

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: <ul style="list-style-type: none"> • delivers Corporate Plan 2024-29 outcomes • provides statutory duties • provides business enabling functions 	All outcomes, with a focus on <i>Providing Excellent Services</i> .
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.

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