



MISSION STATEMENT & CUSTOMER SERVICE CHARTER



FINANCE DIVISION
April 2016



FINANCE DIVISION MISSION STATEMENT

The division aims to provide ethical and effective management of the School's financial resources, to ensure the high quality finance services for our internal and external customers that are necessary to achieve world class teaching and research.

Vision

We will be an innovative and pro-active Finance Division that:

- Provides leadership to ensure the School continues to be financially sustainable.
- Aligns our services with the delivery of the School Strategy, delivers services to support the School in achieving its stated aims and objectives.
- Supplies timely management information and analysis.
- Meets its Customer Service Charter.
- Has a culture of continuous improvement.

Values

- Adaptability, being receptive and enthusiastic.
- Resilience, Courage and Professionalism.
- Integrity and Honesty.
- Teamwork, Trust and Belief in each other.
- Talent Management.
- Relationship Building (with peers and across the School community).

Customer Service Charter

DIVISIONAL OBJECTIVES

The Finance Division aims to deliver superior service and support to its large and complex customer base across the School.

The primary objective for the Finance Division is to ensure that the School's financial performance is delivered & sustained, and that the decision-making processes deliver best value across the School. This is delivered via a number of areas of focus:

- Support of our stakeholders in the use of financial information through specialist advice, expertise and accurate and timely operations.
- Insightful financial reporting and review
- Effective risk identification & mitigation
- Cash management & maximisation
- Informative feedback and continuous improvement
- Robust and professional development

SERVICE COMMITMENTS

GENERAL

1. Respond to all Finance Comments e-mails within three days of receipt.
2. On a termly basis to request further feedback from a sample of Finance Comments emails.
3. To include in the policies of the Finance Division, that all staff copy the FD feedback link into their email electronic signature, this will make it easier for all customer to give feedback if they feel it is required (this policy will be advised at induction).

FINANCIAL PLANNING AND ANALYSIS (FP&A)

1. Meet each service leader regularly to review spend to date and projections for the rest of the year.
2. Meet Academic Department, EMSC, Institute, APCC managers at least quarterly.
3. Complete all Establishment / MSL fund checks within 2 working days of receipt.
4. Load all agreed annual budgets by 31st July.
5. Load all agreed carry forward balances by 31st October.
6. Respond to all emails within two working days of receipt.
7. Ensure that School staff are supported in drawing up their budgets, forecasts and financial plans to ensure that underlying assumptions are robust and deliver best value
8. Provide an early warning system to the Finance Director to identify any areas where performance is 'off track' vs financial plans.
9. Issue the monthly management accounts & commentary in line with the Finance timetable which is published annually.
10. Ensure that the Budget Controller are supported in drawing up their financial plans to ensure that underlying assumptions are robust and deliver best value.

11. Ensure that all staff are supported on all administrative aspects of post award research grants & contracts allowing staff to manage their resources in an effective manner. (project accounting, invoicing, salary recoups, progress reporting)
12. Ensure that an early warning system is in place to help School staff in identifying any areas where performance is 'off track' vs financial plans.
13. Issue the monthly management accounts & commentary to SMG by working Day 15 in each month to allow operational issues to be debated and resolved.

FINANCIAL ACCOUNTING AND COMPLIANCE (FA&C)

1. Respond to emails within 2 working days of receipt.
2. Prepare and post journal requests within 2 working days of receipt.
3. Post all internal debit notes and internal sales notes within 2 working days of month-end.
4. Prepare a detailed timetable for the financial year-end process and share with all stakeholders by the end of June.
5. Enter all timesheets correctly within 2 days after timesheet deadline to ensure complete payroll payments at the end of the month.
6. Issue monthly payslips on or before pay day every month.
7. Issue duplicate payslips within a week of request.
8. Issue duplicate P60 within a week of request.
9. File statutory and external returns in a timely fashion.
10. Provide high quality financial reporting for our external stakeholders to ensure long-term financial sustainability of the School.
11. Meet the expectations of our internal customers in delivering guidance and support they require to achieve their objectives.
12. Ensure successful mitigation of financial risks by establishing and operating an effective control environment.

FEES, INCOME, CREDIT CONTROL & CASHIERS

1. Our aim is to enrich the customer experience by adopting a principled centred approach to debt management. Customer service, quality and a clear commitment to our customers and stakeholders are our core central objective.
2. Debt management.
3. Credit Control services and advice.
4. US Federal Loans origination and processing.
5. US Private loans certification.
6. Canadian Loan validation.
7. Fee Income management.
8. Early Payment Reward and Student discount.
9. Student Fee Payment advice and query management.
10. Management of central refunds service.
11. LSE Online store product & service.
12. Invoicing.
13. Reconciliation.

14. Ensure that a full telephone advisory Service is available to stakeholders during working hours (9am - 5pm).
15. Ensure Service Level agreements are met consistently: Response is based on:

High:	Response: 48 hours Resolution: 72 Hours
Medium:	Response: 72 hours Resolution: 120 Hours
Low:	Response: 96 hours Resolution: 168 Hours
16. Ensure Student Fees Policy and Credit Management Policy is adhered to.
17. All calls/communications received from students/sponsors and customers should be logged in Nexum application and follow up email sent within 24 hours.

ACCOUNTS PAYABLE (paying invoices and expenses)

1. Providing a professional customer service response to queries and request, whether by the use of our issue tracking system, telephone or face to face contract.
2. Continue to explore new processes and systems that will streamline the invoice settlement journey and enhance customer experience.
3. Measure Accounts Payable staff performance using key metrics and service level agreements such as:
4. Office hours cover – 9:00 to 17:00hr.
5. Customer visiting times – 11:00 to 15:00hr.
6. Setup new suppliers within 10 working days of notification.
7. Register invoices on the Finance System (Aptos) within 3 working days of receipt.
8. Both foreign and UK payment runs to be completed by at least Wednesday in a normal working week.
9. First response to queries logged on IssueTrak within 24 hours.
10. Resolve queries logged on IssueTrak within 5 working days (excludes waiting time outside the control of the Accounts Payable Team).
11. Provide clear and useful guidelines via the Accounts Payable webpage presence.
12. Refine our annual objectives through both internal and external customer feedback, with engagement through liaison meetings, forums, focus group or surveys.

FINANCIAL SYSTEMS

1. Ensure that the Aptos/Statements 5 platform is available to all users during working hours (9.00 – 17.00hr).
2. Ensure that all Aptos/Statements 5 users receive training appropriate to their use of the system.
3. Provide quick solution to any Aptos/Statements 5 issues through provision of a help desk facility.
4. Ensure that the Aptos/Statements 5 platform continues to meet the needs of the user group (maintenance, process improvement, report enhancement, upgrades, and system administration).
5. All calls to the Aptos/Statements 5 support desk received by 12.00hr will receive a response by 17.00hr.

6. All calls to the Aptos/Statements 5 support desk received after 12.00hr will receive a response by 12.00hr the following day.

PROCUREMENT

1. To provide high quality advice and guidance to users on all of their procurement requirements.
2. Respond to all e-mails within 2 working days of receipt.
3. Provide internet guidance documents to explain the LSE's tendering and quotation processes and when and where to seek advice.
4. Ensure suitable contracts are put in place to provide protection to the LSE, reducing the risk of legal challenge, but also considering risk against cost.
5. Discuss and agree requirements with users to ensure that LSE contracts properly reflect their requirements.
6. Manage the tendering process via the LSE's e-tendering system in line with the appropriate Financial Procedures.

EXPECTATION FROM OUR CUSTOMERS

- To allow the department to respond within the specified timescales.
- To be courteous and respectful in all communications to the Finance Division.
- To work collaboratively to meet any deadlines as set out by the sections within the Division.
- That any Accounts Payable queries are raised via IssueTrak.
- To contact the Procurement team as soon as a requirement is identified to ensure advice can be provided on the most suitable procurement route.
- To monitor supplier performance against contractual service levels.

Feedback Procedure

Any compliments or concerns on the level of service provided should be addressed to the [relevant staff member](#) as appropriate:

FP&A – Andy Gladin: a.gladin@lse.ac.uk

FA&C – Ashley Wang: a.wang@lse.ac.uk

Payroll – Ben Hancock: b.hancock@lse.ac.uk

FICC & Cashiers: g.ruane@lse.ac.uk

Accounts Payable - Mike Black: m.black@lse.ac.uk

Systems Accounting – Keith Adams: k.adams@lse.ac.uk

Procurement – Glen Humbles: g.humbles@lse.ac.uk

If you do not receive a satisfactory response the issue should be raised with:

Finance Director - Mike Ferguson: M.Ferguson@lse.ac.uk