

### Key updates from this quarter

- Star Chambers and Member bilateral meetings complete.
- Recruitment campaign tranche 1 completed. Four positions filled with start dates confirmed for February/March 2023.
- Capital review of existing projects completed.
- Budget estimates largely complete.
- 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) – further work with supplier to be undertaken in new year 2023.
- Medium-term financial plan largely complete, next steps preparation of reports to Members.

### Challenges faced over this quarter

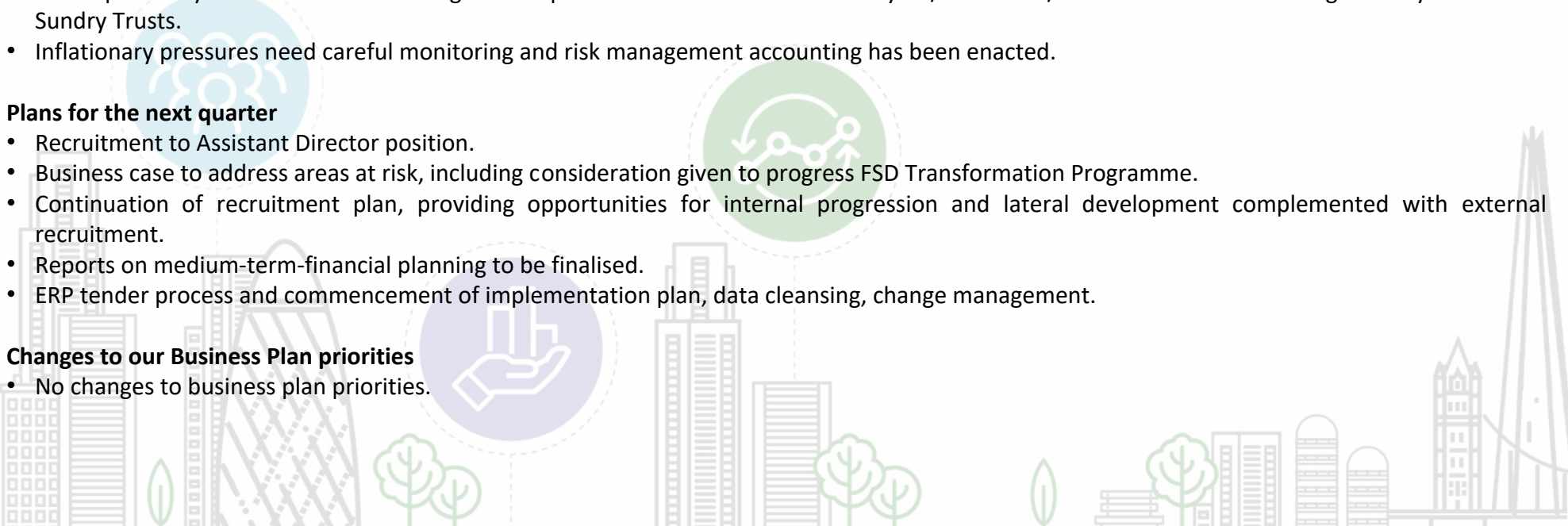
- Resignation of Assistant Director – huge loss, recruitment to this role is imperative to FSD Transformation Programme and progress on major projects.
- Still holding significant number of vacancies further impacted with key individuals moving across to City of London Police, Corporate Treasury and 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 – continues from last quarter.
- Delay to signing off City Fund accounts, expected to be late January/early February, this means handover to new auditors is further delayed and will impact on year end activities adding 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

- Recruitment to Assistant Director position.
- Business case to address areas at risk, including consideration given to progress FSD Transformation Programme.
- Continuation of recruitment plan, providing opportunities for internal progression and lateral development complemented with external recruitment.
- Reports on medium-term-financial planning to be finalised.
- 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

- 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 £208,800 has been awarded to 1392 properties.
- The Housing Benefit Team have administered the second 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. Consideration is now underway on how to best utilise tranche 3 funding.
- 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 continue to reduce and are nearing pre-covid levels. The team continue to work to clear outstanding work.
- Transactional Finance have been heavily involved in the testing and implementation of the new Property Management System (Horizon).

### Plans for the next quarter

- Aim to go live with system to automate of AP Invoice processing to reduce manual inputting.
- Continued testing for new Property Management System (Horizon).
- Business Rates and Council Tax Annual Billing.
- The Draft Valuation List has been published. The Business Rate Team is now preparing for the update in valuations for 23/24.
- Implementation of the Income Management replacement system moving from Paris to Civica Pay.

### Changes to our Business Plan priorities

- No changes to business plan priorities.

### Key updates from this quarter

- Formatting work has started on Income Manager to prepare for interfaces to the new Property Management system (Horizon).
- The implementation of the new Income Management system (CivicaPay) has begun, liaising with Civica consultants on system configuration.
- Insurance renewals for December 2022 have been completed.

### 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

- Preparation of reports for various Committees/Boards.
- Preparing the Treasury Management Strategy for 2023/24.
- Formatting work will continue on Income Manager to prepare for interfaces to the new Property Management system (Horizon).
- Continuing work on the configuration of the new Income Management system (CivicaPay) and begin user acceptance testing.
- GL Testing to begin on the new Property Management system (Horizon) to ensure various tax scenarios are posted correctly.
- Liaising with auditors over the 2021/22 City Fund Audit which commences in January 2023.
- Preparation for June 2023 insurance renewals.
- Preparation for the implementation of 'Member Self-Service' within the pensions administration software system.

### Changes to our Business Plan priorities

- No changes to business plan priorities.

**Key updates from this quarter**

- 7 pieces of assurance work finalised.
- 26 follow-ups undertaken.
- Updates provided to 5 Audit Committee meetings.
- Continued delivery of corporate risk Deep Dive reviews to support the Audit & Risk Management Committee.
- Regular reporting to ELB, including launch of the management information dashboard in respect of live issues (departmental analysis).
- Successful appointment of two Audit Apprentices, the team is now fully resourced.

**Challenges faced over this quarter**

- Managing the Apprentice recruitment campaign – significant administration and time commitment from proactive management of this.
- Working with vacancies, maintaining essential Audit coverage with limited resources.

**Plans for the next quarter**

- Integration of 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 (not completed previous quarter).
- Review Internal Audit IT solution, exploring potential upgrade.

**Changes to our Business Plan priorities**

- No changes to business plan priorities.

**Key updates from this quarter**

- Held an all-staff event on Culture and Values in November gaining insight from the whole team, to jointly build our culture which will underpin the Chamberlain's Transformation Programme.
- The Departmental Business Plan for 2023/24 was agreed to Finance Committee in December.
- The Recruitment campaign for a new Chamberlain's Project Manager has been completed and a new starter will join the team in January.
- All roles across the department have been categorised per the new Workplace Attendance Policy. Most of the team have been deemed to be hybrid workers which a few specific roles including the Chamberlain's Court roles have been categorised as "Workplace Plus".
- The Chamberlain's Court team continue to progress work on the new Freedom Applications SYstem. Testing of the system has highlighted bugs all of which have been raised with our supplier.

**Challenges faced over this quarter**

- Working with limited resources within the Chamberlain's Court due to sickness absence as members of the team contracted COVID-19.

**Plans for the next quarter**

- Continue to support the Chamberlain's Transformation project with introduction of the Chamberlain's Project Manager role and the departure of our Transformation Partner.
- Routine recruitment required for maternity cover and job share arrangements of existing members of the team.
- Continue to train new colleagues, so they are equipped to fulfil their roles.
- Work on outcomes from the all-staff event. Creating action plans and ensure they are carried out.
- Continue work on the new Freedoms Application Management system to ensure it is fit for purpose before launch.

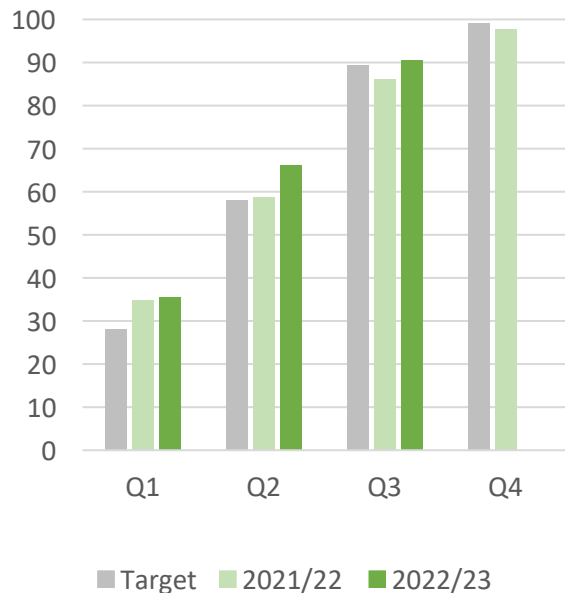
**Changes to our Business Plan priorities**

- No changes to business plan priorities.

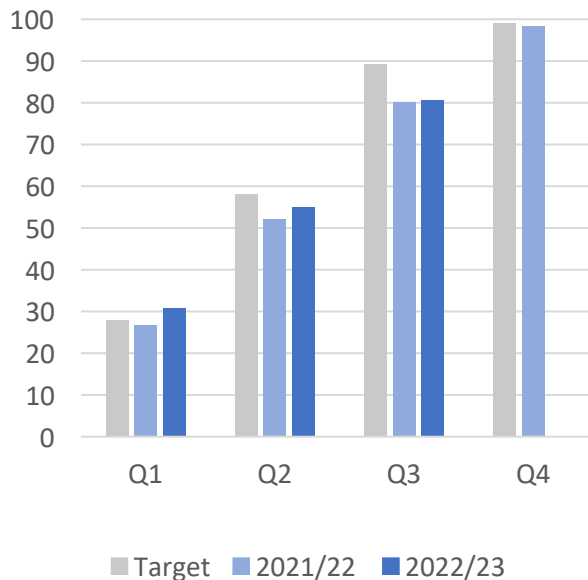


# Key Performance Indicators

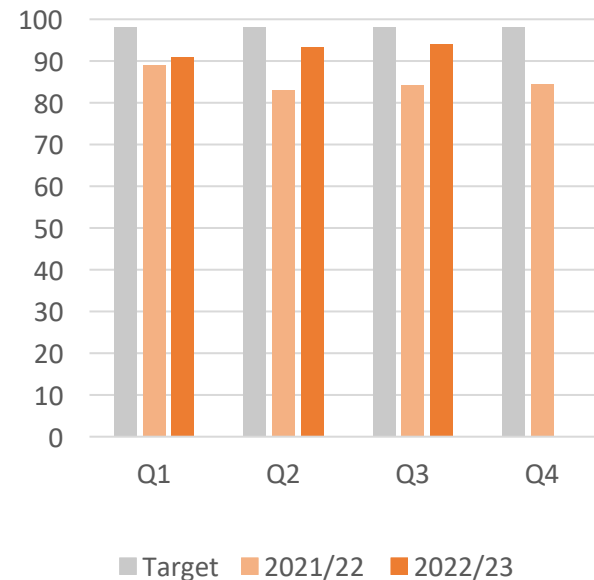
### Business rates in year collection 22-23 % collected



### Council tax in year collection 22-23 % collected



### Commercial rent collection 22-23 % collected



Chamberlain's 2022/23 Business Plan

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

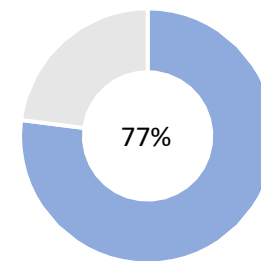
**ON TRACK**  
 Publication of Audited accounts on 30<sup>th</sup> September  
*City's Cash completed in December City fund is still in progress*

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

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

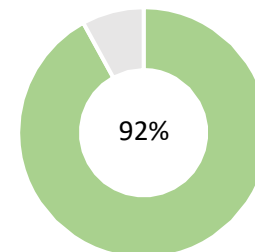
**IN PROGRESS FOR 23/24**  
 Delivery of a balanced budget and Medium-Term Financial Plan for City Fund, approved by Court of Common Council by 31 March

Invoices paid to SMEs within 10 days Q1-3



Target 88%

Invoices paid within 30 days Q1-3



Target 97%