

Chamberlain's Vision



1. Stewardship

Enable financial sustainability and manage risk through leadership on financial control, governance and assurance



2. Empowering

Empowering team members to excel through a focus on wellbeing, professional development and leadership



3. Trusted Partner

Create value and drive impact through strategic advice, ceremonial duties and professional insight as trusted advisors



4. Partnership Working

Deliver in partnership with customers and each other as a professional Chamberlain's community



5. Commercial

Champion value for money, develop opportunities and embed commercial practices in support of the communities we serve



6. Digital First

Look to the future, embrace technology and continuously improve through innovation and adaptation

What's changed since last year...

- The Chamberlain's Targeting Operating Model has been implemented with the exception of Financial Services matrix structure, which will be introduced following recruitment to key posts.
- Implementation of our transformational workstreams are underway to support our new operating model.
- Hybrid working is now the new normal for most of the department.
- Enterprise Resource Planning (EPR) project is progressing with market testing now having begun.
- Chamberlain's Court are now running without COVID-19 restriction.
- The Revenues Teams in Financial Shared Services have now finished delivering the Energy Support Grants and the COVID-19 Support and are back to BAU.
- Internal Audit has moved away from a detailed 1 year plan to adopt a more agile and risk focussed rolling programme of assurance work.
- Corporate Risk Deep Dive reviews are now undertaken by Internal Audit, rather than a self assessment by Chief Officers.
- Financial Services have taken on additional work to support the TOM project, savings and bilateral across the Corporation over and above holding significant vacancies whilst keeping the plates spinning.
- Requests for finance support has changed, enabling momentous decisions.

Our major workstreams this year will be...

Financial Services

1. Run a progressive recruitment campaign to rebuild a finance team fit for the future – including standardisation, eliminating bottlenecks, collaborative working, upskilling, aligning work at the right level, building resilience, succession planning. *Short Term: 6 months*
2. Embed matrix working as agreed under the Target Operating Model. *Medium Term: 6-18 months*
3. Procure and implement the new Enterprise Resource Planning (ERP) system, increasing the use of automation, enabled self-service, simplified processes. *Medium Term: 6-18 months*
4. Implement risk-based budgeting reducing the amount of time spent on the budget monitoring process by categorising and prioritising budgets according to their relative risks. *Short Term: 6 months*

Financial Shared Services

1. Introduce a new income manager system improving the way the City Corporation takes payments ensuring better end user experience and increasing automation in the reconciliation process. *Medium Term: 6-18 months*
2. Develop and adopt online forms to increase self service for Business Rates and Council Tax customers reducing paper mandates and reducing time spend by the team. *Short Term: 6 months*
3. Increase automation of invoice processing increasing efficiencies and reducing errors. *Medium Term: 6-18 months*
4. Digitalise Housing Benefit paper files, incorporating them into the Revenues Document Management System. *Medium Term: 6-18 months*

Key Risks

Likely	Green	Yellow	Red	Red
Possible	Green	Yellow	1	2
Unlikely	Green	Green	Yellow	Red
Rare	Green	Green	Green	Yellow
	Minor	Serious	Major	Extreme

Risk Title	Score
CR35 Unsustainable Medium Term Finances – City Fund	24
CR38 Unsustainable Medium Term Finances – City’s Cash	24
CHB001 Chamberlain's department transformation	12

Corporate Treasury

1. Implementation of the Pensions Administration system to increase automation, enhance workflow within the pensions admin team and move towards member self-service. *Medium Term: 6-18 months*
2. Online forms to be developed and adopted to reduce manual iteration on insurance related discussion. *Short Term: 6 months*

Internal Audit

1. Develop Internal Audit Dashboard Reporting. *Short Term: 6 months*
2. Incorporate stakeholder responsibilities and accountabilities within the Audit Charter (annual review). *Short Term: 6 months*
3. Revise approach to developing and agreeing Terms of Reference and delivery plans for Audit assignments. *Short Term: 6 months*
4. Improve implementation of Internal Audit recommendations. *Medium Term: 6-18 months*

Chamberlain’s Office

1. Embed new software to manage Freedom applications administration, providing the ability for statistical analysis as well as digitalising formerly manual processes. Providing an enhanced experience to applicants, increased resilience and efficiency. *Medium Term: 6-18 months*
2. Support the implementation of new ERP system across finance, HR, payroll and procurement. *Long Term: >18 months*
3. Increase income from the Court merchandise offer. *Long Term: >18 months.*
4. Develop data on Equalities Diversity and Inclusion of Freedom Applicants. Broadening this knowledge to provide dashboards for other projects in the future. *Medium Term: 6-18 months*
5. Update policy guidelines/FAQs both internally and externally. *Short Term: 6 months*

The Corporate Plan outcomes we have a direct impact on are...

- Outcome 3: People have equal opportunities to enrich their lives and reach their full potential.
- Outcome 5: Businesses are trusted and socially and environmentally responsible
- Outcome 8: We have access to the skills and talent we need
- Outcome 10: We inspire enterprise, excellence, creativity and collaboration

Our strategic commitments

- Support the strategic aims of the organisation through sound financial advice, in particular longer-term affordability and whole life costing of Major and other Projects.
- Further develop the Head of Profession role for Finance embedding practices following the target operating model.
- Advise on delivery of flightpath of organisational savings.
- Use the Freedom of the City of London to support the delivery corporate objectives such as Climate Action and Diversity.

Climate Action Strategy

Areas for support:

- Action area 1: Corporate properties
- Action area 3: Capital projects
- Action area 4: Property investments

Data regarding financial investment targets in relation to this strategy can be found in the Climate Action Strategy dashboard under the tab named “Our Value Chain”.

Plans under consideration

Plans	Time Scale	Funded or Unfunded
Revise, develop and implement self-service guidelines across all aspects of the service	2024-25	No funding required
Develop and implement profit generating/loss reducing ideas	2024-25	No funding required at this stage
Claims Management System for Insurance Team	2024-25	No funding secured at this stage
Pension Administration Systems implementation - Increased automation, enhanced workflow within the pensions admin team, move towards member self-service	2024-25	Funded

Key Performance Indicators

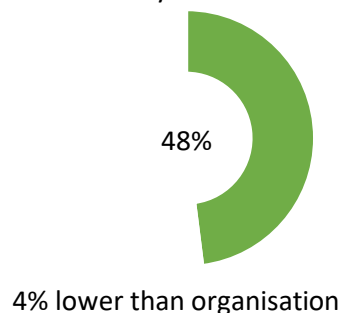
KPI	Target	Current Performance
% positive internal customer satisfaction (average – staff survey)	TBC *	Full Customer Survey not yet carried out
Ratio of male to female staff in senior roles	50 / 50	TBC
% staff who report good wellbeing (staff survey)	75%	TBC
% key decisions with Tests of relevance / EQIA conducted	100%	New KPI
% ED&I improvement plan delivered	TBC *	Plans have been refreshed
Expenditure against departmental local risk budgets at year end	+/- 5%	Complete 2021/22
Complete Statutory Reporting by the deadlines	100%	Not complete City fund still progressing
Increase accuracy in capital forecasting	<10% variance from actual per project	New KPI
% business rates collected in- year	98%	97.20% in-year end 2021/22
% commercial rents collected	98%	85.19% average 2021/22
% council tax collected in-year	98%	98.38% in-year end of 2021/22
Initial Payment of Actual Retirement Benefits	5 Days	98.61% (for 2021/22)

* awaiting corporate comparative information

Our People

Chamberlain’s Department current staff engagement score is 48% based on the Staff Survey carried out in May 2022. To improve this, we are currently undertaking a transformation project whereby all individuals have been invited to comment on and take responsibility for areas that affect them. The Chamberlain’s vision has been built in conjunction with all colleagues as have team action plans. An all staff event is also being held to continue work on shaping the Departments Culture for the future.

Staff engagement as at
May 2022



9 Apprentices
3 roles currently in
recruitment process

4 Trainee
Accountants

Our plans to progress Equalities Diversity & Inclusion

The Chamberlain’s Department have a quarterly ED & I meeting held with representatives from the department and the Senior Leadership team.

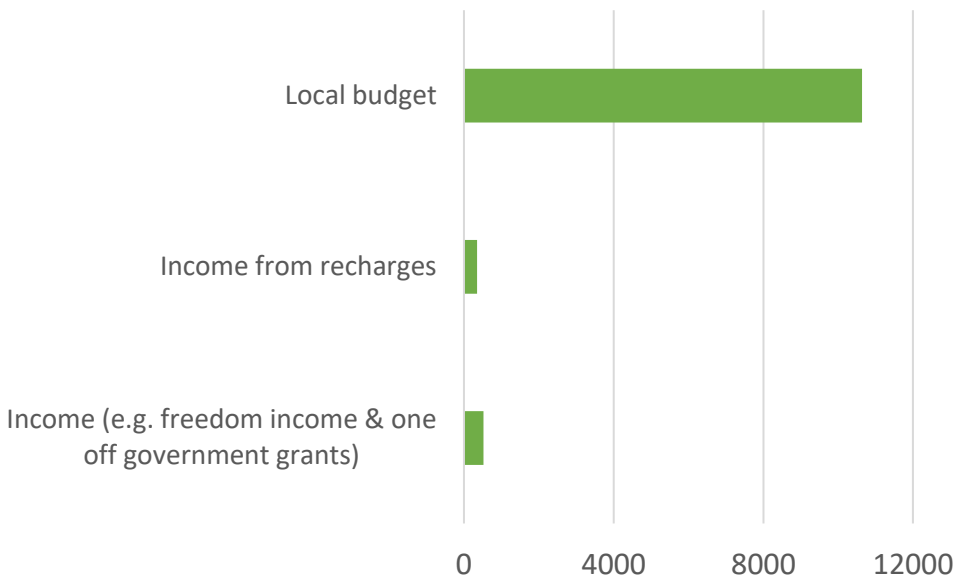
A number of actions have been identified and these have been updated since the staff Survey earlier on in 2022 by both the ED & I reps and Senior Leadership Team.

Our Stakeholders Feedback

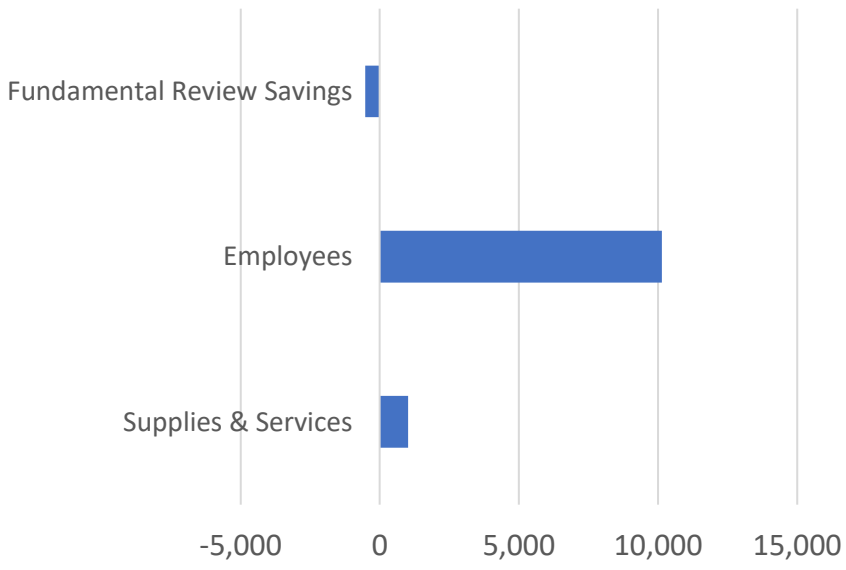
Chamberlain’s have been working with a transformation partner who has recently spoken with key customers across the corporation on an anonymous basis to gain feedback on what is working well and not so well. Below are the key themes emerging from this feedback. This feedback has been taken into consideration when building our transformation programme to tackle these issues.

The good	Areas to work on
<p>Fundamentals Generally understood that the Corporation is in a relatively good with service fundamentals being provided. This has been achieved with a high level of vacancies which is not sustainable.</p> <p>Dedicated Stakeholders recognise that service members have been working hard particularly over the last two years to deal with the shifting demands.</p> <p>Friendly The service was described as a friendly/approachable team, good starting point.</p> <p>Collaboration There is a desire from internal and external stakeholders to collaborate more and work more effectively as a whole.</p>	<p>Variable Skills Stakeholders have experienced different levels of service dependent on the skills of the individual assigned to them, in some instances changing a “below average” score into “good”.</p> <p>Self Service Stakeholders have experienced different levels of service given that the self-service roles and responsibilities are not clearly defined or well known across the City.</p> <p>Communication Style Issues around the communication style of some Chamberlain team members making it difficult to undertake their financial responsibilities.</p> <p>Clunky Systems and Processes Clunky processes and systems have been cited by various stakeholders as a concern impacting their perception of the Chamberlain’s service.</p> <p>Risk Management Mindset Relative risk management has been cited as a key concern within the service particularly given the context of clunky processes and systems, the conservative approach exacerbates its effects.</p> <p>Blame Culture The existence of a “blame culture” has been cited by several stakeholders as a hinderance to collaboration and innovation across the service and the City as a whole.</p> <p>Resistance to Change A general resistance to change has been cited across the City and the Chamberlain’s service largely attributed to tenure, past change management practices and cultural element cited elsewhere.</p>

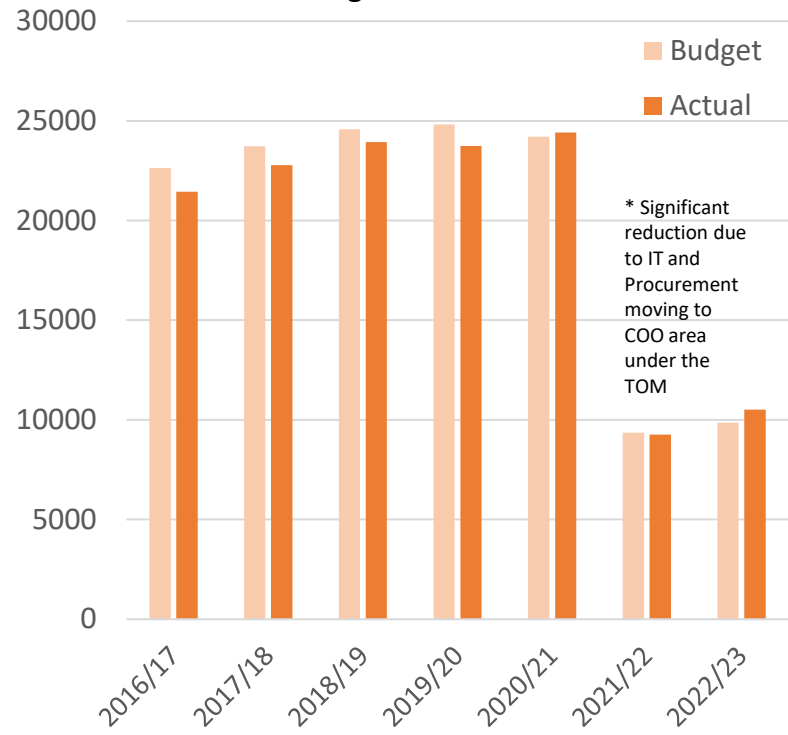
Where Our Money Comes from £'000



Where our Money is spent £'000



Budget vs Actual £'000



ERP project committed and forecast spend currently at gateway 2

