Chamberlain's Department

Business Plan 2016 – 2017

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Introduction

Welcome to the Chamberlain's Departmental Business Plan for 2016/17. It sets out the key role we will play in supporting the Corporation's mission to provide top quality services to those who live and work in the Square Mile and to support this great capital city.

It seeks to build on a very successful past 12 months, with significant improvements and exciting developments across the department. Some of the standout examples include the big step forward in our procurement activity; we have secured annual savings of £8.45m and, with the cooperation and assistance of all service departments, achieved 95% purchase order compliance through our "No PO No Pay" campaign.

We have delivered a major improvement to our IT systems, with the completion of the Oracle upgrade programme, working in collaboration with other City Corporation departments and our IT partner. In the coming year we will be taking this further as we deliver a project to realise a range of benefits from our investment in this technology. And we have brought together the City Corporation and City of London Police IT service, improving resilience and creating a platform for delivering future efficiencies.

The finances of the Corporation are in a stronger position as good progress has been made in securing efficiencies, increasing income and delivering the Service Based Review savings of over £20m through to 2018/19.

The commitment of staff across the department has been a key driver of improvement and this was reflected in the annual staff survey, which showed strong engagement, and in our customer survey, which confirmed that departments welcomed the support and professionalism of our staff. It also underlined that we need to continue to improve our communications and responsiveness - it will not always be possible to meet the full range of needs across the Corporation but we can be more transparent and open up the dialogue about how best to prioritise limited resources.

2016/17 will be another exciting and challenging year, with an increasing focus on transformation and a sharper focus on joining up our finance, technology, physical and people assets across the Corporation to make sure we realise the full benefits of change.

Chamberlain's aims to be an exemplar of the Corporation's 4Rs (Responsibility, Reliability, Relevance, and Radicalism). We need to make sure our services are reliable and resources are used responsibly but our ambitions go further - we can be relevant and radical in how we procure supplies for the Corporation and transform our IT services to underpin different ways of working. And we can exemplify the 4Ps in how we put the 4Rs into practice by doing so with Pace, Pride and Passion as well as being Professional in everything we do. We make this link in describing our aims and within our key improvement objectives on the following pages.

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

Dr Peter Kane, Chamberlain

Vision

Vision	Working to deliver value for money and responsive assurance, finance, procurement and IT services that enable the City of London Corporation and its partner organisations to achieve their aims and aspirations.

Our Strategic Aims

- to secure sound financial management
- to ensure operational excellence
- to enable transformation across the City Corporation

To secure sound financial management

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 across the City Corporation. With the introduction of the Strategic Resources Group we will now play a key role in supporting corporate oversight of responsible use of all strategic resources.

We will secure greater financial certainty for the medium term through the preparation and publication of an Efficiency Plan, which will help to ensure best value for money from our service operations. We will assist departments in developing and implementing realistic, achievable and sustainable efficiencies. We will support this further through the work of City Procurement, ensuring that we provide City Corporation departments with effective, value for money, procurement solutions. Not to mention providing independent and objective assurance and contributing to the overall improvement of the internal control environment through the work of Internal Audit.

To ensure operational excellence

A core aspect of the role of Chamberlain's department is to keep the business safe in a highly regulated environment. In order to deliver relevant and reliable services for our partners we must understand fully their requirements. We operate in an environment with multiple stakeholders striving to align the needs of: the organisation as a whole, service departments, Members, residents and ratepayers as well as those of our own department. Key priorities for the coming year include developing and supporting contract management across the organisation, improving the effectiveness of financial management through general ledger and project forecasting as well as delivering IT performance improvements.

As well as supporting our customers in achieving operational excellence in their service delivery, we will be reviewing a number of our own processes and practices as we work to develop further a culture of continuous improvement. This will be supported by an internal training programme, focussing on essential skills to support our existing professional and technical training offering.

Chamberlain's will play a key role in supporting transformation:
- Through our IT Strategy and priority programmes which will facilitate new ways of working.
- Through our procurement service, modelling sustainable approaches which add social value.
- Through providing the financial advice at the earliest stages of ideas and the resources to underpin new priorities and change.

Key Priorities for the Coming Year

Our key priorities for 2016/17 include:

- Improving underlying IT performance issues and delivering 3 major IT projects (Joint Network Refresh, End User Device Replacement, Unified Communications)
- Maintaining focus on efficiency over the current funding period and beyond.
- Pursuing the responsible procurement agenda and further adoption of smarter, more efficient procurement processes.

Functions of the Department

Our department comprises four main functions – Financial Services, Information Technology, Procurement and Internal Audit:

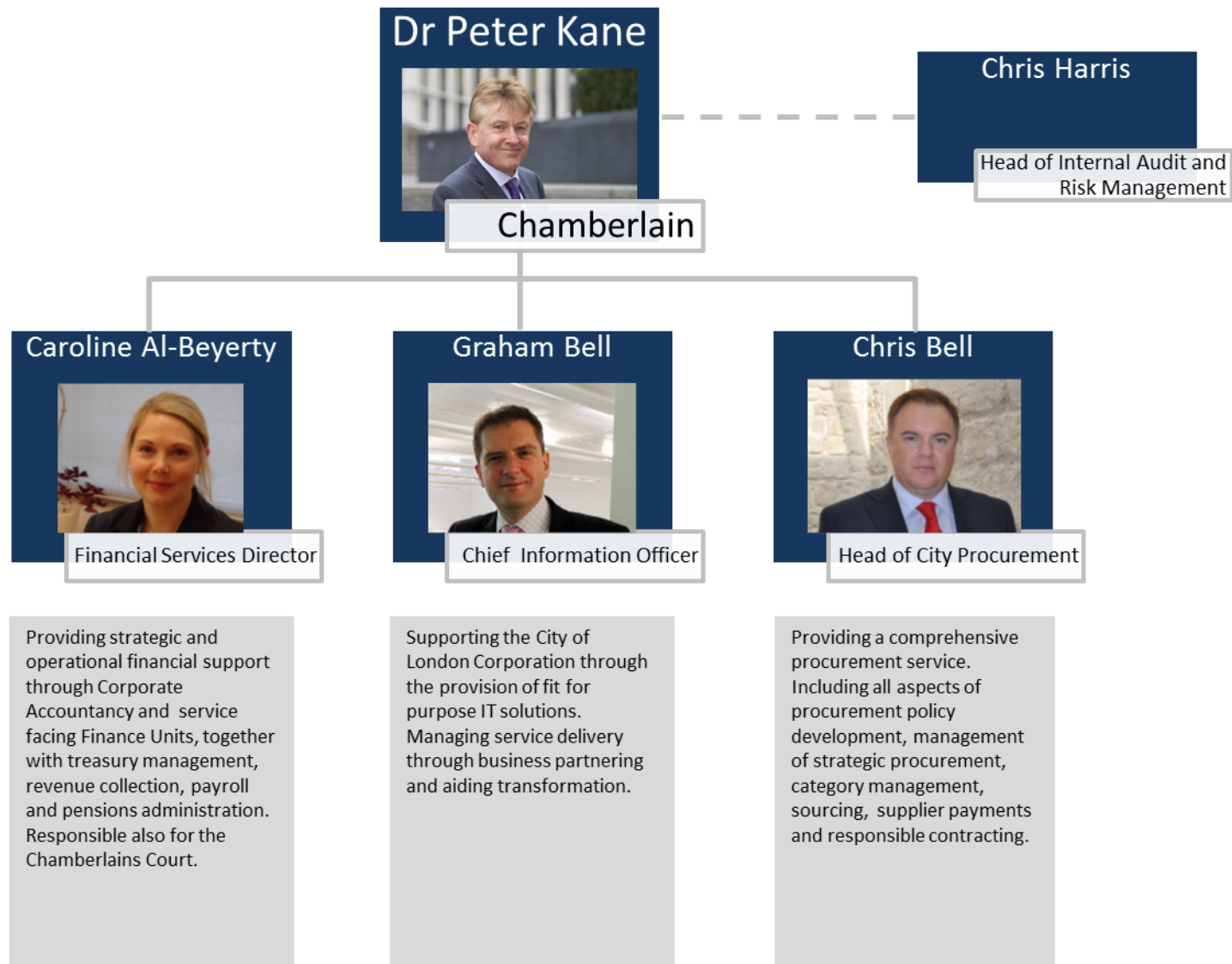|	
Financial Services	Working to sustain and enhance the City's Financial Resources so as to ensure that they are sufficient to meet its strategic objectives and future service requirements.
Information Technology	Working in partnership with Agilisys to implement appropriate and innovative technology and business processes to support our customers across the Corporation and Police in the delivery of more efficient and more effective services.
Procurement	Providing a comprehensive procurement service to the City of London Corporation, providing effective and sustainable solutions to client departments and efficient routes to market.
Internal Audit	Providing independent assurance, maintaining the City Corporation's risk management framework and providing counter fraud services.

A top level organisation chart follows.

Organisation Chart

Dr Peter Kane

Chamberlain

Chris Harris

Head of Internal Audit and Risk Management

Caroline Al-Beyerty

Financial Services Director

Providing strategic and operational financial support through Corporate Accountancy and service facing Finance Units, together with treasury management, revenue collection, payroll and pensions administration. Responsible also for the Chamberlains Court.

Graham Bell

Chief Information Officer

Supporting the City of London Corporation through the provision of fit for purpose IT solutions. Managing service delivery through business partnering and aiding transformation.

Chris Bell

Head of City Procurement

Providing a comprehensive procurement service. Including all aspects of procurement policy development, management of strategic procurement, category management, sourcing, supplier payments and responsible contracting.

Key Performance Indicators

Chamberlain's Department Performance Scorecard							
				Quarterly update			
	Measure	**2015/16 performance**	**2016/17 target**	Qtr 1	Qtr 2	Qtr 3	Qtr 4
Accounts Payable invoice turnaround (30 day)	% paid	96%	97%				
Accounts Payable invoice turnaround for SME (10 day)	% paid	86%	88%				
% of Invoices Received Electronically by the AP team	Percentage – Year end compliance	Profile:		88%	91%	94%	97%
		84%	97%				
Annual Procurement Savings	Savings achieved	£8.45m	£8.25m	Target and profile to be agreed following approval of the 2016/17 procurement work programme			
Commercial rent collection rates	% collected	97%	98%				
Business Rates collection rates	% collected (cumulative)		99.75%				
IT service availability (lowest score on IT range of KPIs)	Percentage	TBC	99.89%				
Internal Audit Performance	Audit Plan delivery (%)	90%	95%				
Publication of City Fund Accounts within Statutory Deadline				**Status:**			
Delivery of a balanced budget and Medium Term Financial Plan for City Fund, approved by Court of Common Council by 31 March				**Status:**			
Effective financial management: Expenditure against Departmental Local Risk Budgets within ±5%				**Status:**			
Provide a high quality service to our customers measured through our annual customer survey Benchmark Score				2015/16 7.15		Target 7.5	
Increased staff engagement, measured by percentage of positive responses to Staff Survey Q5: "I understand how my work helps the Chamberlain's Department to achieve its objectives"				2015/16 89%		Target 92%	

Key Improvement Objectives

<table>
<tr>
<td colspan="6">Sound Financial Management</td>
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<tr>
<td>Priority and rationale</td>
<td colspan="5">Facilitating effective financial management across the City Corporation and delivering a balanced budget. 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.</td>
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Measure of Success	Actions / Milestones	Target Date	Responsibility	Resources
Implementation of Income Generation Review proposals	▪ Maintain oversight of programme implementation ▪ Harmonise approach for setting fees and charges ▪ Support implementation of commercial proposals	On-going 31/03/2017 As required	Chamberlain	Chamberlain Head of Finance (BE&MCP) Head of Finance Projects

Unqualified and timely sign off of Accounts	▪ First draft of Local Authority Accounts
	▪ Reporting a fair/final draft of Local Authority accounts to Audit and Risk Management Committee
	▪ Completion of Local Authority Accounts audit and publication of Accounts
	▪ Reporting all remaining financial statements to:
	  – Audit Panel
	  – Finance Committee
		30/06/2016
		18/07/2016
		
		30/09/2016
		
		Oct 2016
		15/11/2016
			Financial Services Division	All Finance Units
				Corporate Accountancy
				Financial Services Director
				Corporate Accountancy

Measure of Success	Actions / Milestones	Target Date	Responsibility	Resources
Preparation and submission of an Efficiency Plan, securing certainty in relation to DCLG funding over the medium term.	▪ Outline and basis for Efficiency Plan submitted to Summit Group. ▪ Efficiency Plan approved	April 2016 Autumn 2016	Financial Services Division	Head of Finance Projects
Oracle benefits realisation – programme of activity to be defined and delivered to secure sustainable benefits from the Oracle system	▪ Define scope and deliverables for benefits realisation project. ▪ Implementation of system future roadmap and associated governance.	30/04/2016 01/04/2016	Financial Services Director Financial Services Director	Matt Lock Oracle Board
Better decision making through improved management information (seeking to optimise the use of OBI)	▪ Identify and deliver pilot for enhanced management information dashboards, including business case to support wider deployment ▪ Milestones and key deliverables to be determined, specifically to enhance the use of Oracle Business Intelligence.	30/05/2016 30/06/2016	Financial Services Division	Oracle Support Team
Improved Budgetary Control through the launch of General Ledger (GL) Profiling & Forecasting	▪ GL profiling tool available for use ▪ All budgets to be profiled in CBIS ▪ Pilots to continue for forecasting ▪ Training/coaching provided to Budget Managers ▪ Go live with forecasting ▪ Monitoring completion of forecasting, validating and raising any issues with budget managers	01/06/2016 31/05/2016 31/08/2016 15/05/2016 30/09/2016 Monthly	Financial Services Division	Julie Smith/Jenny Pitcairn All Finance Business Partners

Operational Excellence

Priority and rationale	Ensuring operational excellence within our own departmental operations and, through the services we deliver, assisting our customers in optimising their operations.

Measure of Success	Actions / Milestones	Target Date	Responsibility	Resources

Consistently high customer service across the department's service operations	▪ Continued development and deployment of a departmental Customer Charter, setting consistent and clear expectations:
	  – Publicise within the department
	  – Awareness and training (mandatory)
	  – Implementation in all service areas
	▪ Timely, constructive communication with customers
		
		31/07/2016
		31/10/2016
		01/11/2016
		Ongoing
			Senior Leadership Team
			
			SLT
			Mark Jarvis
			Directors
			All
				Support Services Team

Improved IT performance, as measured through the IT KPIs.	▪ Progression of 3 Priority Programmes:
	  – Joint Network Refresh
	  – End User Device Replacement
	  – Unified Communications
	▪ Implementation of a continual service improvement programme in partnership with Agilisys
		31/03/2017	IT Division	IT Division/Agilisys

Adoption of e-billing for accounts receivable and tax, reducing the cost of print and invoice distribution, increased process efficiency and customer satisfaction.	▪ Establish current cost of invoice production ▪ Set target for reduction in cost/or e-bill production ▪ Define strategy to implement e-billing and formulate a plan for delivery in 2017/18	30/04/2016 30/05/2016 30/11/2016	Head of Revenues Head of Revenues Head of Exchequer Services (to be appointed)	City Revenues

Enabling Transformation

Priority and 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, without losing focus on our own departmental transformation agenda.

Measure of Success	Actions / Milestones	Target Date	Responsibility	Resources
Delivery of the Superfast City Programme, enhancing the provision of wired and wireless internet connectivity for City residents and businesses	Wired workstream ▪ Sites for 16/17 tranche identified. ▪ Agreed 16/17 Workplan delivered. Wireless workstream ▪ ISDS Issued ▪ Award of wireless concession	 30/04/2016 31/03/2017 30/04/2016 31/08/2016	IT Division	IT Division/ City Procurement/ Delivery Partner
IT Support to City Corporation and Police	▪ Engagement and support within transformation programmes – IT at the core of such activity.	ongoing	IT Division	IT Division/Agilisys
Responsible Procurement	▪ Responsible Procurement Strategy published ▪ Methodology determined for calculating Social Value ▪ Pilot for Social Value Panel devised	30/10/2016 31/12/2016 31/03/2017	City Procurement	Responsible Procurement Manager

Our Workforce

Staff Engagement

Recognising that our workforce is our greatest resource, we are keen to ensure that we have effective engagement, to this end, we continue to promote the role of our Staff Action Group. The group comprises volunteer representatives from across the department, meeting regularly to identify issues and make recommendations to SLT for their resolution. The Staff Action Group has organised and facilitated workshops at an all staff even to dig deeper into feedback received through our annual staff survey.

Key achievements of the Staff Action Group to date include:
- Establishing and publishing a quarterly departmental newsletter
- Improving integration across teams through staff events
- Improving consistency in the application of procedure across the department (e.g. the appraisal process)

Staff Action Group priorities for the year ahead will be focussed on the following themes, with the work plan for the group being informed by staff survey outcomes and feedback captured from staff events:
- Inclusion and Diversity
- Career progression
- New ways of working
- Communication

Communication

The Senior Leadership Team, supported by the Staff Action Group, will continue to develop our internal communications to ensure that this meets the expectations of colleagues as well as the operational requirements of the department, building upon the structure of our regular team updates, newsletters and both formal and informal staff events.

Through the work of the Chamberlain's Together programme we will continue to align ourselves with corporate priorities as we develop our operational policies in relation to ways of working and document retention and increased colocation of staff – particularly our IT colleagues.

Training and Development
We have a refreshed departmental training group, having oversight of professional and technical training. 2016/17 will see a shift in the priorities of this group as we widen its remit to expand across the full range of professions within our department, incorporate non-technical training and develop a skills programme. The training committee will also support the implementation of measures to support our succession planning, such as further promotion of our departmental secondment and job-swap schemes.

Diversity
Like other City of London Corporation departments, there is more that can be done to embrace the diversity of our current and future workforce. In particular; to ensure that we create a sense of community and belonging, which supports the attraction and retention of a diverse workforce. Chamberlain's, working closely with the Corporation's Equality and Diversity network, are developing a departmental plan on how to strengthen all aspects of Equality and Diversity. The plan will outline interventions and measures to deliver key objectives in the following strategic themes:
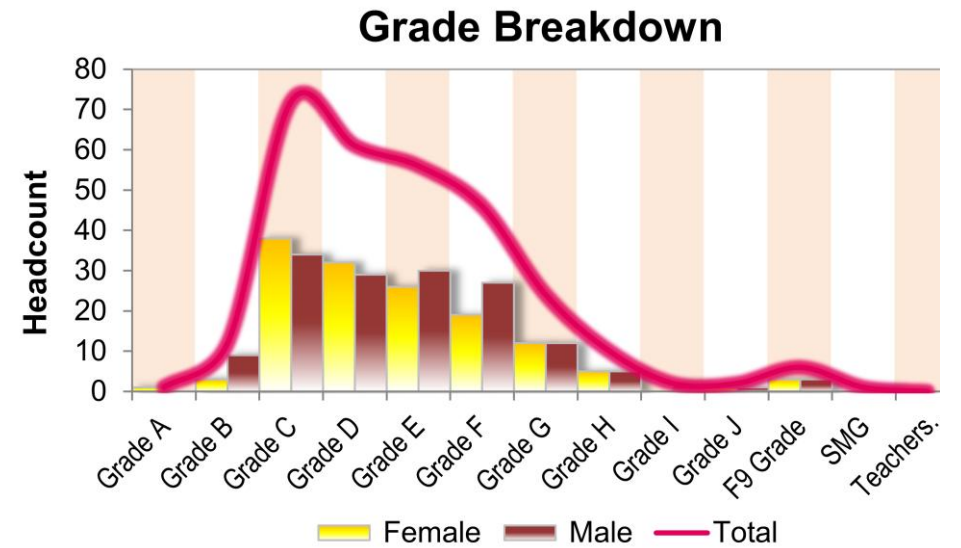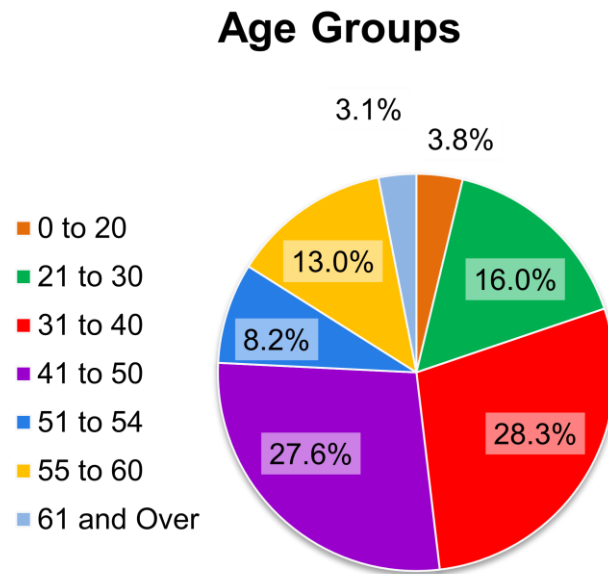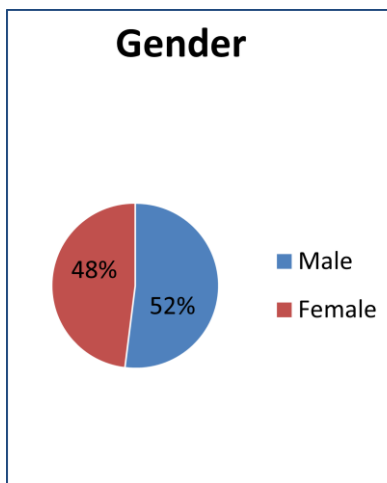
- Education and Inclusion
- Workforce Development
- Workplace Environment

The plan will be finalised early in 2016/17 by the department's designated Diversity and Equality Champions.
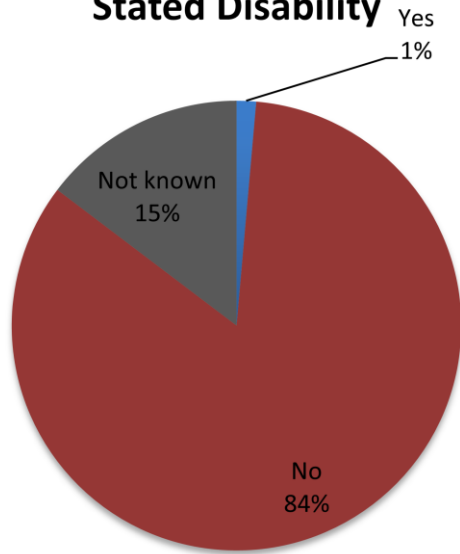
The charts on the following pages illustrate our demographics.

Our **Staffing** is made up of:

Gender	Age Range	Grade and Gender

Gender

- Male 52%
- Female 48%

Age Groups

- 0 to 20 — 3.8%
- 21 to 30 — 16.0%
- 31 to 40 — 28.3%
- 41 to 50 — 27.6%
- 51 to 54 — 8.2%
- 55 to 60 — 13.0%
- 61 and Over — 3.1%

Grade Breakdown

Female Male Total

Stated Disability

Yes 1%

Not known 15%

No 84%

Ethnic Groups

8.5%

9.9%

2.0%

10.9%

3.4%

65.2%

- ■ Asian or Asian British
- ■ Black or Black British
- ■ Mixed
- ■ Not Known
- ■ Other Ethnic Groups
- ■ White

City of London Service

- 21 years +
- 11-20 years
- 6-10 years
- 1-5 years
- Less than 1 year

Staff Turnover 2015

25
20
15
10
5
0

Number of Starters

Number of Leavers

- ■ Female
- ■ Male
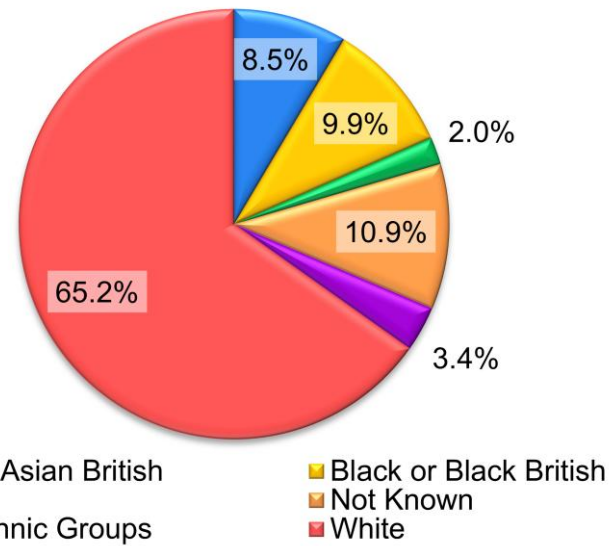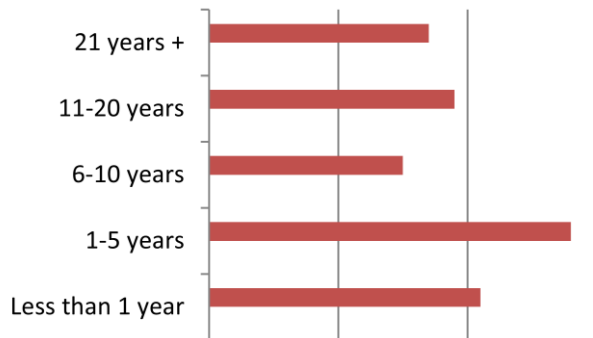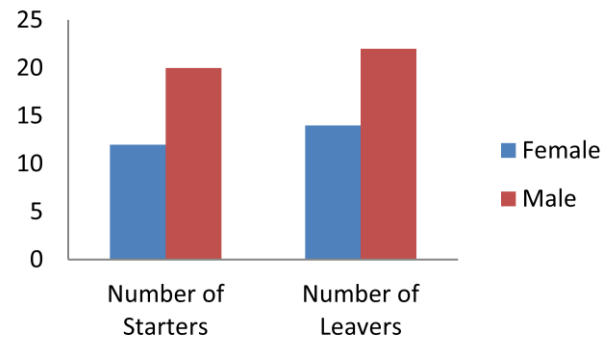
Capital Projects

Planning Ahead for Capital Projects - Please provide some very broad information about projects that may require over £50k of capital expenditure in the next five years. Add rows to the table if you need to add more projects.

Brief description of potential project	Cost	Indicative source of funding (e.g. City Fund, City's Cash, Designated Sales Pool, External)	Indicative timetable for project (please state if project must be delivered by particular date)
Implementation of new HR/Payroll system to enable process integration with financial system.	£500k (minimum)	City Fund	Strategy to be reviewed in 2016/17 to consider alignment with wider ERP considerations
Application rationalisation – Streamlining existing applications and decommissioning surplus/redundant applications		City Fund	
Unified Communications – upgrade and replacement of telephony system.		City Fund	2017

Annex 1 **Chamberlain's Department: Summary Business Plan 2016-17**

Our **Strategic Aims** are:	- to secure sound financial management - to ensure operational excellence - to enable transformation across the Corporation
Vision	Working to deliver value for money and responsive assurance, finance, procurement and IT services that enable the City of London Corporation and its partner organisations to achieve their aims and aspirations.

Our **Key Performance Indicators** are:		
Description:	**2015/16 performance**	**2016/17 target**
AP Invoice Turnaround (30 day)	96%	97%
AP Invoice Turnaround (10 day)	86%	88%
% Invoices Received Electronically by the AP Team	84%	97%
Income Collection Rates	97%	98%
Savings achieved through City Procurement Sourcing Activities	£8.45m	£8.25 (to be confirmed once work programme is agreed)
IS Service Availability	TBC	
Percentage of Internal Audit Plan Delivered	TBC%	TBC
Provide a high quality service to our customers	Benchmark score 7.1	95%
Increase staff engagement	89%	Benchmark score 7.5
		92%

Our Financial Information:

	2014/15 Actual	2015/16 Original Budget	2015/16 Revised Budget	2015/16 Forecast Outturn (latest)		2016/17 Original Budget	
	£000	£000	£000	£000	%	£000	
Employees	14,646	15,508	15,277	14,639	(4)	14,735	
Premises	40	0	0	0	-	0	
Transport	9	14	14	14	0	14	
Supplies & Services	7,415	5,354	5,706	6,072	6	6,023	
Third Party Payments	1,056	0	0	0	-	0	
Total Expenditure	23,166	20,876	20,997	20,725	(1)	20,772	
Total Income	(809)	(465)	(402)	(402)	0	(436)	
Total Local Risk	22,357	20,411	20,595	20,323	(1)	20,336	
Central Risk	9,781	8,767	10,042	10,117	1	10,619	
Total Local and Central	32,138	29,178	30,637	30,440	(1)	30,955	
Recharges	(30,042)	(28,334)	(29,607)	(29,607)	0	(29,962)	
Total Net Expenditure	2,096	844	1,030	833	(19)	993	

Notes on Financial Information:
Underspends are anticipated at year end due to vacant posts within the IT Division, offset by overspends on the managed service contract with Agilisys and additional projects being undertaken for which there is no budget available. The forecast does not include an overspend of £585k which relates to the Oracle project.

Annex 2   **Chamberlain's Department: Summary Risk Register**

The Chamberlain's Departmental Risk Register is the subject of a separate item on the April Finance Committee Agenda and so has not been included here.

Annex 3   Annual Statements of Assurance

Property Asset Utilisation

I confirm, as **Chamberlain** that the **Chamberlain's Department** is utilising its assets efficiently and effectively and that I have considered current and future requirements for service provision. Any assets that have been identified as surplus to the department's requirements have been or will be reported as required to the Corporate Asset Sub-Committee and the schedule will be annually reviewed to ensure that the use of assets by **Chamberlain's Department** continues to be challenged appropriately.

Signed ………………………………….

Dated ……………………………….