

**Chamberlain's 2024-25 Business Plan Quarterly Report  
Quarter 2 1 July - 31 September 2024**

**Executive Summary**

Summarise key objectives and progress made. Highlight key achievements and stakeholder engagement for the period. Consider milestones delivered and any other cross cutting considerations not covered elsewhere.

**Cross-cutting themes:**

1. Equity Equalities Diversity Inclusion	Work on our EEDI plan continues with quarterly meetings ongoing. The team are looking at relaunching in Q3 as the group has had some changes in membership. The team contribute to the Corporate EDI Groups and a few members of the team are co-chairs of staff networks, colleagues are also encouraged to join networks. EQIAs are completed on projects.
2. Collaboration	The team continually collaborate with all departments and institutions across the Corporation to deliver financial management, transactional finance, treasury management, commercial services, change and portfolio management and internal audit services. Financial Leadership Group meet monthly to work on risks mitigations, particularly the risk on internal controls and transformation activities. The department also contributes to all corporate groups or initiative for example risk management forum, Corporate Health and Safety Group Resilience Steering Group. The Commercial Team also engage with suppliers to contract manage goods and services utilised across the corporation.
3. Risk	Key risks managed by the department are included in the Risk Update Report also received by this committee, there is a risk to resilience within the Chamberlain's Court team which is being managed at a team level.

Workstream	Workstream Assessment	RAG Status	Next Steps	Corporate Plan 2024-2029 Outcomes	Corporate Plan 2024-2029 Outcomes	Performance Measures data submitted? Y/N
<small>Insert additional rows as required.</small>	<small>Provide a brief assessment of workstream progress. Note any opportunities, and challenges or risks to delivery.</small>	<small>Provide Rag Status (*refer to key)</small>	<small>What action will be taken to address challenges to Amber, Black and Red workstreams?</small>	<small>Link the workstream to one or more Corporate Plan 2024-2029 outcome</small>	<small>Link the workstreams to one or more Corporate Plan 2024-2029 outcome</small>	<small>Note that N responses must be explained</small>
Collection of: -Business Rates -Council Tax	In year collection rates for Council Tax during Q2 2024/25 is at 54.88% which is a slight decrease of 0.3% when compared to Q2 23/24 collection.  In year collection rates for Business Rates during Q2 2024/25 is at 67.66% which is an increase of 1.3% when compared to Q2 23/24 collection.	A		Providing Excellent Services		Y
Payment of Housing and Council Tax Benefits		G		Providing Excellent Services		Y
Brilliant Basics - capital and revenue reporting through to statement of accounts	Significant progress has been made in the compilation of the new combined revenue and capital report. However, there remains a critical need to enhance the accuracy of forecasting.  The statutory deadline for the 2023/24 City Fund & Pension Fund Statement of Accounts has been successfully met. However, the publication deadline was missed due to unexpected delays in auditor sign-off.  The draft deadline for the City's Estate Statement of Accounts has been achieved, with the audit currently on track.	A	A FIT Strategy is being developed and will be rolled out in the Autumn. This strategy includes development plans aimed at ensuring brilliant basics and creating a finance team that is fit for the future, these include: Training modules for budget holders and project managers have been developed and taster sessions have been completed, marking the initial phase of our implementation. The rollout of revenue and project forecasting is currently in progress and will continue throughout the Autumn; Alongside this, several measures are being put in place to support the Financial Services Division. These	Providing Excellent Services		Y - City Fund & Pension Fund Statement of Accounts published; Reveue and Capital report to SLT and Finance Committee
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	Internal Audit team now fully resourced at Auditor/Senior Auditor level, this is sufficiently resourced to deliver the baseline target of 600 Audit days in 2024/25, albeit weighted to delivery in Q3 and Q4.	G		Providing Excellent Services		Y
Planning, organisation, delivery and administration of Freedom Ceremonies and events at the Guildhall	The Court continue to receive fantastic feedback. With the number of ceremonies increasing, resilience within the team for conducting ceremonies is a concern particularly as we are carrying out more ceremonies that ever before. In times of unexpected absence of either the Clerk or Deputy Clerk there is a risk that ceremonies would need to be cancelled which would result in disappointment and a risk of reputational damage. A solution to this has been identified and remedial work is in train to put this in place in coming month. A walk through has also been conducted to ensure the court and its facilities are fit for wheelchair users. Walkthrough was successful and the court has been deemed accessible. When hospitality is hosted in other areas of the building and being organised by the court team they advocate for those with disabilities to mitigate any possible ussies before they arise. Where others teams are hosting the team support by advising about recipients needs.	G	A solution has been identified and will be implemented in the next quarter.	Providing Excellent Services		Y

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	Cashflow forecasts developed for both City Fund and City's Estate.	G	Update to Finance Committee and Investment Committee in December 2024.	Providing Excellent Services		Y
Enterprise Resource Planning system implementation across Finance, HR, Payroll, IT and Procurement		G	The contract with System Integrated (SI) to be finalised and signed, followed by a 30-day milestone plan is being developed collaboratively with the SI, SAP (software provider), and our internal teams. To ensure a smooth and efficient implementation, "fit to standard" workshops are being scheduled to commence in mid-November 2024. These workshops will be instrumental in aligning our processes with industry standards and maximising the benefits of the new system integration.	Providing Excellent Services		Y
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	London Fraud Hub in operation, high level proactive plan of Counter Fraud activity has been developed and will be deployed throughout the remainder of the year. Investigation activity is, obviously, a reactive service	G	High level proactive plan of Counter Fraud activity to be deployed throughout the remainder of the year. Investigation activity to continue to be completed on a reactive basis.	Providing Excellent Services		
Automation of Invoice Payments		A		Providing Excellent Services		

Provide high level executive & programme management support to Chamberlain's senior leaders in the strategic and operational delivery of CHB's transformation programme	The dashboard developed in Q1 is now being used to allow Chamberlain and her SLT to review projects and their status enabling decision making on where to focus efforts. The Chamberlain's Transformation Board continue to meet fortnightly where deep dives on those projects that are off track or at risk are reviewed and actions to right this are discussed and agreed.	G	Further work to support projects to be carried out to get them back on track.	Providing Excellent Services		Y
Training and Development/Succession planning	The Learning and Engagment Board continues	G		Providing Excellent Services		
Portfolio management implementation	Portfolio management implementation is continuing. The TC's Portfolio Board has now been launched along with the Chamberlain's Assurance Board. The procurement of a new portfolio management system has been completed and configuration is underway with revised reporting due to commence early in 2025. The new Project Procedure is being drafted however approval has been delayed to allow for further engagement and testing across the organisation.	A	Transition plan to be agreed by the Portfolio Board and PPsC in Jan/Feb 25.	Providing Excellent Services		Performance measure = completion
Commercial maturity assessment and improvement plan (procurement governance review)	The strategic review of procurement and contract management is underway and due to report findings to PPsC in December 24. A comprehensive improvement plan will be developed in response identifying the key actions required to move the organisation to greater maturity.	A	Agree improvement plan (and reporting schedule) at PPsC in Dec 24.	Providing Excellent Services		Performance measure = completion
Data and insights – understanding our impact	The inaugural Responsible Procurement Impact Report was completed and published in the Summer. The mid-year review is currently underway. Carbon reporting has matured with the development of the new system in conjunction with Avarni, allowing for actual data regarding delivery against the organisation's CAS scope 3 emission targets. The new impact and reporting function has now been recruited and team members are currently being onboarded.	G	Mid-year RP impact report to be published Jan 25 24/25 RP impact report to be published Jul 25 Agree Impact and Reporting team objectives and workplan	Providing Excellent Services		
Transformation and improvement framework (embedding RPR)	3 phases of transformation agreed with ELB Transformation workstreams developed for discussion at RASC away day Vision for long-term transformation now in development.	G	Develop proposal for phase 3 transformation and approach to engaging a delivery partner.	Providing Excellent Services		
Service development – capacity and capability	Long-term funding for the team still not confirmed and income generation/business development opportunities to be identified.	A	Produce team development plan aligned to 25/26 business plan	Providing Excellent Services		
Procurement Act implementation	Preparation for the new Procurement Act is also underway with all Commercial Service team members having completed the Government's transforming procurement elearning course. The stakeholder communications and engagement plan is currently being finalised.	G		Providing Excellent Services		

Focus for next quarter				
In this section outline any key objectives, milestones and targets for the next period				
Workstream	Objectives, Actions and Activities	Description	Targets	Completion Date
Insert additional rows as required.	List key objectives, actions and activities in the next quarter.	Briefly describe outcomes and the impact this will make. List any milestones.	List any targets for the period	i.e. 30 Sep 2024 or add an alternate date before this
Providing resilience in the Chamberlain's Court team for ceremonial duties	A proposal has been agreed and. Action to be taken tin the next quarter.	More resilience in the team to reduce the risk of disappointment and reduced risk of reputational damage.	Solution to be implemented in Q3 in line with HR policies and capacity.	31 December 2024.
Brilliant Basics - capital and revenue reporting through to statement of accounts	Progress with the FIT Strategy to continue - This requires thorough training for budget holders, project managers, and the finance team to establish a culture of accountability.	These training sessions aim to ensure ongoing improvement and alignment with evolving financial management practices, enabling more strategic financial decisions and prepare for the new ERP implementation with a self-service model.	All key stakeholders will undergo training within the next 12 months, with the first session commencing in November 2024. Furthermore, new budget holders will receive training when they join, which will also function as refresher courses for current budget holders and project managers.	31-Oct-25
Brilliant Basics - capital and revenue reporting through to statement of accounts	Skills matrix for the Financial Services Division.	To help identify gaps in the current skill sets and ensure targeted development	Reviewing and agreeing on competencies will initially focus on Finance Business Partners (FBPs) to help identify training needs and progress the streamlining of processes. The skills matrix, designed to highlight areas for targeted development, will be further rolled out across the Financial Services Division (FSD) as with the FBPs. This comprehensive approach aims to ensure that all team members are equipped with the necessary skills and knowledge to adapt to the new systems and processes effectively.	FBP's - 31 January 2025; with the rest to following during 2025.
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	Cashflow forecast dashboards to be developed aimed to provide a clear and concise view of our cashflow projections.	Enabling informed decision-making and improved financial oversight.	First update to Finance Committee and Investment Committee in December, thereafter quarterly.	10 December 2024
Enterprise Resource Planning system implementation across Finance, HR, Payroll, IT and Procurement	The contract with System Integrated (SI) to be finalised and signed, followed by a 30-day milestone plan is being developed collaboratively with the SI, SAP (software provider), and our internal teams. To ensure a smooth and efficient implementation, "fit to standard" workshops are being scheduled to commence in mid-November 2024.	The 30 day milestone place and fit to standard workshops will be instrumental in aligning our processes with industry standards and maximising the benefits of the new system integration.	Programme Board and Member Steering Board being scheduled to agree the 30 day plan week commencing 25th November	Mid-October 2024 End of November 2024 - 30 day plan End of January 2025 for workshops

*Key
<b>Blue:</b> Completed
<b>Green:</b> On track, milestones achieved in this quarter to the planned timeline
<b>Amber:</b> Slippage to planned progress / milestones not achieved to planned timeline but will be achieved by
<b>Red:</b> Slippage to planned progress is significant and cannot be achieved in the next quarter. Risk of non-
<b>Black:</b> A decision to pause or stop workstream activities has been taken.

Corporate Plan 2024-29 outcomes:  
[Our Corporate Plan 2024-2029 \(sharepoint.com\)](https://www.sharepoint.com)