



Chamberlain's Department

Business Plan 2014 – 2015

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Annex 1 Chamberlains Department: Summary Business Plan 2014-2015

Introduction

The City Corporation faces a continuous financial challenge as we work towards further budget and efficiency targets; 2014/15 will see a whole range of proposals put forward as part of the Service Based Review which will see the City Corporation return to a balanced budget position for 2017/18. Reduced government funding available to the City Corporation is a key risk to the organisation; delivering the financial strategy will therefore continue to dominate our core activities as a department.

During the year we will consolidate further the operating models delivered by City of London Procurement Service (CLPS) and the IS partnership with Agilisys securing ongoing efficiency savings for the organisation. While the two strategic reviews that gave rise to these services are broadly complete, capitalising on these major projects is a priority.

Our previous business plan introduced the review of our financial information system, CBIS, and the implementation of an Enterprise Resource Planning (ERP) solution. This project is now underway and will conclude later this year. This is a great example of collaborative working across the organisation and is set to enable the delivery of significant process efficiencies, enhanced functionality and better working practices.

As in previous years, the success of our services depends on our people; a recurring theme in all our work is to ensure that, as far as possible, all people within the department are fully motivated and skilled to perform at the best of their ability. Not only this, but through greater partnership and collaboration we are actively seeking to develop competencies within the wider organisation to ensure that we continue to deliver efficient and effective services.

Please take the time to read through the business plan for the department. If you have any comments, please let me know.

Dr Peter Kane
Chamberlain

Vision and Mission

Vision

Delivering appropriate and responsive services to the City of London Corporation and all other customers to assist and support them in achieving their aims and aspirations

Mission

To work in partnership to provide innovative, high value financial, procurement and information services

Strategic Aims of the Department

Our departmental strategic aims cover four broad categories, Finance, Value, Change and People:

Finance

Sustain and enhance the City's Financial Resources so as to ensure that they are sufficient to meet its strategic objectives and future service requirements.

Value

Adopt a partnership approach in everything we do to ensure that all our services are delivered, first and foremost, with the needs of our customers in mind.

Transformation

Implement appropriate and innovative technology and business processes to support our customers in the delivery of more efficient and more effective services.

People

Support and develop our staff to ensure that each person achieves their full potential.

Key Themes

Finance

The Chamberlain's department leads on the delivery of medium and long term financial planning; a core function of our department is to facilitate effective financial management. With the changes delivered by the Strategic Finance Review, we have a more embedded level of involvement in the financial management of departments and services. This has given us greater understanding of the needs and cost drivers of our partners.

This understanding is vital in ensuring that the City of London Corporation's budget aligns more closely to service priorities, as will be borne out by the service based review, and in assisting departments to develop a package of realistic and achievable saving proposals.

Value

In order to deliver the very best solutions for our partners we must, again, understand fully their requirements. It is important to remember, however, that we operate in an environment with multiple stakeholders and must align the needs of the organisation as a whole, service departments, Members, residents/ratepayers and our own department. In recognition of our diverse range of services, our customer engagement is largely devolved to service level, this includes undertaking regular customer surveys.

Our aim is, through focussing on the effectiveness of operations, to deliver the best possible service at the appropriate cost. A key example of this is the implementation of the Oracle Enterprise Resource Planning (ERP) solution, which will deliver long term process efficiencies and other business benefits.

Similarly, as the legacy of the IS Review matures, we will see the delivery of demonstrably better value from our use of technology.

Transformation

As a workforce, the Chamberlain's department is open to and accepting of change. We must continue to move our focus of effort from a reactive response to change to a proactive exploration of new ways of working to ensure that we provide appropriately innovative business solutions to our partners. Business partnering skills and an appropriate attitude toward change are vital to our success in this.

The IS Strategy places the Department at the forefront in supporting Corporate transformation; a framework will be introduced this summer to ensure that IS led projects are fully costed, including realistic savings proposals, in a consistent format.

People

Our service offering cannot exist without our people. As a department, we make considerable investment in our technical skills development, although to deliver our future aspirations, this must extend to a wider skill set; partnership, change management, innovation, agility to name but a few.

We will continue our efforts to bring together our staff to form a cohesive unit – one Chamberlain’s Department.

Building Engagement

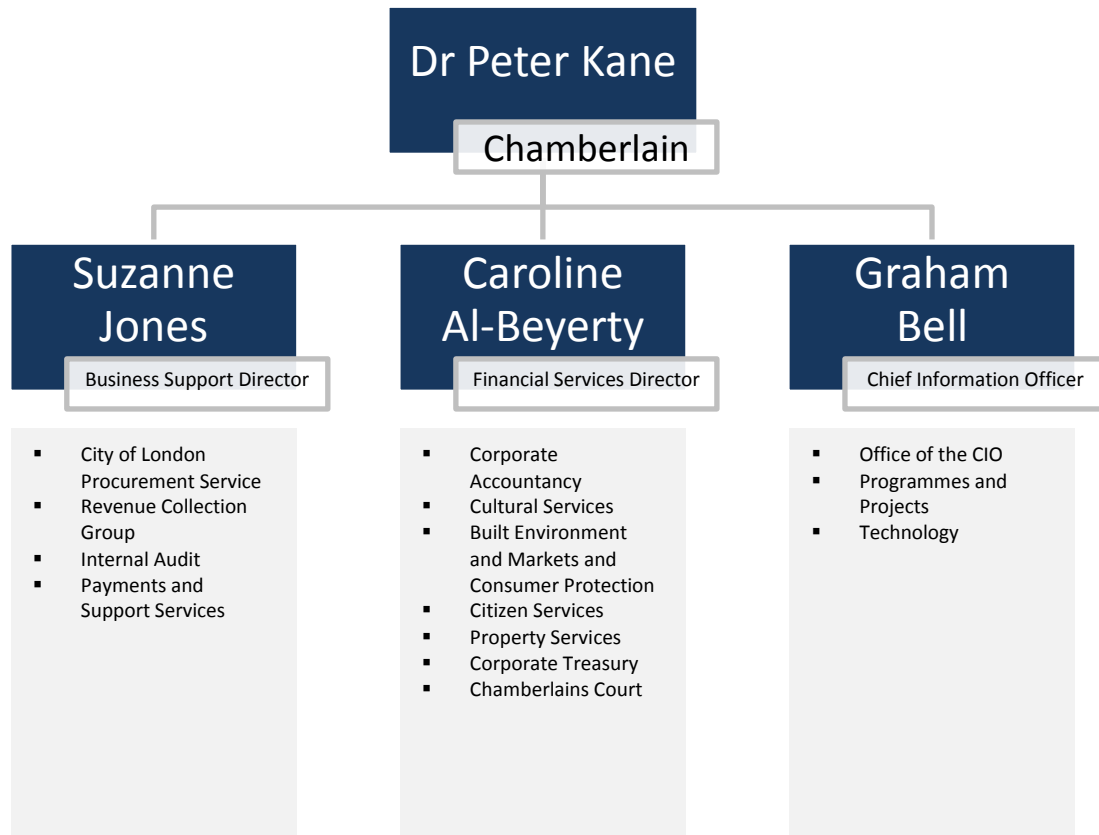
In developing engagement within the department and also with our partners and customers, we must evaluate the effectiveness of our communications to ensure that we communicate in the manner most appropriate. To this end, we will review continuously our communication strategy, exploring and responding to the needs of our customers accordingly and developing the use of existing and new tools such as the internet, intranet, email, social media, telephone and face to face contact and written correspondence.

Major Projects

The Chamberlain takes a lead role in a number of corporate projects including the following (at varying stages of maturity):

- Service Based Review – Identifying a range of savings and income generating proposals across the Corporation for consideration by Members and implementing a savings plan with appropriate consultations.
- Oracle Enterprise Resource Planning (ERP) System – Securing optimal process efficiency through consolidating and aligning business systems
- Re-internalising the Revenues Service – Creating an efficient and effective in-house service
- Police IS– Delivering the strategic review of the current IS provision and implementing a new operating model.
- Police Accommodation– Rationalising and optimising best use of existing Police accommodation.
- IS Service Review – Delivering better value for money from IS provision through the strategic partnership with Agilisys, achieving ongoing annual efficiency savings of £1.5m over the lifetime of the contract.
- PP2P – Consolidation of the strategic review and successful deployment of the CLPS, delivering annual savings of £7m.

Organisation Chart



Key Performance Indicators for 2014/15

Finance	Transformation
<p>F1. Support the City Corporation in delivering the Service Based Review and a balanced budget for 2017/18, identifying savings of at least £13m on City Fund and £7m on City's Cash, in accordance with the following timescale:</p> <ul style="list-style-type: none"> ▪ Initial Proposals submitted to Resource Allocation Sub-Committee by June 2014 ▪ Agreement of Proposals Policy and Resources September 2014 ▪ Court of Common Council approval to proceed by March 2015 <p>F2. Identify within the Chamberlain's Department a robust programme of efficiency savings, contributing to the overall Corporate target.</p> <ul style="list-style-type: none"> ▪ Submission of Chamberlain's proposals to the SBR Star Chamber 9th April 2014 <p>F3. Produce and publish unqualified financial statements for:</p> <ul style="list-style-type: none"> ▪ the City Fund and Pension Fund in accordance with statutory deadlines; and ▪ all other financial statements by 30 September 	<p>T1. Successfully deliver the Oracle ERP project with the new system live on 1st December 2014.</p> <p>T2. Completion of the internalisation of the Revenues Service, with the new structure fully operational by 4th October 2014.</p> <p>T3. Submission of clearly defined and quantified business benefits for the full range of IS led transformation projects by 31st August 2014. (In accordance with the IS Strategy)</p> <p>T4. Successful completion of the strategic review of the City Police IS provision in accordance with the following timescale:</p> <ul style="list-style-type: none"> ▪ Operational model designed and agreed with Senior Management, resulting in a commercial proposal May 2014 ▪ Police Committee and IS Sub-Committee approval June 2014 ▪ Finance Committee approval July 2014 ▪ New service operational by January 2015 <p>T5. Progression of the Police Accommodation review:</p> <ul style="list-style-type: none"> ▪ Guildhall Yard East main refurbishment works June – Oct 2014 ▪ Police Mobilisation Works Oct – Dec 2014 ▪ Police Occupation of Guildhall Yard East Jan – March 2015
Value	People
<p>V1. Conclude the PP2P review with recruitment to the refocused CLPS structure completed by September 2014.</p> <p>V2. Delivery of annual savings of £7m as a result of successful operation of the CLPS.</p> <p>V3. Delivery of the 7 Mandatory Improvement Projects in partnership with Agilisys, creating the platform for future revenue savings.</p> <p>V4. 90% delivery of the Annual Internal Audit plan by 31st March 2015.</p> <p>V5. Full transition to e-invoicing for Chamberlain's Department, with 100% of invoices received electronically by the department 31st March 2015.</p>	<p>P1. To have in place by 1st October 2014 a robust workforce plan and for this plan to be implemented from that date.</p> <p>P2. To undertake an annual staff survey.</p> <p>P3. To provide an environment where all Chamberlain's staff feel that they have the opportunity to achieve their full potential. This will be supported through the delivery of a range of structured in-house training and continued support of an extensive programme of professional training.</p>

Key Risks in 2014/15

Ref	Risk Details	Gross Risk		Risk Owner/ Lead Officer	Existing Controls	Net Risk			Planned Action	Control Evaluation/ Owner
		Likelihood	Impact			Likelihood	Impact	Risk Status & Direction		
CHB12	Failure to deliver required efficiencies and future revenue savings as part of the major project to upgrade CBIS to Oracle R12 and the implementation of an Enterprise Resource Planning (ERP) system, consolidating other key systems and processes as appropriate.	4	5	Peter Kane	Project governance operating (Steering Group and Project Board), project underway with experienced implementation partner.	2	3	A↔	Continued application of project governance. Rigorous stakeholder engagement. Further work with implementation partner to design and build ERP system.	G Milan Gudka
CHB19	Business Rates; legislative changes, Valuation Office Amendments leading to increased number of appeals and potential City Corporation liability for bad debt resulting from any incorrect refunds that may be processed.	3	4	Carla-Maria Heath	Monitoring outcomes of valuation test cases. Plan in place to manage peaks in workload.	3	2	A↓	Continued monitoring.	G Carla-Maria Heath

Ref	Risk Details	Gross Risk		Risk Owner/ Lead Officer	Existing Controls	Net Risk			Planned Action	Control Evaluation/ Owner
		Likelihood	Impact			Likelihood	Impact	Risk Status & Direction		
CHB23	Inability to deliver a “business as usual” service because of the backlog of accounts payable invoices for processing, resulting in poor performance in the timely and accurate payment of invoices and leading to reputational damage (externally with suppliers and internally with departments) and financial loss to the City Corporation.	5	4	Nick Haslock	Proactive performance management in place. Increased quality review and use of peer to peer review Weekend working offered to high performing team members	2	4	A↓	Continuation of existing control. Increased engagement with departments and suppliers to improve end to end process compliance	G Nick Haslock
CHB24	Reverse transition of partnership with Accenture results in alteration of the current programme of CLPS activity, leading to further disruption to business as usual.	3	4	Peter Kane/ Suzanne Jones	Reverse transition plan in place. Milestones in place for City and Accenture teams.	3	4	A↔	Regular programme monitoring, engagement with departments. Recruitment to key posts. Update reports to be provided to Committee.	A Suzanne Jones
CHB25	Disruption to business as usual billing and income collection service as a result of the “in-sourcing” of the Revenues contract (currently with Liberata).	5	4	Suzanne Jones	Monthly service review in place. Blackout/change freeze in place for annual billing cycle.	4	2	A↔	Regular progress review and update reports.	G Carla-Maria Heath

Ref	Risk Details	Gross Risk		Risk Owner/ Lead Officer	Existing Controls	Net Risk			Planned Action	Control Evaluation/ Owner
		Likelihood	Impact			Likelihood	Impact	Risk Status & Direction		
CHB26	Increased cost of maintaining connection to the Public Service Network (PSN) or possible disconnection in the event of non-compliance, arising as a result of increasingly demanding requirements.	4	4	Chris Anderson	Separate network enclave created, allowing access to the PSN other than via the Corporate network.	2	4	A↓	Compliance submission due to Cabinet Office in January 2014. Reviewing requirements to make the entire City Corporation Network PCN Compliant in 2014.	A Chris Anderson
CHB27	Remote Access - Citrix Access Gateway 4.6.3 is no longer under support from Citrix. No security or other fixes are available. No support for IE 9 onwards. There is a single point of failure at DR	4	3	Graham Bell	Juniper MAG implementation will remove this risk; a programme of work is in place to implement this as a replacement of Citrix.	4	3	A↔	Acceleration of the MAG implementation. This risk will be removed following implementation.	G Eugene O'Driscoll
CR14	Likely reductions in future spending rounds will reduce grant income for the City Corporation resulting in the Corporation being unable to maintain a balanced budget and maintain healthy reserves in City Fund significantly impacting on service delivery levels.	5	4	Peter Kane	Service based review in progress. Review of operational assets in progress Robust financial planning. Scrutiny by the Efficiency Board and Efficiency and Performance Sub-Committee.	5	4	R↑	Development of package of saving proposals for consideration by Resource Allocation Sub Committee Development and implementation of savings programme by 2016/17	R Caroline Al-Beyerty

Ref	Risk Details	Gross Risk		Risk Owner/ Lead Officer	Existing Controls	Net Risk			Planned Action	Control Evaluation/ Owner
		Likelihood	Impact			Likelihood	Impact	Risk Status & Direction		
CR16	Loss or mishandling of personal or commercial information could result in harm to individuals, a breach of legislation such as the Data Protection Act 1988 which incurs a monetary penalty of up to £500,000. Breaches can also incur compliance enforcement action, corruption of data and significant reputational damage.	5	3	Peter Kane	<p>Central monitoring & guidance with nominated senior officer responsibility and Access to Information Network (departmental reps)</p> <p>Mandatory training for all staff plus programme of briefings</p> <p>Awareness emails sent biannually to all staff</p> <p>Appointment of a Technical Solutions Officer (IS Division)</p>	3	3	A ↔	Review and refresh existing policy around cybersecurity and technology infrastructure risk in partnership with Agilisys the IS strategic partner to the City.	A Graham Bell

KEY	1	2	3	4	5	Control Evaluation:
Likelihood	Rare	Unlikely	Possible	Likely	Almost Certain	R: Existing controls are not satisfactory
Impact	Insignificant	Minor	Moderate	Major	Catastrophic	A: Existing controls require improvement/Mitigating controls identified but not yet implemented fully
*Direction relates to change in assessment since last review (up/down/no change)						G: Robust mitigating controls are in place with positive assurance as to their effectiveness

Note:

Due consideration has been given to health and safety risk in accordance with the Corporate Safety Management System, the Chamberlain’s department is considered low risk from this perspective. The small number of health and safety risks that are present for the department are not significantly material to be included on our departmental schedule of key risks.

Objectives and Key Deliverables

Objective:	Supporting the City of London in balancing and managing the budget.		
Corporate Plan:	KPP2: Seeking to maintain the quality of our public services whilst reducing our expenditure and improving our efficiency	Rationale	Facilitating effective financial management across the City Corporation and delivering a budget that matches key priorities. The Chamberlain’s department has a key role to play as “honest broker”, setting the tone for the organisation and taking the lead on medium and long term financial planning.
Key Theme:	Finance		
Desired Outcome	Actions/Milestones	Responsibility	Target Date
Budget Holders have the requisite skills and tools to fulfil their role effectively	<ul style="list-style-type: none"> Budget holders have clear and effective management information/reports from CBIS, measured by a Budget Holder Survey (Review of CBIS System and reporting functionality) 	Financial Services Division & Oracle Support Team	31/03/2015
Business partnership between budget holders and Chamberlain’s Department fully developed	<ul style="list-style-type: none"> Budget holders recognise and understand their role, measured by Budget Holder survey and engagement between the business and Business Partner network. 	Financial Services Division	On-going
Full reliance placed on the financial information provided from CBIS	<ul style="list-style-type: none"> Understandable transactional information, meeting the requirements of its users. 	ERP Project Team	01/12/2014
Budget/resources aligned to service and corporate priority	<ul style="list-style-type: none"> Deliver the Service Based Review with Town Clerk’s department, realigning budget to reflect strategic priorities 	Financial Services Division	30/09/2014 (and beyond)

Objective:	Improve the value of our service operations		
Corporate Plan:	KPP2: Seeking to maintain the quality of our public services whilst reducing our expenditure and improving our efficiency	Rationale Chamberlain's department has lead on three strategic reviews, centralising resources and primary functions with IS, Finance and Procurement, there is need to consolidate this position and determine how we now capitalise on this and deliver the intended business benefits.	
Key Theme:	Value		
Desired Outcome	Actions/Milestones	Responsibility	Target Date
Improved understanding of our customer needs and their perception of the services that we provide	<ul style="list-style-type: none"> Undertake an assessment of the merits/feasibility of the introduction of consistent SLAs, with a view to establishing clear expectations and deliverables from the department. 	Senior Management Team	31/03/2015
Enhanced relationships with our internal customers, to better support them in their service delivery	<ul style="list-style-type: none"> Continued expansion of a consistent business partnering approach across Chamberlain's Department. 	All Divisions	31/03/2015
Improved communication within the department and with customers and partners.	<ul style="list-style-type: none"> Develop a departmental Communication Strategy. Delivery of a programme of departmental events. 	Business Support Division	15/12/2014
		Departmental Training Group	31/03/2015
Consolidate and capitalise on our strategic reviews (Finance, IS and Procurement)	<ul style="list-style-type: none"> Transfer of skills/expertise from strategic partners to CoL staff 	All Divisions	On-going
Better value from the use of technology by successful delivery of the IS Strategy	<ul style="list-style-type: none"> Consolidated approach to managing and implementing technology through central coordination and greater strategic oversight of the range of technology projects. 	Chief Information Officer	On-going

Objective:	Support the change agenda (both corporate and customer driven as well as within our own department)		
Corporate Plan:	KPP2: Seeking to maintain the quality of our public services whilst reducing our expenditure and improving our efficiency	Rationale To fulfil the strategic aims of the department, our approach to change management must be consistently proactive rather than reactive. Chamberlain’s department is perfectly positioned to act as a corporate enabler for change. Skills development is key to this objective, as addressed within our “people” theme.	
Key Theme:	Transformation		
Desired Outcome	Actions/Milestones	Responsibility	Target Date
Improved understanding of customer needs and the ability to provide innovative solutions to address these	<ul style="list-style-type: none"> Continued expansion of the business partner network, ensuring regular feedback is incorporated into operational planning 	All Divisions	31/03/2015
Greater degree of self-service across a range of service operations, resulting in improved customer experience and lower cost of delivery	<ul style="list-style-type: none"> Identification of potential areas for self-service Scoping and pilot testing of self-service offering Roll out of self-service 	All Divisions TBA TBA	01/12/2014 31/03/2015 01/04/2015
Work style and technology available supports innovation and modern working practices	<ul style="list-style-type: none"> Development of an agreed set of technology projects to enable the implementation of modern working practices (such as electronic document management, deployment of alternate devices) 	IS Division/All Divisions	31/03/2015
	<ul style="list-style-type: none"> Extension of use of mobile technology and remote working 	All Divisions	On-Going

Objective:	Supporting and developing our people		
Corporate Plan:	KPP2: Seeking to maintain the quality of our public services whilst reducing our expenditure and improving our efficiency	Rationale The Chamberlain's department must build on its excellent track record for technical skills development to ensure that our people are equally adept to thrive in an environment of greater change and to support our partners in the delivery of innovative and effective services.	
Key Theme:	People		
Desired Outcome	Actions/Milestones	Responsibility	Target Date
Each member of staff has training needs identified and delivered	<ul style="list-style-type: none"> ▪ Individual appraisal documentation has a relevant training plan captured ▪ Team training plans are produced ▪ All training identified at start of year is delivered according to identified need 	<p>All staff</p> <p>Team Leaders Management/All staff</p>	<p>01/05/2014</p> <p>01/06/2014 31/03/2015</p>
Staff have opportunities to gain updated knowledge and skills on relevant issues	<ul style="list-style-type: none"> ▪ Deliver a programme of / forum for structured CPD and cascade or sharing of technical or other relevant developments 	Departmental Training Committee	On-going
More proactive individual ownership of personal and professional development	<ul style="list-style-type: none"> ▪ Line managers actively promote opportunities for training and development and encourage attendance at departmental training events ▪ Increased attendance at departmental training events 	<p>Management</p> <p>All staff</p>	<p>On-going</p> <p>As per events</p>
Improved individual knowledge and understanding of the department and its various functions	<ul style="list-style-type: none"> ▪ Continue to deliver a programme of activity to raise awareness of the roles and functions of the department and the wider Corporation 	Departmental Training Committee/All staff	31/03/2015

Annex 1 Chamberlain's Department: Summary Business Plan 2014/15

Our **Strategic Aims** are to:

1. Sustain and enhance the City's Financial Resources.
2. Adopt a partnership approach in everything we do.
3. Implement appropriate and innovative technology, business processes.
4. Support and develop our staff to ensure that each person achieves their full potential.

Our **Vision / Key Objectives** are:

Delivering appropriate and responsive services to the City of London Corporation and all other customers to assist and support them in achieving their aims and aspirations.

1. Supporting the City of London in balancing and managing the budget.
2. Improve the value of our service operations.
3. Support the change agenda.
4. Supporting and developing our people.

Our **Staffing** is made up of:

Gender	Age Range	City of London Service	Note on Staffing
<ul style="list-style-type: none">▪ Male 54% (↓)▪ Female 46% (↑)	<ul style="list-style-type: none">▪ Under 20 7% (↑)▪ 21-30 20% (↑)▪ 31-40 27% (↓)▪ 41-50 27% (↓)▪ 50+ 19% (↓)	<ul style="list-style-type: none">▪ Less than 1 year 16% (↑)▪ 1-5 years 25% (↔)▪ 6-10 years 22% (↓)▪ 11-20 years 17% (↓)▪ 21 years+ 20% (↓)	<ul style="list-style-type: none">▪ Our age and gender profile is broadly in accordance with that which can be expected in a "profession" based department.▪ The increase in younger colleagues joining the department represents the expansion of our apprenticeship programme.▪ The increase in those with less than 1 year service is attributable to the IS reorganisation and creation of the CLPS (recruitment to new positions).

Annex 1 Chamberlain's Department: Summary Business Plan 2014/15

Our Financial Information:							
	2012/13 Actual	2013/14 Original Budget	2013/14 Revised Budget	2013/14 Forecast Outturn (latest)		2014/15 Original Budget	
	£000	£000	£000	£000	%	£000	
Employees	16,248	15,851	14,908	15,606	5	14,151	
Premises	27	1	164	63	(62)	62	
Transport	13	22	20	22	10	22	
Supplies & Services	2,814	2,343	4,730	4,883	3	5,583	
Third Party Payments	1,809	1,789	1,789	1,929	8	1,767	
Transfer to Reserves	156	0	0	0	0	0	
Unidentified Savings	0	0	0	0	0	0	
Total Expenditure	21,067	20,006	21,611	22,503	4	21,585	
Total Income	(1,263)	(345)	(345)	(822)	(138)	(345)	
Total Local Risk	19,804	19,661	21,266	21,681	2	21,240	1

Notes on Financial Information:

1. The overspend is due to staffing pressures in the two areas which are going through significant change, namely the IS Division and the CLPS; additional bonus payments due to Liberata for the collection levels being achieved for rates and council tax; and unforeseen costs to comply with the Government's new, highly prescriptive, public service network security arrangements in order to be able to continue to exchange data with Government departments.