit Score (maturity)</li> </ul>	<ul style="list-style-type: none"> <li>More effective and efficient Internal Audit function</li> </ul>



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<ul style="list-style-type: none"> <li>Enhancing service delivery by designing and adopting an appropriate range of service standards and associated performance measures that ensure consistently high performance.</li> </ul>				<p>assessment) from 3/5 to 4/5</p>	
<p><b>Pensions Dashboards</b> Statutory requirement to join the national dashboards framework.</p>	<p>Cost of tenders met from central risk and recharged out as appropriate to departments. For the investment property, the insurance premium is recharged to the tenants.</p>	<p>Est 15% pensions team</p>	<p>Providing Excellent Services</p>	<ul style="list-style-type: none"> <li>Appointment of Integrated Service Provider (ISP) required to 'onboard' with the national digital framework</li> <li>Overall connection deadline set by legislation of 31/10/2026</li> <li>Recommended connection date for public sector pension schemes of 31/10/2025.</li> </ul>	<ul style="list-style-type: none"> <li>Statutory requirement</li> <li>Will provide scheme members with an online platform that will allow them to access details of their accrued pension benefits from multiple sources in one place.</li> </ul>





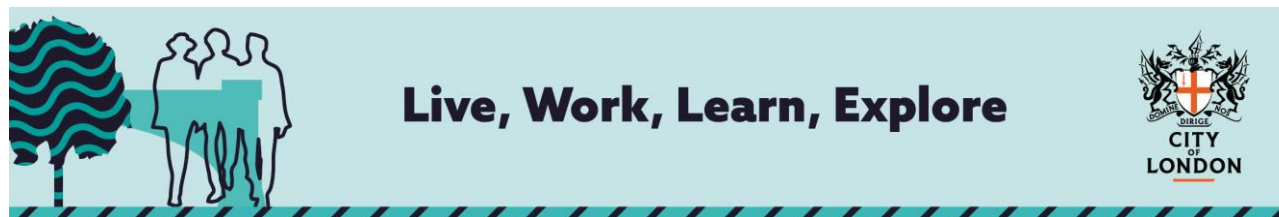
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<p><b>Corporate Insurance Programme Tender</b> Procurement of Corporate Broker Services for a 3+2 year contract starting 31/12/2025 followed by 2 consecutive projects for the procurement of corporate insurance policies effective either 24 June 2026 or 25 December 2026.</p>	<p>To be delivered within Core budget.</p>	<p>Est 30% Insurance team.</p>	<p>Providing Excellent Services Vibrant Thriving Destinations Flourishing Public Spaces</p>	<ul style="list-style-type: none"> <li>• Appointment of broker able to support risk and insurance requirements of the City Corporation by 31/12/2025</li> <li>• Placement of insurance contracts to meet legal requirements, provide financial protection for unforeseen losses, and provide claims handling services 25/12/2026.</li> </ul>	<ul style="list-style-type: none"> <li>• High quality risk and insurance advice</li> <li>• Access to wide insurance market</li> <li>• stable insurance programme providing value for money</li> </ul>
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Our timeline planner of priority workstream activities and milestones

Key	
	Duration of activity
	Milestone

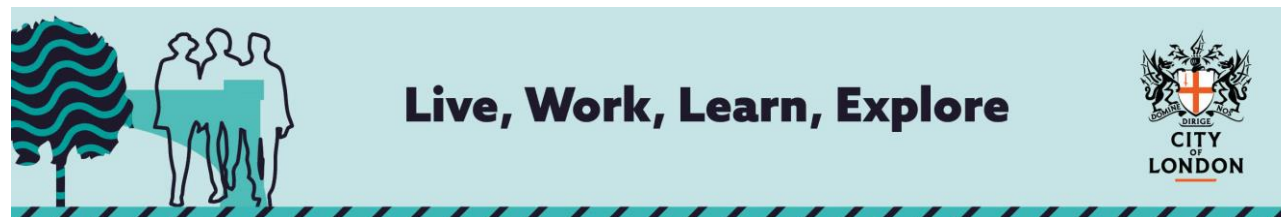
	Quarter 1			Quarter 2			Quarter 3			Quarter 4			Beyond 2025/26	
	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	2026/2027	2027/2028
<i>ERP Programme</i>													Complete by Q2 2026	
<i>Training and Development</i>													On-going	





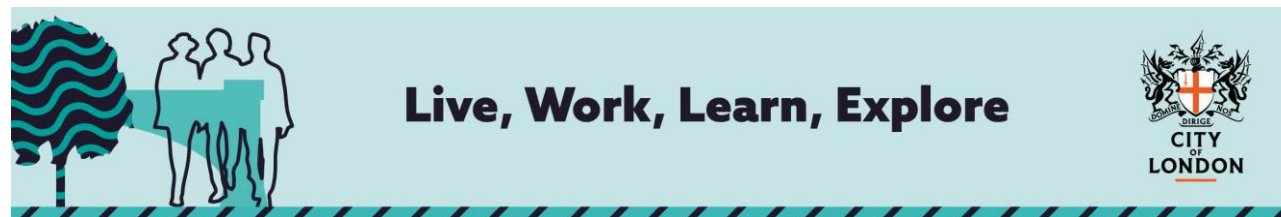
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<p><i>Commercial Transformation: Shifting in Commercial Culture and Operating Environment</i></p>		<p>Ongoing</p>
<p><i>Commercial Transformation: Contract Management Delivery Model</i></p>		
<p><i>Commercial Transformation: Process Review &amp; Governance Redesign</i></p>		
<p><i>Commercial Transformation: Training, Development &amp; Improvement</i></p>		
<p><i>Income Generation</i></p>		<p>Ongoing into  2027/28</p>
<p><i>DDaT Strategy</i></p>		<p>Strategy in place until 2029 </p>



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<i>Replacement Freedom System</i>	[Progress bar: 25% complete]													
<i>FSD Transformation</i>	[Progress bar: 100% complete]													
<i>FIT Strategy</i>	[Progress bar: 100% complete]													Strategy in place until 2029 ◆
<i>Programme Governance</i>	[Progress bar: 75% complete]													
<i>PSTN Switch Off Programme</i>	[Progress bar: 100% complete]												Complete in Q4 ◆	
<i>Continuous improvement of the Internal Audit function</i>	[Progress bar: 95% complete]													
<i>Corporate Insurance Programme Tender</i>	[Progress bar: 100% complete]												Complete December 26 ◆	
<i>Pensions Dashboards</i>	[Progress bar: 60% complete]													



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Enablers

People

	Chamberlain's	CoLC
FTE	292	3999
Male	54%	49%
Female	46%	51%
Disability	2%	5%
Ethnic Minority	32%	21%
Average Age	43	45
Average Length of Service	10 years	9 Years

Staff Survey Engagement Score: 63%

Our Key Actions as an outcome of the staff survey will aim to do the following.

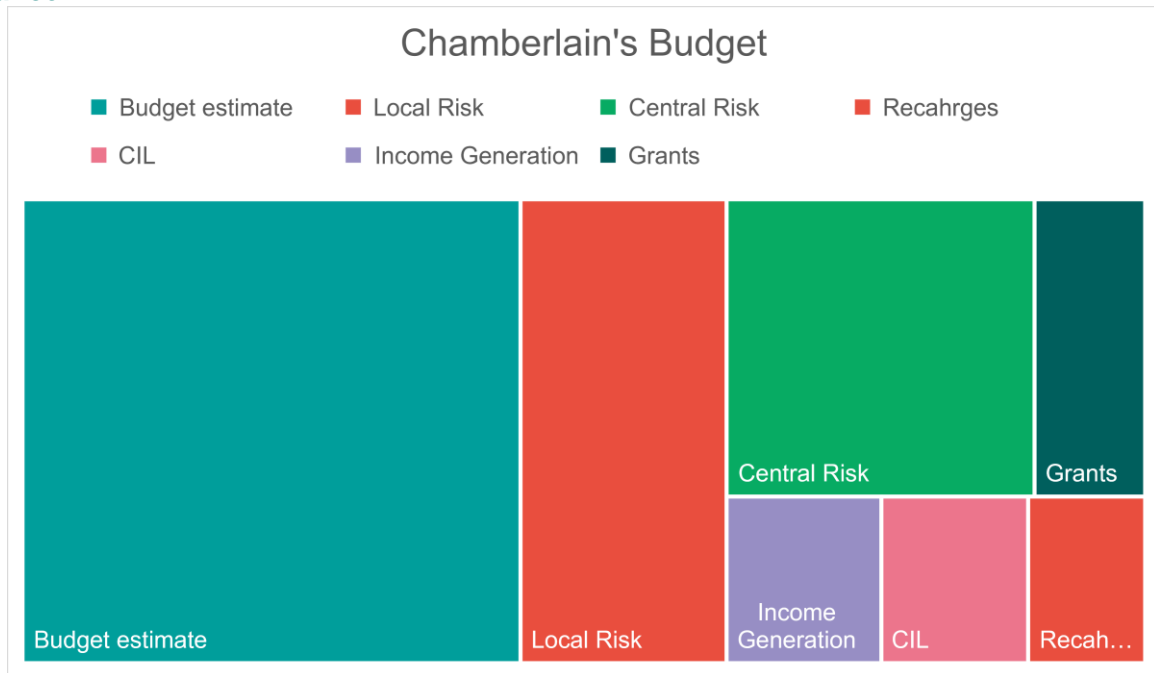
1. Enhance Communication and Transparency.
2. Foster a Positive Work Environment.
3. Support Professional Development.
4. Enhance Diversity and Inclusion Efforts.

Equity, Equality, Diversity and Inclusion

Our EEDI action plan focuses on the following:

1. 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.
2. Raise awareness of ED&I good practice, responsibilities, and corporate initiatives across the department.
3. Support the Corporation to identify, analyse review and monitor key data sets to introduce strategies to address barriers for underrepresented groups as part of our overall Workforce Strategy.
4. Establishment of a cross-Corporation "Women in Tech" group, bringing together women working in technology across the wider City of London Corporation – including our Institutions.

Finance



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<b>Priorities and plans being considered in the medium term</b>			
<b>What Medium Term action is required? (e.g. New legislation, services, projects, automation)</b>	<b>When? 2026/27</b>	<b>When? 2027/28</b>	<b>Is this Funded or Unfunded?</b>
ERP go live	<b>Q2 2026</b>		<b>Funded</b>
Establish a Commercial Steering Group	<b>Q4 2027</b>		<b>Funded</b>
Advertising income project	<b>Q4 2027</b>		<b>Funded</b>
Commercialisation of the Lord Mayor's Show			<b>Funded</b>

<b>Risks</b>		<b>Health &amp; Safety</b> 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.
<b>Risk Title</b>	<b>Score</b>	
CR35 Unsustainable Medium Term Finances - City Fund	12	
CR38 Unsustainable Medium Term Finances - City's Estate	16	
CR33 Major Capital Schemes	12	
CR16 Information Security	24	
CR29 Information Management	12	
CR40 PSTN Switch Off 2027	16	
CHB 002 Housing Revenue Account Financials	16	

**Operational Property**

All operational properties have been assessed as utilised, part utilised, or not utilised, and confirmation has been provided to the City Surveyor's Department.  
**Yes**

