



Chamberlain's Department

Business Plan 2017 – 2018

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Introduction

Welcome to the Chamberlain's Departmental Business Plan for 2017/18. 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.

We are building on another successful past 12 months, which has seen the foundations laid for some key transformation activity in relation to IT service provision and through the work of the new Commercial Contract Management Team.

We have secured greater financial certainty over the medium term through our Efficiency Plan, this will see us on a journey of continuous improvement over the next 3-4 years, helping to ensure that the City Corporation is making the best use of its resources.

Once again, 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 improved engagement and a greater sense of departmental identity. In our annual customer survey departments continue to recognise the support and professionalism of our staff and have provided clear feedback as to how we can continue to improve our communications and responsiveness - ensuring that we do what we can to support the City Corporation in developing effective solutions.

With an increasing focus on transformation and continuous improvement, we have another exciting year ahead both in relation to the services that we provide and supporting others to achieve their goals.

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 goods and services for the Corporation and transform our IT services to underpin different ways of working. 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, contract management 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. Addressing the City of London Police budget deficit will be a priority. Through the operation of the Strategic Resources Group we play a key role in ensuring effective corporate oversight of responsible use of all strategic resources.

We have secured greater financial certainty for the medium term through the publication of an Efficiency and Sustainability 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 commercial management across the organisation, improving the effectiveness of financial management through more focused financial information and 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 our internal training programme, focussing on essential skills to support our existing professional and technical training offering.

To enable transformation across the City of London Corporation

Chamberlain's will play a key role in supporting transformation:

- Through our IT Strategy and delivery of the IT Transformation Programme supporting new ways of working.
- Through our procurement service, modelling sustainable approaches which add social value whilst enhancing the corporation's contract management and commercial capabilities.
- Supporting the Chief Officer Peer review and 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 2017/18 include:

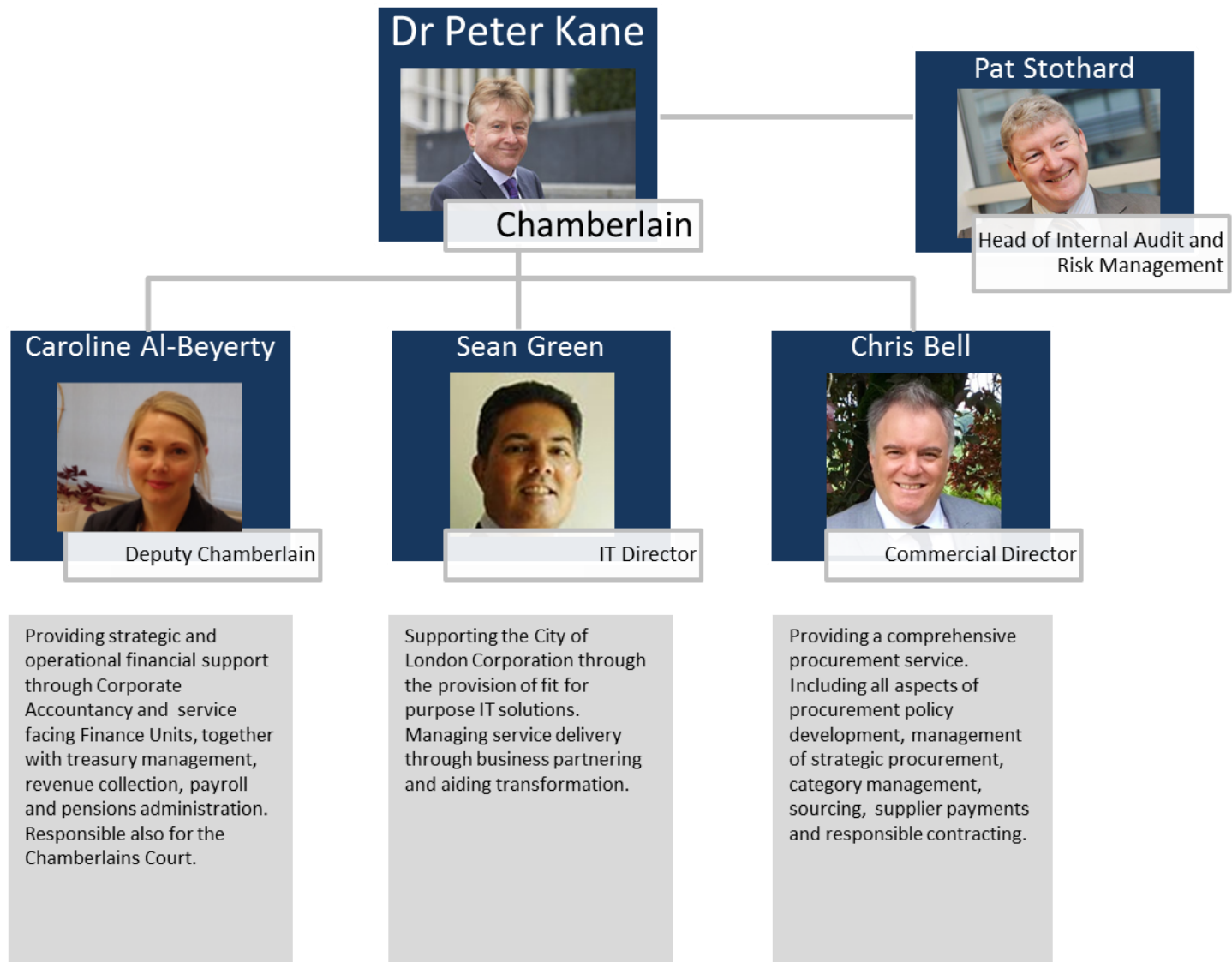
- Deliver sustainable improvements to IT performance through delivery of the IT Transformation Programme.
- Maintaining focus on efficiency and improved outcomes over the current funding period and beyond through implementation of the Efficiency Plan and Chief Officer Peer Review.
- Launching the corporate Contract Management Framework and Commercial service
- Pursuing the responsible procurement agenda and further adoption of smarter, more efficient procurement processes and improved commercial focus across the organisation.

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 during the entire life-cycle of contracts to client departments and offering efficient routes to market.
Internal Audit	Providing independent assurance, maintaining the City Corporation's risk management framework and providing counter fraud services.

Organisation Chart



Key Performance Indicators

Chamberlain's Department Performance Scorecard							
				Quarterly update			
	Measure	2016/17 performance	2017/18 target	Qtr 1	Qtr 2	Qtr 3	Qtr 4
Accounts Payable invoice turnaround (30 day)	% paid measured quarterly	97%	97%				
Accounts Payable invoice turnaround for SME (10 day)	% paid measured quarterly	87%	88%				
% of Invoices Received Electronically by the AP team	measured quarterly	Profile:		94%	95%	96%	97%
		93%	97%				
Annual Procurement Savings (cumulative)	Savings achieved	Target Profile:		tbc	tbc	tbc	tbc
		£7.98m	tbc				
Commercial rent collection rates	% collected	98.61%	98%				
Business Rates collection rates (cumulative)	% collected	99.75%	99.75%				
Internal Audit Performance (cumulative)	Audit Plan delivery (%)	95%	95%	15%	35%	60%	95%
IT Service Performance (new KPI) <i>(to be reviewed as part of the Agilisys contract extension)</i>	Fixing Issues			Application Availability			
	P1 incidents fixed within 2hrs (98%)	P2 incidents fixed within 6hrs (98%)	Application availability (99%)	Telephony Availability (99.5%)	Datacentre LAN Availability (99.9%)	Corporate Network Availability (99.5%)	
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 $\pm 5\%$ (year-end target)				Status:			
Provide a high quality service to our customers measured through our annual customer survey Cumulative average assessment "good"					2016/17 Achieved		2017/18
Increased staff engagement, measured by percentage of positive responses to Staff Survey Q4: "I recognise that if I am successful in my role it contributes to successful delivery of the Department's Business Plan"				2016/17 87%		Target 92%	

Key Improvement Objectives

Sound Financial Management

Priority and rationale

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.

Objective	Actions / Milestones	Target Date	Responsibility	Resources
Maintain focus on value for money over the current funding period and beyond.	<ul style="list-style-type: none"> Working with client departments throughout the year in relation to operational and strategic financial management. 	On-going	Financial Services Division	Heads of Finance
Better decision making through improved management information (seeking to optimise the use of OBI)	<ul style="list-style-type: none"> Deploy those dashboards identified in the Management Information pilot project Iterative review and development of dashboards Wider roll out across finance teams. Business cases to support the development of automated dashboard reporting through Oracle Business Intelligence. 	30/04/2017 31/05/2017 30/06/2017 31/08/2017	Financial Services Division	Deputy Chamberlain/Oracle Project Manager
Improved Budgetary Control through the launch of General Ledger (GL) Profiling & Forecasting	<ul style="list-style-type: none"> 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

Objective	Actions / Milestones	Target Date	Responsibility	Resources
<p>Introduce the Corporate Contract Management Framework to ensure better commercial management of the organisation's supplier contracts during their entire life-cycle.</p>	<ul style="list-style-type: none"> ▪ Corporate Supplier Performance Scorecard approved and rolled out for a strategic suppliers ▪ Contract Management and Commercial Opportunity pipeline presented ▪ Contract Management toolkit available corporately for use ▪ Contract Management Framework finalised and launch corporately ▪ Contract Management training rolled out corporately (eLearning and class-room based) ▪ Corporate Scorecard Dashboards quarterly reporting commences 	<p>31/05/2017</p> <p>30/06/2017</p> <p>30/06/2017</p> <p>15/07/2017</p> <p>30/09/2017</p> <p>15/01/2018</p>	<p>City Procurement</p>	<p>Commercial Director</p> <p>Assistant Director Commercial Contract Management</p>

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.

Objective	Actions / Milestones	Target Date	Responsibility	Resources
Improve underlying IT performance issues and delivering major IT projects	<ul style="list-style-type: none"> ▪ Delivery of IT Transformation Programme ▪ Delivery of Network Transformation Programme 	Dec 2017 Dec 2017	IT Division	IT Director Deputy IT Director
Implementation of the Efficiency Plan, supporting the identification of sustainable efficiencies over the medium term.	<ul style="list-style-type: none"> ▪ Pilot Chief Officer peer review process. ▪ Conclude Chief Officer peer reviews ▪ Confirm budget reduction of 2% for 2018/19 for Resource Allocation Sub-Committee ▪ Review Central Risk for potential efficiency savings 	June 2017 March 2018 June 2017 July 2017	Financial Services Division	Head of Finance Projects
Provide assurance to the City and its Partners on their control environments, supporting the risk management framework and promoting an anti-fraud culture.	<ul style="list-style-type: none"> ▪ Delivery of the Annual Internal Audit Plan ▪ Quarterly performance reporting to Audit and Risk Management Committee 	On-going Quarterly	Internal Audit	Head of Internal Audit and Risk Management
Introduction of the Corporate Supplier Fast Payment Discount scheme which will generate income through our Accounts payable function within City Procurement.	<ul style="list-style-type: none"> ▪ Appoint a delivery partner to manage the scheme ▪ Launch marketing campaign to sign up suppliers to the scheme ▪ Make technical enhancements to Oracle to allow discounts to be interfaced with our accounting package ▪ Commence generating income via discounts 	30/06/2017 01/09/2017 31/12/2017 01/01/2018	City Procurement	Commercial Director and Head of Accounts Payable

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.

Objective	Actions / Milestones	Target Date	Responsibility	Resources
Implementation of the IT Strategy – to better enable transformation	<ul style="list-style-type: none"> ▪ Expect to connect – Desktop, Network WAN and LAN, O365 and Optimisation ▪ Maintaining business as usual while delivering the change. ▪ Contract and commercial realignment. 	Dec 2017 On-going March 2018	IT Division	IT Director
Faster closing of the accounts and preparation of the financial statements	<ul style="list-style-type: none"> ▪ Draft City Fund, Pension Fund and Bridge House Estates Accounts submitted to External Auditors ▪ Draft City Fund, Pension Fund and Bridge House Estates Accounts submitted to Audit & Risk Management and Finance Committee ▪ Draft City's Cash accounts submitted to External Auditors ▪ Draft City's Cash accounts submitted to Audit and Risk Management and Finance Committee. ▪ Unqualified audit opinions secured 	June 2017 July 2017 July 2017 Oct 2017	Financial Services Division	Corporate Accounting
Pursue the responsible procurement agenda and further adoption of smarter, more efficient procurement processes.	<ul style="list-style-type: none"> ▪ Development of category specific implementation plans for responsible procurement. ▪ Online Catalogue development, resulting in greater buying leverage, better prices and reduced P2P resource time. 	Target dates to be agreed following Responsible Business Audit	City Procurement	Responsible Procurement Assistant Director Category Management and Sourcing

Our Workforce

Staff Engagement

Recognising that our workforce is our greatest resource, effective staff engagement is a major priority for the Senior Leadership Team, to this end we have delivered a range of activity, including the following:

- Annual staff survey – to which 70% of the department responded
- Thematic focus groups – working through the main findings from the staff survey
- Annual all staff Briefing – distilling key messages and providing a further opportunity for staff to express their views
- Networking/social events – providing an informal forum for colleagues to develop effective relationships with their peers in other teams

This activity is supported by the ongoing work of 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. Our staff engagement informs directly our workforce development plan and we will continue this in 2017/18.

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.

Training and Development

Our departmental training group has oversight of professional and technical training, more recently expanding to cover wider skills based training. The training group will also support the implementation of measures to support our succession planning, such as operation of our departmental secondment scheme and themed learning such as impact and influencing skills.

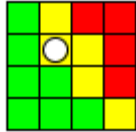
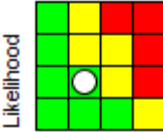

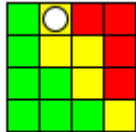
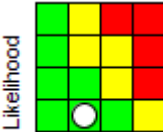

Equality and Inclusion

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. We are working with the Corporation's Equality and Diversity network to enhance our departmental plan to strengthen all aspects of Equality and Diversity. The plan will outline interventions and measures to deliver key objectives in the following strategic themes:

- Raise Awareness - through communications
- Improve resources - through Chamberlain's Intranet pages
- Embed Equality and Inclusion practices into everyday work - through corporate training

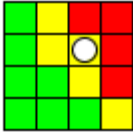
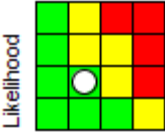

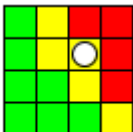


Annex 1

Chamberlain's Department: Summary Risk Register

Risk no, title, creation date, owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
CHB002 Oracle ERP Business Benefits 09-Mar-2015 Peter Kane	Cause: Recommendations of the Oracle Benefits Realisation review not implemented. Inadequate governance arrangements in place to ensure effective prioritisation of development activity. Event: Failure to deliver efficiencies and future revenue savings that might be achieved/facilitated through system optimisation of the Oracle application. Effect: System functionality fails to meet user requirements, developments not prioritised to ensure that value is optimised	Likelihood  Impact	6	The Oracle Business Benefits Realisation Review has now concluded, the residual risk focusses on implementation of the recommendations and continued development and enhancement of the application, this risk is now within the business as usual operation and support of the application. 06 Apr 2017	Likelihood  Impact	4	31-May-2017	
CHB006 IT Service Outage 09-Mar-2015 Sean Green	Cause: Major information systems outage, e.g. network/technology infrastructure failure. Interruption to Power supply. Event: Disruption to IT service delivery. Effect: Provision of service operations compromised.	Likelihood  Impact	8	The change to the core transformation programmes that will ensure we deploy complete solutions will mean that some ageing infrastructure is in place longer than we would wish. IT Division has been granted additional funding to help mitigate the increased likelihood of failures. This will continue to be a focus until the transformation works deliver a more robust platform during 2017/18. 06 Apr 2017	Likelihood  Impact	2	31-Dec-2017	

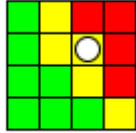
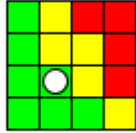

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CHB008 Resourcing 13-May-2015 Peter Kane	Cause: Possible growing gap between COL's pay and reward package compared to other organisations. Event: Difficult to recruit and retain staff across the department. Effect: Recruitment and retention of staff can take longer and causes gaps in capacity. Capability gaps impact on service delivery and ability to improve future performance.	Likelihood  Impact	12	For some specialist posts within the department that are challenges to recruit to and other instances where pay levels make it hard to recruit candidates with talent and experience. A more dynamic corporate process for agreeing Market Forces Supplements will reduce delays in recruiting to key posts where salary negotiations are critical. The Department's workforce plan will have an increased focus on improving succession planning and development of existing staff. 06 Apr 2017	Likelihood  Impact	4	31-Mar-2017	
CHB011 Corporate Contract Management 26-Feb-2016 Peter Kane	Cause: CoL has no corporate contract management policy or procedures. Event: Strategic corporate contracts will fail to be monitored and managed in a consistent and planned manner. Effect: Corporate contracts not delivering the commercial benefits and quality expected at contract letting, escalating prices, scope creep.	Likelihood  Impact	12	The Commercial Contract Management team are now live with 5 out of 7 job roles filled. The corporate scorecard is in final draft format pending approvals and this if approved will see the toolkit and framework finalised for issue. A pipeline of initial opportunities has been compiled with the first pipeline review being held 4th April 2017. 06 Apr 2017	Likelihood  Impact	2	01-Apr-2017	

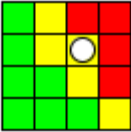
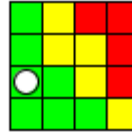

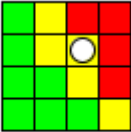
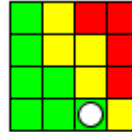

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<p>CHB012 Value for Money (VFM)</p> <p>21-Nov-2016</p> <p>Caroline Al-Beyerty; Peter Kane</p>	<p>Cause: The City Corporation needs to be able to demonstrate it is achieving value for money in all its areas of expenditure.</p> <p>Event: Reduced funding available to the City Corporation emphasises the need to use funds in a way that achieves value for money.</p> <p>Effect: City Corporation will be unable to demonstrably achieve progress on obtaining value for money, significantly impacting on both service delivery levels and reputation.</p>	<p>Likelihood</p>  <p>Impact</p>	<p>12</p>	<p>Review completed and reported to Efficiency & Performance Sub-Committee. VFM is to be embedded in the Business Planning process with an annual self—assessment of performance on VFM by service departments. Detailed post-SBR Efficiency Plan to be drafted and implemented, including a framework that would incorporate continuous improvement savings and a rolling review programme to secure more radical changes in efficiency and effectiveness.</p> <p>05 Apr 2017</p>	<p>Likelihood</p>  <p>Impact</p>	<p>4</p>	<p>31-Dec-2017</p>	

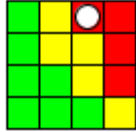
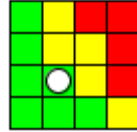

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CHB014 Loss of ESF Funding for Central London Forward CESI Program 19-Jan-2017 Christopher Bell	Cause: City of London Corporation have not complied with ESF grant terms and conditions in relation to the procurement of the contractor for this program. Event: City Procurement and Comptrollers are in dialogue with the GLA in relation to the audit findings of this progress Effect: potential loss of ESF grant to a max of 300k which may have to come to finance committee contingency fund if GLA audit decision is upheld.	Likelihood  Impact	12	Meeting held between the GLA and representatives from City Procurement and Comptrollers. The GLA are to supply further guidance on their correction requirements and penalty levels and CoL to re-present the case in a clear and concise manner. Aiming for a response to be submitted in April 2017. In summary the GLA’s position is that their initial decision is upheld with 100% of grant loss applicable. 18 Apr 2017	Likelihood  Impact	2	31-May-2017	
CR16 Information Security 22-Sep-2014 Sean Green	Cause: Breach of IT Systems resulting in unauthorised access to data by internal or external sources. Officer/ Member mishandling of information. Event: Cybersecurity attack - unauthorised access to COL IT systems. Loss or mishandling of personal or commercial information. Effect: Failure of all or part of the IT Infrastructure, with associated business systems failures. Harm to individuals, a breach of legislation such as the Data Protection Act 1988. Incur a monetary penalty of up to £500,000. Compliance enforcement action. Corruption of data. Reputational damage to Corporation as effective body.	Likelihood  Impact	12	Paper regarding improving technical security was approved by IT Sub-Committee in January 17. Now proceeding with the implementation of the recommendations. 07 Apr 2017	Likelihood  Impact	4	31-Dec-2017	

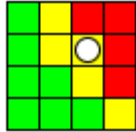
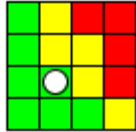

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<p>CR19 IT Service Provision</p> <p>14-Jul-2015 Sean Green</p>	<p>Cause: The whole Police IT Estate and parts of the Corporation are in need of further investment.</p> <p>Event: For the Corporation, poor performance of IT Service and for the Police critical failure of the Police IT Service.</p> <p>Effect: Loss of communications or operational effectiveness (may also lead to low staff morale). Possible failure of critical Corporation and Policing activities. Reputational damage.</p>	<p>Likelihood</p>  <p>Impact</p>	<p>16</p>	<p>The primary focus of the team is on stabilisation, a more robust approach to managing change has been adopted, reducing the risk of service interruption. Team level approach to risk management is now aligned fully to the top level approach. IT Division is assessing how additional funds approved by Committee should be distributed to undertake more risk mitigation activity. The risk is expected to reduce to Amber by December 2017 followed by steady progress to Green in the following months.</p> <p>07 Apr 2017</p>	<p>Likelihood</p>  <p>Impact</p>	<p>4</p>	<p>31-Dec-2017</p>	

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<p>CR23 Police Funding</p> <p>21-Nov-2016</p> <p>Caroline Al-Beyerty</p>	<p>Cause: Reduction in government funding and growing demand in Policing services leading to pressures for the City Fund -Police.</p> <p>Event: Reduction in government funding. The Government's stated intention is that the shortfall should be met from an increase in the precept (in the City’s case, the business rate premium)</p> <p>Effect: City of London Police will be unable to maintain a balanced budget and current service levels as reflected in their Medium Term Financial Plan.</p> <p>Potential adverse reaction from business community to increased premium following so swiftly on significant rise in business rates in the City following the government’s revaluation exercise.</p>	<p>Likelihood</p>  <p>Impact</p>	<p>12</p>	<p>Escalated to Corporate level as per instruction from Chamberlain. Subject to confirmation by CORMG/Summit Group.</p> <p>06 Apr 2017</p>	<p>Likelihood</p>  <p>Impact</p>	<p>4</p>	<p>31-Mar-2018</p>	

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