

CHAMBERLAIN'S DEPARTMENT 2026 - 2029 BUSINESS PLAN

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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.



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- **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
<p>1. Operational Excellence</p> <p>Finance Improvement & Transformation Strategy</p> <ul style="list-style-type: none"> 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* <p>Financial Shared Services Quality Improvement Strategy</p> <ul style="list-style-type: none"> 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)* <p>World Class Internal Audit</p> <ul style="list-style-type: none"> 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))* <p>Commercial Improvement</p> <ul style="list-style-type: none"> 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* <p>Mobilising the City's Investment Strategies</p> <ul style="list-style-type: none"> Providing financial stewardship whilst upholding the principles of the fund specific investment strategy 	<p>25% of financial services processes mapped each quarter (Target: cumulative 100% for 2026/27)</p> <p>Provide support by making 150 awards (per quarter) (Benefits Support) (Target: cumulative awards 600 for 2026/27, 2027/28, 2028/29)</p> <p>Sustaining Internal Audit delivery capability at 250 days per quarter (Target: cumulative 1000 for 2026/27, 2027/28, 2028/29)</p> <p>95% positive feedback from clients (Target: quarterly score of 4/5 on overall satisfaction)</p> <p>25% of procurement processes mapped each quarter (Target: cumulative 100% for 2026/27)</p>



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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

- 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**)

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*

All workstreams listed currently have funding confirmed.

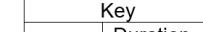
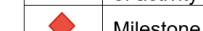


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Operational Excellence: Our timeline planner of priority workstream activities and milestones

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

 	Quarter 1 2026/27			Quarter 2 2026/27			Quarter 3 2026/27			Quarter 4 2026/27			2027/28 and beyond					
	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	2027/2028	2028/2029	2029/2030	2030/2031		
Operational Excellence																		

- 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

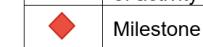


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Future Ready: Our timeline planner of priority workstream activities and milestones

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

 	Quarter 1 2026/27			Quarter 2 2026/27			Quarter 3 2026/27			Quarter 4 2026/27			2027/28 and beyond			
	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	2027/2028	2028/2029	2029/2030	2030/2031
Future Ready - Digital by Design							1			2		3	4			

- 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`

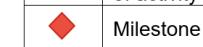


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Entrepreneurial Spirit: Our timeline planner of priority workstream activities and milestones

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

 	Quarter 1 2026/27			Quarter 2 2026/27			Quarter 3 2026/27			Quarter 4 2026/27			2027/28 and beyond			
	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	2027/2028	2028/2029	2029/2030	2030/2031
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.



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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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