

CHAMBERLAIN'S DEPARTMENT

Our vision is to maximise the value we deliver to the Corporation and its stakeholders, enabling the successful delivery of the Corporation's ambitions, with pace, accuracy, prudence and a focus on investment return.



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



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



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



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



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



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

OUR AIMS AND OBJECTIVES

- Build strong relationships; support effective strategic decision-making with advice and information, delivering outcomes that meet the needs of our internal customers across the Corporation.
- Drive systems and process improvements which will increase automation and self-service, creating space for more agile and timely insights.
- Be agile, responsive and confident in delivering organisational change; looking for continuous improvement with innovative thinking and emotional intelligence.

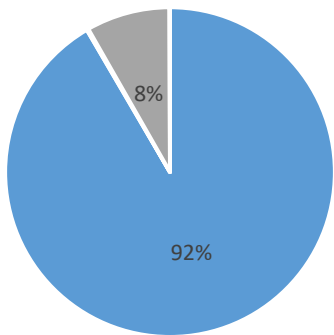
WHAT'S CHANGED SINCE LAST YEAR...

- Chief Investment Officer Function in place with focus on investment strategy, asset allocation and how to achieve the best rates of return.
- Tackled the significant recruitment challenges, whilst also delivering the core finance function.
- New priorities for staff wellbeing, recruitment and getting the basics right.
- Proposals for the major projects funding strategy developed, to be considered by Resource Allocation Sub Cttee.
- Enterprise Resource Planning (ERP) system procurement is underway.
- Improved collection rates for both Council Tax and Business Rates.
- New systems introduced for Housing Benefits and audit management delivering enhanced functionality.
- Internal Audit team sufficiently resourced to deliver a wide-reaching programme of work.
- £636k was recovered through Counter Fraud work conducted by the Internal Audit team.
- Implementation of a new graduate trainee and apprenticeship programme to address the impact of the skills shortage within the finance profession.
- 30% more Freedom Ceremonies, now restored to pre-pandemic levels.
- Increased profits in Chamberlain's Court Shop by 45% and digital first efficiencies measures implemented.

WHERE OUR MONEY IS SPENT

2024/25

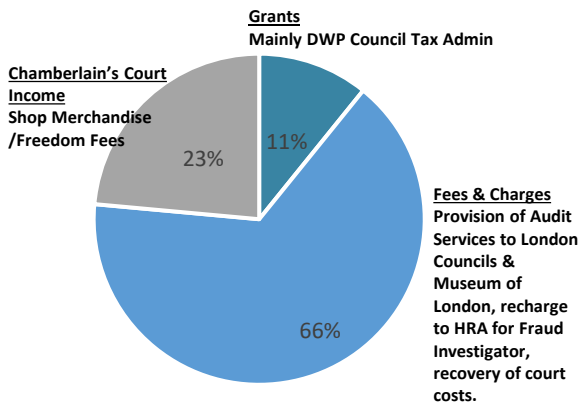
Total £10.6m



■ Employees ■ Supplies & Services

WHERE OUR MONEY COMES FROM 2024/25

Total £0.841m



■ Grants ■ Fees & Charges ■ Chamberlain's Court Income

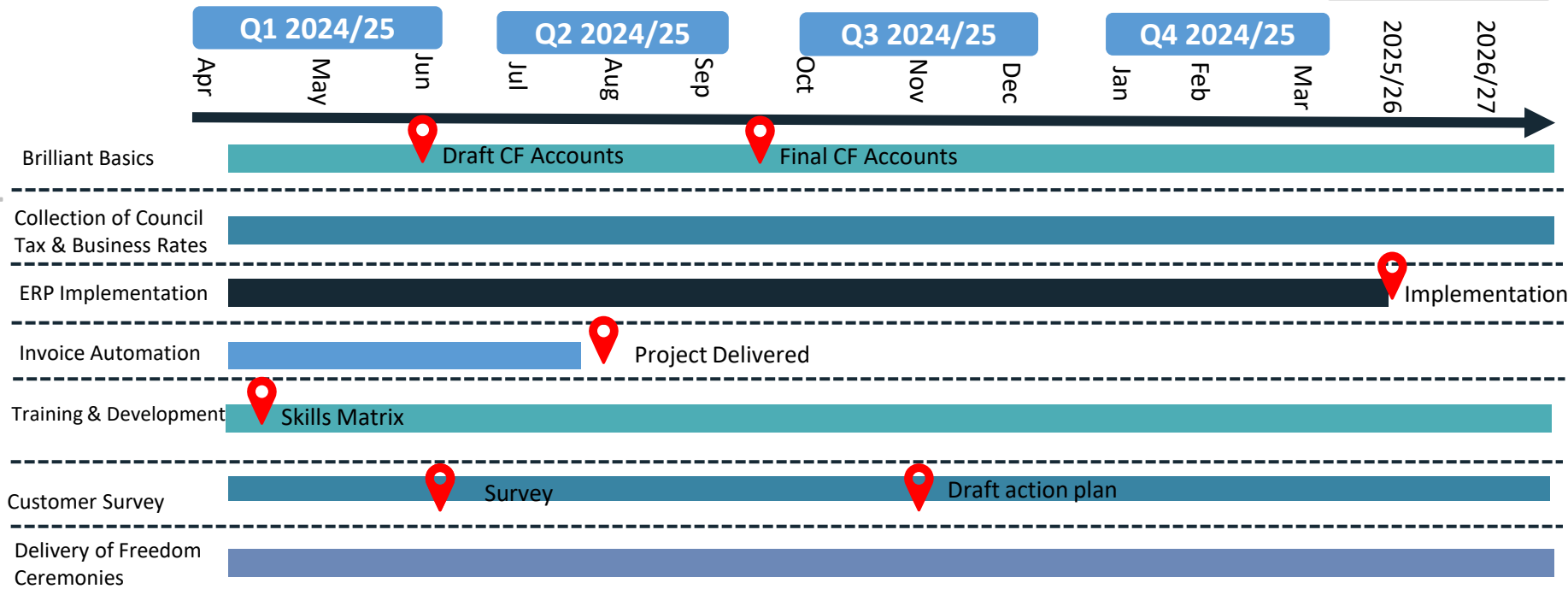
KEY RISKS

RISK TITLE	SCORE
CR38 Unsustainable Medium-Term Finances - City's Cash	16
CHB 002 Housing Revenue Account Financials	16
CR35 Unsustainable Medium-Term Finances - City Fund	12
CHB 001 Chamberlain's department transformation and knowledge transfer	6

Total 2024-25 budget estimate allocation is £10,611m (based on 23/24 CHB risk budget + 3% uplift).

OUR 2024/25 TIMELINE PLANNER PRIORITY WORKSTREAMS AND KEY MILESTONES

Beyond 2024/25



Our major workstreams this year will be ...

Workstream Name	Priority	Funding allocation %	People resource %	Prioritisation category	Dependencies	Outcomes/ Impacts	KPI	Update Schedule	24/25 Target	22/23 Baseline
Statutory										
Collection of: -Business Rates -Council Tax	1	13% 3%	12% 2%	Duty & Statutory	Timely Billing and administration of accounts.	Maintaining collection rates to maximise City Revenue	Q2 - Business Rates/ Council Tax in year collection (% collected)	Quarterly	TBC	66.17% 53.90%
							Q3 - Business Rates/ Council Tax in year collection (% collected)	Quarterly	TBC	90.62% 79.40%
							Q4 - Business Rates/ Council Tax in year collection (% collected)	Quarterly	TBC	98.93% 96.30%
Payment of Housing and Council Tax Benefits	1	3%	2%	Duty & Statutory	Timely request and processing of relevant information to ensure the correct information is collected at the right time to facilitate the timely assessment of claims.	To process and pay Housing and Council Tax Benefit, new claims and change of circumstances faster and more efficiently.	Q2 – New claims 20 days	Quarterly	20 days	NEW
							Change of circumstances 3 days		3 days	
							Q3 - New claims 20 days	Quarterly	20 days	NEW
							Change of circumstances 3 days		3 days	
							Q4 - New claims 20 days	Quarterly	20 days	NEW
							Change of circumstances 3 days		3 days	
Brilliant Basics - capital and revenue reporting through to statement of accounts	1	55%	44%	Duty & Statutory	Engagement across the business	Effective financial management across the CoLC and delivery of a balanced budget.	Publication of the Draft City Fund Accounts	Annually	31 May	12 July
							Final Accounts Published		30 Sept	TBC
							Publication of City's Cash accounts	Annually	26 Dec	Nov-23
							Delivery of a balanced budget and MTFP for City Fund, approved by Court of CC	Annually	31-Mar	MET
							Expenditure against departmental local risk budgets. Reported from Q2	Quarterly	<1%	1.50%
Capital forecasting, profiling - 80% accuracy	Annually	80%	NEW							
Delivery of a programme of Internal Audit work to inform the Head of Internal Audit Annual Opinion on the adequacy of the Internal Control Environment, Governance and Risk Management arrangements	1	5%	4%	Legal Duty	All departments need to accommodate reviews.	Minimise risk and legal challenges.	Completion of sufficient internal audit reviews to form the Head of Audit opinion	Annually	Yes/No	MET
							Corporate Risk Assurance Reviews completed	Quarterly	3 (Minimum)	NEW
							Number of Audit Days delivered	Annually	650	350

Our major workstreams this year will be ...

Workstream Name	Priority	Funding allocation %	People resource %	Prioritisation category	Dependencies	Outcomes/ Impacts	KPI	Update Schedule	24/25 Target	22/23 Baseline
Planning, organisation, delivery and administration of Freedom Ceremonies and events at the Guildhall	1	2%	2%	Duty & Statutory	No of freedom applications, staff capacity.	To process freedom applications more effectively, to improve stakeholder satisfaction, increase Court income.	Freedom ceremony enquiries are responded to within 2 working days	Quarterly	98%	NEW
							Increase Chamberlain's Court merchandise income	Quarterly	5% increase on 23/24	£46,251.41
							Delivery of freedom ceremonies	Annually	1669	1621
Develop medium term cash flow modelling for both City Fund and City's Estate enabling advice on internal borrowing caps, external borrowing requirements/ limits, draw down on financial investments and reserves held in illiquid asset classes such as property	1	0.4%	0.3%	Legal	Investment Property Group, Member decision making to changing programme, economic factors, Budget Managers engagement in relation to accurate budget monitoring .	Maximise investment return, and ensuring effective cash flow management in light of significant spending commitments.	Quarterly reporting to Committees	Quarterly	Meet committee deadlines	NEW
Task and finish										
Enterprise Resource Planning system implementation across Finance, HR, Payroll, IT and Procurement	1	Separate budget	TBC on system integrator	Duty & Statutory	Engagement across the business and culture change	Elevated BI for Budget Holders to support better decision making. Balanced budgets.	Finance go live by 2025	N/A	2025/26	N/A
							HR go live by 2025	N/A	2025/26	N/A
							Self-service to be fully in place by June 25	N/A	June 25	N/A
Proactive deployment of measures to prevent and detect fraud against the City of London Corporation and provision of a corporate wide responsive fraud investigation service	2	1%	2%	Power & Discretionary	Engagement across the business	Prevention of fraud.	Number of investigations closed	Annually	Number closed	52
							Value of fraud (recovered funds/cashable)	Annually	TBC	£636,251
							Value of Fraud (Notional/non-cashable)	Annually	TBC	£643,601

Our major workstreams this year will be ...

Workstream Name	Priority	Funding allocation %	People resource %	Prioritisation category	Dependencies	Outcomes/ Impacts	KPI	Update Schedule	24/25 Target	22/23 Baseline
Automation of Invoice Payments	2	9%	9%	Power & Mandatory	Ensuring Departments and Responsible Officers undertake tasks in line with set procedures to facilitate greater automation and speed of processing.	To reduce manual intervention by staff and remove duplication.	Roll out of third party solution/Promote supplier portal. (Q1 24/25) Remove internal business rates bills from AP (Q1 24/25) % automation/interfaced Payment of invoices within 30 days (CoLC)	Quarterly Quarterly	60% 97%	15% 92%
Provide high level executive & programme management support to Chamberlain's senior leaders in the strategical and operational delivery of CHB's transformation programme	3	1%	1%	Political priority/Key strategic outcome or will be a key link to Corporate Plan 2025-30 outcomes	Timescales dependent on corporate requests.	To improve key stakeholder satisfaction levels and quality of service.	Positive satisfaction rating from key CHB stakeholders (Customer Survey)	Annually	TBC	N/A
							Delivery of CHB Office workstreams on target	Quarterly	85%	N/A
Training and Development/ Succession planning	3	4%	3%	Addresses a RISK on Corporation Register:	Staff engagement	Identifying training needs and upskilling CHB to improve resilience and to promote learning and ED&I	Skills matrix undertaken across CHB	N/A	30/04/2024	N/A
							Robust performance development plans in place	N/A	24/06/2024	N/A
							Succession Plans shared	N/A	24/09/2024	N/A

Other key workstreams for CHB

- Deliver the CHB transformation
- Lead the implementation of the ambitious climate action strategy (for investments)
- Pensions Administration (LGPS) (Funded by Pension Fund)
- Pensions Administration (CoL Police) (Funded by CoL Police)

OUR PEOPLE



WORKFORCE REPRESENTATION (CityPeople 30.06.23)

- 169 full time staff and 8.43 part time staff (equating to 177.43 FTE) excluding contractors/casuals

OUR WORK LOCATIONS

Guildhall complex	187.02 FTE
Barbican	27 FTE



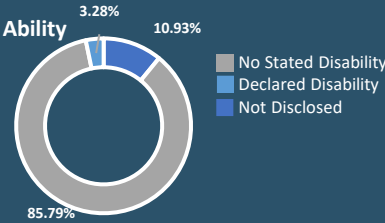
Gender

43.36%
Male

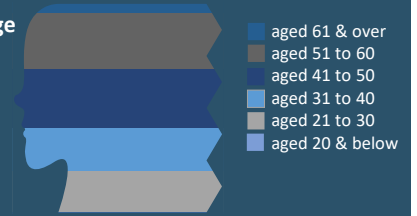


54.64%
Female

Stated Ability



Age



SEXUAL ORIENTATION

70.49% declared themselves to be heterosexual, with 4.38% LGBTQIA+ and 25.13% not known or declined to say.

RELIGIOUS BELIEFS

Four major religions are represented, as well as non-religious and spiritual beliefs. The largest staff groups are Christian (35.52%) and non-religion (38.25%).

ETHNIC GROUPS

59.56% White; 10.93% Black/Black British; 17.49% Asian/Asian British; 17.49% Mixed (3.28%) and Other Ethnic Groups (1.09%) (with 7.65% Not Known).



APPRENTICES

- 2023/2024 8 new/ 5 have progressed to higher apprenticeship levels
- 3 posts are currently being recruited to

FINANCE GRADUATES

- 2022/23 - 2 (now in permanent posts)
- 2023/24 - 2
- 2024/25 - 4 will be recruited (National Graduate Development Programme/CoL Graduate Scheme)



PLANS TO INCREASE STAFF ENGAGEMENT/ DEVELOP CAPACITY AND/OR TALENT MANAGEMENT

- Continued monitoring, delivery and reporting of the culture and values/staff survey action plan by the CHB ED&I Group and SLT.
- Re-launched the Learning and Engagement Board to drive the priority of improving learning outcomes/upskilling for CHB staff.
- Creation and implementation of a CHB communication plan to ensure effective cascade of key messages. (e.g. All Staff Calls, weekly emails from the Chamberlain, update and maintenance of CHB SharePoint site).



CURRENT STAFFING LEVELS/RECRUITMENT PLANS

- Corporate Treasury currently has 1 vacancy due to natural churn. (30/10/23)
- Internal Audit is expected to be fully staffed in 2024/25, therefore no recruitment plans other than to backfill any vacancies that may arise.
- Financial Services Division has 14 vacancies, filled by interim staff until permanent positions are filled. FSD is expected to be fully recruited by 2024/25.

Staff Survey 2022 - Engagement Score 48%, 4% below CoL average

EQUALITY, DIVERSITY & INCLUSION

CHB DEPARTMENTAL EQUALITY AND DIVERSITY STATEMENT

Our vision is to build a strong, sustainable workforce that is diverse and representative of all our communities. We will achieve this by providing career development opportunities for all Chamberlain's staff to reach their full potential as well as ensuring our employment practices are inclusive and promote equality of opportunity for all.

DEPARTMENTAL ACTION PLAN EDI TOP PRIORITIES

1. Ensure that professional development opportunities are accessible for all Chamberlain's staff, to promote development, career progression and equality of opportunity for promotion and the development of a workforce that reflects the make-up of our communities.
2. Raise awareness of ED&I good practice, responsibilities, and corporate initiatives across the department.
3. Support the Corporation to identify, analyse,—review—and monitor key data sets to introduce strategies to address barriers for underrepresented groups as part of our overall Workforce Strategy.

KEY PERFORMANCE INDICATORS

% ED&I improvement plan delivered (75% target)
 % key decisions with EIA conducted (100% target)

- 3 Equality Impact Assessments were completed in 2022/23:
- Financial Services – Budget Setting
 - Financial Services – ERP
 - Chamberlain's Department – TOM Proposals

HEALTH & SAFETY

BUSINESS PLAN

A Health and Safety Business Plan is not required for the Chamberlain's Department as it is not a complex risk area and there was only 1 minor incident reported (April 23). H&S is reviewed quarterly at the Chamberlain's SLT to enable effective Health and Safety management, well-being of staff and compliance with our statutory responsibilities.

PRIORITIES

1. Promote staff health and well-being.
2. Recruitment of first aiders.
3. Continue to support corporate H&S initiatives (i.e. timely communication of H&S mandatory training, policy and debrief of fire drills to staff).
4. Conduct new starter DSE assessments.

KEY PERFORMANCE INDICATORS

- All new employees successfully complete Health, Safety and Wellbeing Induction, Fire Safety Online Module and Driver Check within one month of joining the Corporation. (95%)
- DSE users complete training and workstation assessments within one month. (95%)

OPERATIONAL PROPERTY UTILISATION ASSESSMENT

Asset name	Assessment Complete?	Assessment Completion Date
Guildhall	Yes	21.09.23
Barbican	Yes	21.09.23

OUR STAKEHOLDERS NEEDS

This table addresses the priority issues based on consultation with key customers in 2022. A Chamberlain's customer survey and action plan will be delivered in 2024.

Feedback	Progress/Action
Variable Skills	<ul style="list-style-type: none"> CHB Learning & Engagement Board will deliver a skills audit in 23/24 to inform learning priorities. The Process Notes Project will give staff access to accurate, high quality and current procedure notes and the same knowledge base.
Communication Style	<ul style="list-style-type: none"> Delivery of Budget Holder Finance training and upskilling CHB's interpersonal skills are 2023/24 priority workstreams for CHB to promote a clear approach and consistency of understanding.
Clunky Systems and Processes	<ul style="list-style-type: none"> ERP will elevate the Business Intelligence that Budget Holders can access in real time to support them manage their budgets (payment of invoices, standard suit of budget manager reports, tools). This will enable finance colleagues to support departments with value added business partnering activities.
Blame Culture	<ul style="list-style-type: none"> The Chamberlain's Departmental Vision outline the behaviours that CHB wants to see exhibited by colleagues. Staff are encouraged to 'call out' behaviours that do not align with our vision. An action plan was developed which is being progressed and monitored by SLT and updates are shared with staff.
Resistance to Change	<ul style="list-style-type: none"> As above.

PARTNERS WE WORK WITH

CIVIC INSTITUTIONS

- Livery Companies
- Trade Unions
- NHS
- Schools
- Charities (Age UK)
- Housing Associations
- Police

PROFESSIONAL NETWORKS

- Staff Networks
- London Revenues Group
- Institute of Revenues Rating & Valuation
- London Audit Group
- City Advice
- Society of London Treasurers
- Deputies London Treasurer Group

LOCAL GOVERNMENT

- CIPFA Penna Talent Group
- London Councils
- London Boroughs Fraud Investigator Group
- London Pensions Funds
- 8 Authority Pool
- London Finance Advisory Committee
- European Cities for Sustainable Public Finance
- CIPFA

CUSTOMERS

- Business Rates & Council Taxpayers
- Guests & Participants of Freedom Ceremonies

OUR IMPACTS

<p>45% increase in CHB Court shop profits (22/23)</p>	<p>60% of construction suppliers are SMEs</p>	<p>c35k Requests / Incidents resolved by DITS per annum</p>	<p>We collected £1,163,017 BILLION in Business Rates and £8,869 MILLION in Council Tax (22/23)</p>
<p>471 household support payments awarded to vulnerable residents in conjunction with DCCS & £12.47K of Discretionary Housing Payments were made to support vulnerable residents (22/23)</p>	<p>30% increase in freedom ceremonies with excellent feedback including written commendations (22/23)</p>	<p>Successfully recovered £575K following a mandate fraud using Proceeds of Crime legislation to freeze and recover the funds</p>	

OUR STRATEGY AND CROSS-CUTTING STRATEGIC COMMITMENTS

- Support the organisation through sound financial advice, in particular longer-term affordability and whole life costing of Major and other Projects to deliver the Corporation's strategic aims.
- Further develop the Head of Profession role for Finance embedding practices following the Target Operating Model.
- Align the CHB Transformation Programme to the Digital and IT Strategy.
- Taking a shared leadership role in effectively delivering the People Strategy.
- Use the Freedom of the City of London to support the delivery corporate objectives such as Climate Action and Diversity.
- Align the Internal Audit programme of assurance work to the Corporate Priorities.

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"

MEDIUM TERM PLANS UNDER CONSIDERATION (2025/26 & 2026/27)

Currently, no additional ones are planned beyond the end of 2024-25

IN-FLIGHT G2 – G6 PROJECTS

The ERP Programme is currently at 4B of the Gateway Process.

- Forecast spend 23/24 to be approved at RASC and Finance Committees.
- £19.6m total project budget.

CHB PROJECTS OUTSIDE OF THE G2 – G6 PROJECTS

- Civica Pay (cash management system replacement)
- Housing Benefit System - Conversation
- Invoice Recognition/Automation
- Stopford Freedom Database

KEY CHB TRANSFORMATION PRIORITY WORKSTREAMS 2024/25

Strategic Pillar	Priority Initiatives	Intended Outcomes	Lead Team
Partnership	Embed Matrix Working in teams	Agile, flexible workforce with single standard for service delivery	FSD
Stewardship	Complete Capital and Major Projects End-to-End Process Review	Understand bottlenecks in process, drivers of work and develop improved to-be process	FSD
Stewardship	Complete Review the Chart of Accounts	Chart of accounts appropriate for organisational structure and control environment, less time spent correcting errors and on repetitive, non-value adding journals	FSD
Commercial	Increase merchandise income for Chamberlain's Court	Increase merchandise offer and expand customer base	CHB OFFICE