

### Key updates from this quarter

- Completion of City Fund and City's Cash draft accounts
- Recruitment campaign inflight, tranche 1 interviews to take place mid-November
- Commencement of capital review of existing projects ahead of medium-term-financial planning timetable
- Significant support to enable momentous decisions on major projects
- Commencement of budget estimates
- Star Chambers and Member bilateral meetings in progress – opportunities to highlight risks
- Pause continues on the FSD TOM implementation, providing an opportunity to recruit into key positions to enable the new structure
- Transformation workstreams inflight: 1) Recruitment; 2) Capital Transformation; 3) Learning and Development
- Progress made on Enterprise Resource Planning (ERP) – next steps to proceed with recommendations to Chief Officer Board and Member Steering Group.

### Challenges faced over this quarter

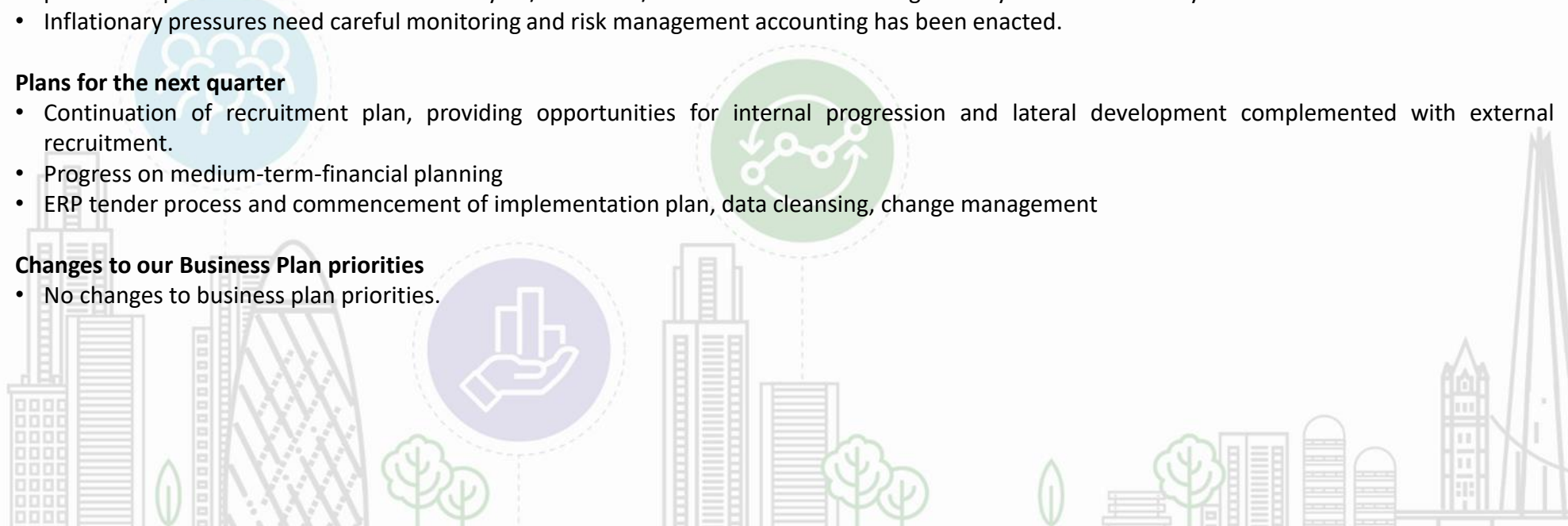
- Still holding significant number of vacancies further impacted with key individuals moving across to City of London Police, Corporate Treasury and Schools – whilst this has resulted in progression opportunities for those that have moved on, this has added additional pressure on existing team over above the vacancies already held and requires careful management and prioritisation of workload.
- Further delays to signing off City Fund accounts, this means handover to new auditors is further delayed and will impact on year end activities and put further pressure on the team to delivery 21/22 and 22/23 at the same time alongside City's Cash and Sundry Trusts.
- Inflationary pressures need careful monitoring and risk management accounting has been enacted.

### Plans for the next quarter

- Continuation of recruitment plan, providing opportunities for internal progression and lateral development complemented with external recruitment.
- Progress on medium-term-financial planning
- ERP tender process and commencement of implementation plan, data cleansing, change management

### Changes to our Business Plan priorities

- No changes to business plan priorities.



### Key updates from this quarter

- Issued all Annual benefits Statements (ABSs) for deferred and active members of the LGPS and Police Pension Scheme.
- Issued the Pension Saving Statements (around the Annual Allowance) to members of the LGPS and Police Pension Scheme
- Formatting work has started on Income Manager to prepare for interfaces to the new Property Management system (Horizon)
- Recruited to all the vacancies within the Treasury and Investment Team

### Challenges faced over this quarter

- Working with limited resources as we transition to a new structure.
- On boarding some of our new colleagues
- Meeting a high volume of demand for reports for Committees

### Plans for the next quarter

- On boarding new colleagues
- Finalising the renewal of the December insurance policies
- Preparation of reports for various Committees/Boards
- Formatting work will continue on Income Manager to prepare for interfaces to the new Property Management system (Horizon)

### Changes to our Business Plan priorities

- No changes to business plan priorities.

### Key updates from this quarter

- 3 pieces of assurance work finalised
- 4 draft reports circulated
- 22 follow-ups undertaken
- Continued delivery of corporate risk Deep Dive reviews to support the Audit & Risk Management Committee
- Initiation of a programme of 'second line of defence' reviews
- Regular reporting to ELB, including launch of the management information dashboard in respect of live issues (departmental analysis)
- Ongoing positive engagement with Committees: 9 meetings during the period
- Successful onboarding of our new Auditor
- A positive response to our Audit Apprentice recruitment, with offers accepted by two candidates

### Challenges faced over this quarter

- Managing vacant posts within the team – reduced capacity resulting in delivery of a smaller programme of work
- Managing a recruitment campaign – significant administration and time commitment from proactive management of this
- Follow-up Audit Reviews identifying significant numbers of recommendations not implemented

### Plans for the next quarter

- On-boarding new starters
- Proactive engagement with Chief Officers and Executive Leadership Board in relation to outstanding Audit recommendations
- Revise and introduce new format Internal Audit report

### Changes to our Business Plan priorities

- No changes to business plan priorities.



### Key updates from this quarter

- All vacancies in the Chamberlain's Court have now been filled and additional resource added via a Court Assistant on a fixed term contract for to allow for extra work created by the implementation of the new Freedom Applications system.
- The Chamberlain's Court team are continuing to progress testing of the new Freedom applications system. The new software will manage freedoms administration providing the ability for statistical analysis as well as digitalising formerly manual processes.
- The Departmental Business Plan for 2023/24 is progressing and will be presented to Finance Committee alongside Budget Estimates.
- Recruitment campaign for a new Chamberlain's Project Manager is now live.

### Challenges faced over this quarter

- Working with limited resources within the team as we transition to the new structure.
- The Chamberlain's Court continue to see high levels of applications.
- The demise of the Queen in September lead to the closure of the Chamberlain's Court for the national mourning period and a flurry of activity to change freedom certificates, declaration books and other documentation to include King Charles III.

### Plans for the next quarter

- Complete recruitment and continue to train new colleagues so they are equipped to fulfil their roles.
- Continue to work on E, D & I plans in conjunction with the new E, D & I team.
- Continue work on the new Freedoms Application Management system to ensure it is fit for purpose before launch.
- Continue to support the Chamberlain's Transformation project, including our all-staff event on Culture.

### Changes to our Business Plan priorities

- No changes to business plan priorities.

### Key updates from this quarter

- The Business Rate Team completed the award of the Covid Additional Relief Scheme (CARF), awarding approximately £58m to businesses based in offices with a rateable value of less than £500k.
- The Council Tax Team have completed the award of the £150 Energy Rebate to all properties in bands A-D. A total of £208,950 has been awarded to 1393 properties.
- The Housing Benefit Team have administered the 2<sup>nd</sup> tranche of the Household Support Fund. The City received £63K in funding and has spent £56.6 with the remainder retained as administration expenses. This has been distributed by cheque to eligible residents, but funding was also supplied for food vouchers and for the Emergency Support Scheme.
- Collection rates remain strong in all Income Types with Business Rates and Investment Property income levels continuing to recover from the impact of the Pandemic. Council Tax collection is now above pre-pandemic levels.

### Challenges faced over this quarter

- Recruitment has generally gone well with all teams nearly at full strength however, we have lost preferred candidates to better offers.
- Business Rate work volumes remain high, and it continues to be a significant challenge to return then to pre-pandemic levels. As new staff are trained it is expected that this will improve.

### Plans for the next quarter

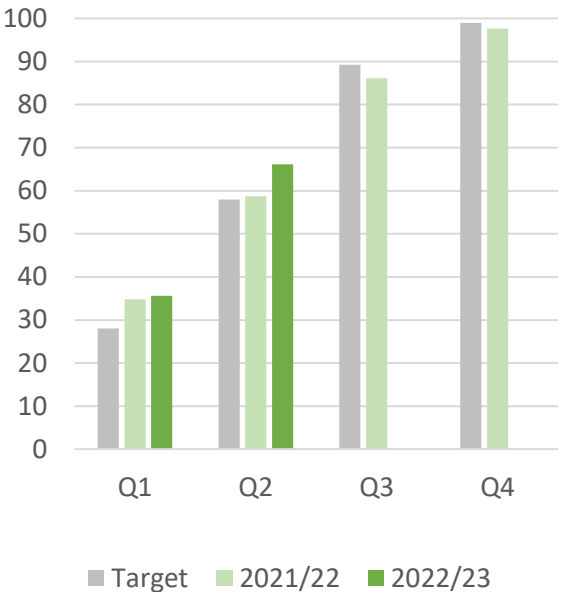
- Aim to go live with system to automate of AP Invoice processing to reduce manual inputting.
- Testing for new Property Management System (Horizon).
- Business Rates and Council Tax Annual Billing.
- The Draft Valuation List is expected to be published at the end of December. The Business Rate Teams will be required to analyse the potential impact on businesses and prepare for the update in valuations for 23/24.

### Changes to our Business Plan priorities

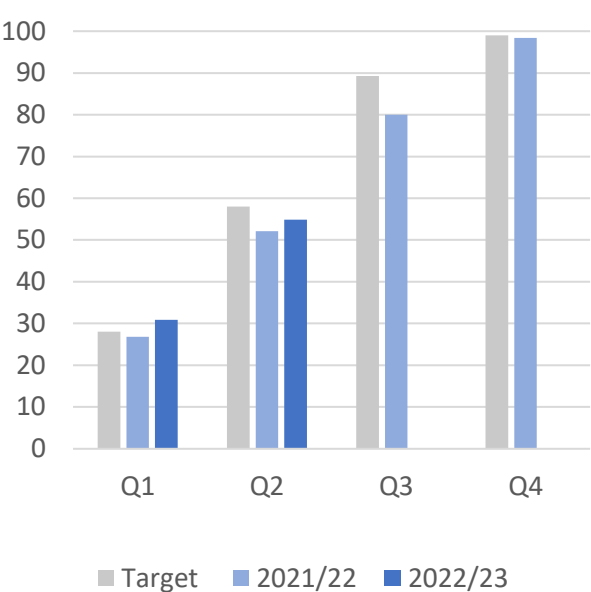
- No changes to business plan priorities.

# Key Performance Indicators

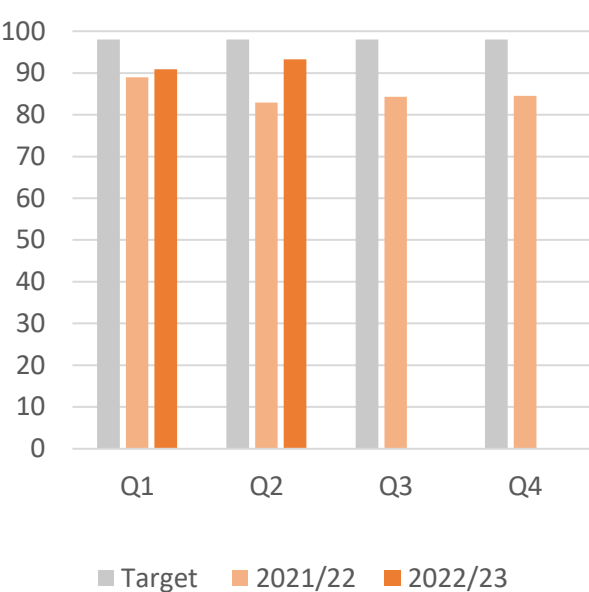
Business Rates collection 22-23  
% collected (cumulative)



Council Tax Collection 22-23  
% collected



Commercial Rent Collection 22-23  
% collected



Publication of the Draft City Fund Accounts within Statutory Deadline of 31st July  
**ON TRACK**



Publication of Audited accounts on 30<sup>th</sup> September  
**City's Cash completed in December City fund is still in progress**



Publication of City's Cash and BHE Accounts  
**ON TRACK**

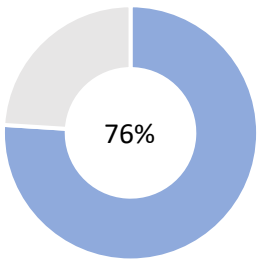
## COMPLETE

Effective financial management: expenditure against departmental local risk budgets +/- 5% at year end

## IN PROGRESS FOR 23/24

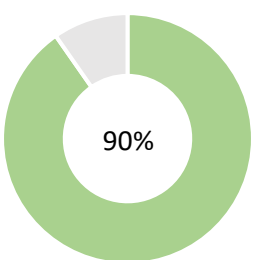
Delivery of a balanced budget and Medium-Term Financial Plan for City Fund, approved by Court of Common Council by 31 March

Invoices paid to SMEs within 10 days



Target 88%

Invoices paid within 30 days



Target 97%