Finance Committee

Date:	**TUESDAY, 12 APRIL 2016**
Time:	**1.45 pm**
Venue:	**COMMITTEE ROOM - 2ND FLOOR WEST WING, GUILDHALL**

Members:

Deputy Roger Chadwick (Chairman)
Jeremy Mayhew (Deputy Chairman)
Randall Anderson
Deputy John Barker
Nicholas Bensted-Smith
Chris Boden
Sheriff & Alderman Charles Bowman
Nigel Challis
Simon Duckworth
Deputy Anthony Eskenzi
John Fletcher
Stuart Fraser
Lucy Frew
Deputy Brian Harris
Christopher Hayward
Alderman Peter Hewitt
Tom Hoffman
Wendy Hyde
Deputy Jamie Ingham Clark

Clare James
Alderman Vincent Keaveny
Deputy Alastair King
Gregory Lawrence
Oliver Lodge
Alderman Professor Michael Mainelli
Deputy Robert Merrett
Deputy Henry Pollard
Adam Richardson
James de Sausmarez
Ian Seaton
Sir Michael Snyder
David Thompson
Deputy John Tomlinson
Philip Woodhouse
Mark Boleat (Ex-Officio Member)
Deputy Alastair Moss (Ex-Officio Member)
Andrew McMurtrie (Ex-Officio Member)

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Lunch will be served in Guildhall Club at 1PM
NB: Part of this meeting could be the subject of audio or video recording

John Barradell
Town Clerk and Chief Executive

AGENDA

Part 1 - Public Agenda

1. **APOLOGIES**

2. **MEMBERS' DECLARATIONS UNDER THE CODE OF CONDUCT IN RESPECT OF ITEMS ON THE AGENDA**

3. **MINUTES OF THE PREVIOUS MEETING**
   To agree the public minutes and non-public summary of the meeting held on 15 March 2016.

   For Decision
   (Pages 1 - 6)

4. **OUTSTANDING ACTIONS FROM PREVIOUS MEETINGS**
   Report of the Town Clerk.

   For Information
   (Pages 7 - 8)

5. **DRAFT PUBLIC MINUTES OF SUB-COMMITTEES**
   To note the draft minutes of the following Sub-Committee meetings:

   For Information

   a)   Draft public minutes of the Efficiency and Performance Sub-Committee held on 7 March 2016 (Pages 9 - 12)

   b)   Draft public minutes of the Information Technology Sub-Committee held on 9 March 2016 (Pages 13 - 16)

   c)   Draft public minutes of the Corporate Asset Sub-Committee held on 11 March 2016 (Pages 17 - 20)

6. **RESOLUTION FROM POLICY AND RESOURCES COMMITTEE - CHAIRMAN'S DISCRETIONARY FUND**
   To receive a resolution from the meeting of the Policy and Resources Committee which was held on 17 March 2016.

   For Information
   (Pages 21 - 22)

7. **CHAMBERLAIN'S DEPARTMENTAL BUSINESS PLAN 2015/16 YEAR END UPDATE**
   Report of the Chamberlain.

   For Information
   (Pages 23 - 26)

8. **CHAMBERLAIN'S DEPARTMENT RISK MANAGEMENT - QUARTERLY REPORT**
   Report of the Chamberlain.

   For Information
   (Pages 27 - 42)

9. **CHAMBERLAIN'S DEPARTMENTAL BUSINESS PLAN 2016/17**
    Report of the Chamberlain.

    For Decision
    (Pages 43 - 66)

10. **INFORMATION TECHNOLOGY DIVISION - QUARTERLY UPDATE**
    Report of the Chamberlain.

    For Information
    (Pages 67 - 70)

11. **CENTRAL CONTINGENCIES**
    Report of the Chamberlain.

    For Decision
    (Pages 71 - 78)

12. **DECISION TAKEN UNDER DELEGATED AUTHORITY SINCE THE LAST MEETING OF THE COMMITTEE**
    Report of the Town Clerk.

    For Information
    (Pages 79 - 80)

13. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**

14. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT**

15. **EXCLUSION OF THE PUBLIC**
    MOTION - That under Section 100(A) of the Local Government Act 1972, the public be excluded from the meeting for the following items on the grounds that they involve the likely disclosure of exempt information as defined in Part I of Schedule 12A of the Local Government Act.

    For Decision

    Part 2 - Non-Public Agenda

16. **NON-PUBLIC MINUTES OF THE PREVIOUS MEETING**
    To agree the non-public minutes of the meeting held on 15 March 2016.

    For Decision
    (Pages 81 - 84)

17. **OUTSTANDING ACTIONS FROM NON-PUBLIC MINUTES OF PREVIOUS MEETINGS**
    Report of the Town Clerk.

    For Information
    (Pages 85 - 86)

18. **DRAFT NON-PUBLIC MINUTES OF SUB-COMMITTEES**
    To note the draft non-public minutes of the following Sub-Committee meetings:
    For Information

    a)   Draft non-public minutes of the Efficiency and Performance Sub-Committee held on 7 March 2016 (Pages 87 - 90)

    b)   Draft non-public minutes of the Information Technology Sub-Committee held on 9 March 2016 (Pages 91 - 96)

    c)   Draft non-public minutes of the Corporate Asset Sub-Committee held on 11 March 2016 (Pages 97 - 102)

19. **PAY AWARD AT THE MUSEUM OF LONDON**
    Report of the Director of the Museum of London. This report will also be considered by the Court of Common Council on 12 May 2016.
    For Decision
    (Pages 103 - 104)

20. **SUPPORT FOR THE RESETTLEMENT OF SYRIAN REFUGEES - REQUEST FOR CONTRACT WAIVER**
    Report of the Director of Community and Children's Services. This report will also be considered by the Community and Children's Services Committee on 8 April 2016.
    For Decision
    (Pages 105 - 110)

21. **CITY RE LIMITED - PROPERTY INSURANCE RISK RETENTION**
    Report of the Chamberlain.
    For Information
    (To follow)

22. **INSURANCE (DECEMBER PROGRAMME) PROCUREMENT UPDATE**
    Report of the Chamberlain.
    For Decision
    (To follow)

23. **CITY ARTS TRUST/CITY OF LONDON FESTIVAL**
    Report of the Director of Culture, Heritage and Libraries.
    For Decision
    (Pages 111 - 114)

24. **5-7 GILTSPUR STREET, LONDON, EC1- RECEIPT OF DEVELOPMENT OVERAGE PREMIUM**
    Report of the City Surveyor. This report will also be considered by the Property Investment Board on 13 April 2016.
    For Decision
    (Pages 115 - 120)

25. **NON-PUBLIC DECISIONS TAKEN UNDER DELEGATED AUTHORITY AND URGENCY PROCEDURES**
Report of the Town Clerk.

For Information
(Pages 121 - 124)

26. **NON-PUBLIC QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**

27. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT AND WHICH THE COMMITTEE AGREE SHOULD BE CONSIDERED WHILST THE PUBLIC ARE EXCLUDED**

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FINANCE COMMITTEE

Tuesday, 15 March 2016

Minutes of the meeting of the Finance Committee held at the Guildhall EC2 at 2.30 pm

Present

Members:

Deputy Roger Chadwick (Chairman)	Alderman Peter Hewitt
Jeremy Mayhew (Deputy Chairman)	Tom Hoffman
Randall Anderson	Wendy Hyde
Deputy John Barker	Deputy Jamie Ingham Clark
Chris Boden	Deputy Alastair King
Sheriff & Alderman Charles Bowman	Alderman Professor Michael Mainelli
Nigel Challis	James de Sausmarez
Stuart Fraser	David Thompson
Lucy Frew	Deputy John Tomlinson
Christopher Hayward	

Officers:

Peter Lisley	-	Assistant Town Clerk
Christopher Braithwaite	-	Town Clerk's Department
Peter Kane	-	Chamberlain
Caroline Al-Beyerty	-	Chamberlain's Department
Christopher Bell	-	Chamberlain's Department
Graham Bell	-	Chamberlain's Department
Connie Dale	-	Chamberlain's Department
Michael Cogher	-	Comptroller and City Solicitor
Peter Young	-	City Surveyor's Department
Martin O'Regan	-	City of London Police

1. **APOLOGIES**
   Apologies for absence were received from Nick Bensted-Smith, Mark Boleat, John Fletcher, Deputy Brian Harris, Alderman Vincent Keaveny, Greg Lawrence, Oliver Lodge, Deputy Robert Merrett, Adam Richardson, Ian Seaton and Philip Woodhouse.

2. **MEMBERS' DECLARATIONS UNDER THE CODE OF CONDUCT IN RESPECT OF ITEMS ON THE AGENDA**
   There were no declarations of interest.

3. **MINUTES OF THE PREVIOUS MEETING**
   RESOLVED – That the public minutes and summary of the meeting held on 16 February 2016 be approved as an accurate record subject to the addition of the word "Panel" to the final sentence of the final paragraph of item 13.

4. **OUTSTANDING ACTIONS FROM PREVIOUS MEETINGS**
    The Committee considered a report of the Town Clerk which set out actions outstanding from previous meetings of the Committee.

    RESOLVED – That the Committee notes the report.

5. **TO NOTE THE DRAFT PUBLIC MINUTES OF THE CORPORATE ASSET SUB-COMMITTEE HELD ON 29 JANUARY 2016**
    RESOLVED – That the public minutes and non-public summary of the Corporate Assets Sub-Committee meeting held on 29 January 2016 be noted.

6. **FINANCIAL SERVICES DIVISION - QUARTERLY UPDATE**
    The Committee considered a report of the Chamberlain which provided the Committee with the quarterly update on the work of the Financial Services Division of the Chamberlain's Department.

    The Chairman advised Members that the Oracle Programme project closure report had been considered by the Projects Sub-Committee and the Information Technology Sub-Committee. The Chairman informed the Sub-Committee that the IT Sub-Committee had agreed that a new project should be created, to be monitored by the Efficiency and Performance Sub-Committee, which ensured that the business benefits of the Oracle Programme were realised by the Corporation.

    A Member noted that the report stated that a key challenge for the Division would be the implementation of Financial Reporting Statements (FRS102), rather than UK GAAP. The Member asked for clarification as to whether the Corporation would amend its terminology in line with the requirements of FRS102. The Chamberlain advised that the Corporation would amend its terminology in line with FRS102 to ensure consistency with other organisations. The Chamberlain also advised that FRS102 would be likely to lead to some changes to the income and expenditure calculations in the Corporation's accounts.

    The Committee noted that the Court of Common Council had approved an increase in the Business Rates Premium at its last meeting, and reaffirmed the position that this increase was specifically to be added to City of London Police budget for 2016/17 to provide increased security spending within the City.

    The Chamberlain highlighted that the Chancellor's Budget announcement the following day was expected to announce that the situation in relation to public finance was likely to be worse than had been anticipated in the autumn statement. It was expected that a further 0.5% savings would be required, although it was not know at this stage on which departments this savings requirement would fall.

    Members noted that this indicated that the achievement of the Service Based Review efficiency savings continued to be vital to the Corporation, and it was important that a view of continuous efficiency savings was adopted. Members

noted that it was important to ensure that central services provided to Service Departments were benchmarked against the market to ensure that they provided a high quality service at an acceptable price to the Departments. The Chamberlain assured Members that this was done.

RESOLVED – That the Committee notes the report

7. **REVIEW OF UK PUBLIC CONTRACT REGULATIONS AND EU PROCUREMENT DIRECTIVES**
The Committee considered a joint report of the Chamberlain and the Comptroller and City Solicitor which provided the Committee with information regarding a review of the City of London Corporation's Procurement Regulations and procedures to ascertain whether there was a tendency to exceed the requirements of EU Procurement Regulations in comparison to other EU Member States.

RESOLVED – That the Committee notes the report.

8. **RISK MANAGEMENT - MONTHLY REPORT**
The Committee considered a report of the Chamberlain which provided updates regarding the top risks within the Departmental Risk Register.

The Chairman explained that the City Surveyor's Department appeared to have a potential "bow wave" risk regarding recruitment and retention due to lack of pay rises for local government employees. The Chairman queried whether there was a similar issue in the Chamberlain's Department.

The Chamberlain advised the Committee that his Department had encountered some difficulties in recruitment and retention in some areas, particularly those which competed directly with the private sector, such as IT, procurement and financial services.

A Member suggested that this issue should be referred to the Establishment Committee, which was conducting a review of reward and recognition within the Corporation. A Member highlighted that the competition between the Corporation's Independent Schools and the new Academies was an area which may need to be reviewed in this exercise.

RESOLVED – That the Committee notes the report.

9. **CENTRAL CONTINGENCIES**
Consideration was given to a report of the Chamberlain which provided the Committee with information regarding the current balance of the Finance Committee Contingency Funds for the current year.

The Chairman advised the Committee that he had been discussing with the Deputy Chairman and the Chief Grants Officer the potential to make a donation from the Committee's Disaster Relief Fund to assist unaccompanied child refugees entering the UK.

RESOLVED – That the Committee notes the report.

10. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**
There were no questions.

11. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT**
There were no urgent items.

12. **EXCLUSION OF THE PUBLIC**
RESOLVED – That under Section 100(A) of the Local Government Act 1972, the public be excluded from the meeting for the following items on the grounds that they involve the likely disclosure of exempt information as defined in Part I of Schedule 12A of the Local Government Act.

Item No.	Paragraphs in Schedule 12A
13-21	3
22	1 and 4

13. **NON-PUBLIC MINUTES OF THE PREVIOUS MEETING**
The non-public minutes of the meeting held on 16 February 2016 were approved as an accurate record.

14. **OUTSTANDING ACTIONS FROM NON-PUBLIC MINUTES OF PREVIOUS MEETINGS**
The Committee considered and noted a report of the Town Clerk which set out actions outstanding from previous non-public minutes of the Committee.

15. **TO NOTE THE DRAFT NON-PUBLIC MINUTES OF THE CORPORATE ASSET SUB-COMMITTEE HELD ON 29 JANUARY 2016**
The non-public minutes of the Corporate Asset Sub-Committee meeting held on 29 January 2016 were noted.

16. **IT STORAGE & SERVER USAGE COST MITIGATION PLANS**
The Committee noted a report of the Chamberlain which provided information regarding efforts to mitigate the cost of IT Storage and Serve Usage.

17. **POLICE ACCOMMODATION PROJECT - GATEWAY 3/4 UPDATE REPORT AND DECANT PLAN**
The Sub-Committee noted a joint Gateway 3/4 update report of the Chamberlain, City Surveyor and Commissioner of the City of London Police which provided the Committee with an update on the Police Accommodation project.

18. **INSURANCE (DECEMBER PROGRAMME) PROCUREMENT**
The Committee considered and approved a report of the Chamberlain which set out the options for procuring Property insurance for the City of London Corporation in 2016/17 in order to maximise market competition.

19. **55 GRESHAM STREET - SURRENDER AND RE-GRANT OF NEW HEAD LEASE TO FACILITATE DEVELOPMENT (BRIDGE HOUSE ESTATES)**
The Committee considered and approved a report of the City Surveyor which sought approval for the surrender and re-grant of a New Head Lease to Facilitate Development at 55 Gresham Street.

20. **NON-PUBLIC QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**
There were no non-public questions relating to the work of the Committee.

21. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT AND WHICH THE COMMITTEE AGREE SHOULD BE CONSIDERED WHILST THE PUBLIC ARE EXCLUDED**
There were no items of urgent business.

22. **RESTRUCTURE OF A TEAM WITHIN THE FINANCIAL SERVICES DIVISION, CHAMBERLAIN'S DEPARTMENT**
The Committee considered a report of the Chamberlain which sought Members' approval for changes to the structure of the Cultural Services Section of the Financial Services Division of the Chamberlains Department.

The meeting closed at 3.30 pm

Chairman

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Finance Committee – Outstanding Actions

Item	Date	Item and Action	Officer responsible	To be completed/ progressed to next stage	Progress Update
1.	15 March 2016, Item 8	Risk Management – recruitment The Chairman suggested that there may be a potential "bow wave" risk regarding recruitment and retention due to lack of pay rises for local government employees in certain parts of the Chamberlain's Department, such as IT, Procurement and Financial Services. Members agreed this issue should be referred to the Establishment Committee.	Town Clerk	April 2016	Minute from the March 2016 meeting will be included on the agenda of the 19 April 2016 meeting of the Establishment Committee.
2.	22 September 2015, Item 9	Purchasing Card Policy The Purchasing Card Policy to be reviewed on an annual basis.	Head of City Procurement	September 2016	Purchasing Card Policy to be reviewed in September 2016.

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<u>**EFFICIENCY AND PERFORMANCE SUB (FINANCE) COMMITTEE**</u>

<u>**Monday, 7 March 2016**</u>

Minutes of the meeting of the Efficiency and Performance Sub (Finance) Committee held at the Guildhall EC2 at 1.45 pm

Present

Members:

Jeremy Mayhew (Deputy Chairman)	John Fletcher
Randall Anderson	Deputy Jamie Ingham Clark
Nicholas Bensted-Smith	Deputy John Tomlinson
Nigel Challis	Philip Woodhouse
Deputy Anthony Eskenzi	

Officers:

Susan Attard	-	Deputy Town Clerk
Christopher Braithwaite	-	Town Clerk's Department
Neil Davies	-	Town Clerk's Department
Peter Kane	-	Chamberlain
Caroline Al-Beyerty	-	Chamberlain's Department
Christopher Bell	-	Chamberlain's Department
Peter Bennett	-	City Surveyor
Professor Barry Ife	-	Principal, Guildhall School of Music and Drama

1. **APOLOGIES**
    Apologies were received from Deputy Roger Chadwick and Ian Seaton.

2. **MEMBERS' DECLARATIONS UNDER THE CODE OF CONDUCT IN RESPECT OF ITEMS ON THE AGENDA**
    There were no declarations.

3. **MINUTES OF THE PREVIOUS MEETING**
    RESOLVED – That the public minutes and non-public summary of the meeting held on 13 January 2016 be agreed as an accurate record.

4. **OUTSTANDING ACTIONS**
    The Sub-Committee considered a report of the Town Clerk which set out the outstanding actions from previous meetings of the Sub-Committee.

    The Chairman explained that a report on the Staff Suggestion Scheme would be submitted to the Sub-Committee at its next meeting.

    The Sub-Committee also noted that there were indications that the future funding of Local Government finance may not be as positive as had previously been forecasted. Therefore, the Sub-Committee noted that it was vital that the

Corporation published an Efficiency Plan to achieve four-year certainty of Government funding.

RESOLVED – That the Committee notes the report.

5. **SERVICE BASED REVIEW ROADMAP**
The Sub-Committee considered a report of the Deputy Town Clerk which provided the latest update in respect of the agreed Service Based Review projects and cross-cutting reviews in the format of the Service Based Review Roadmap

The Chairman commented that he had requested an update on progress with the remodelling of Libraries project at that morning's Culture, Heritage and Libraries Committee. He explained that he had been assured that any delay with this project would not have any impact on the department's budget savings.

The Deputy Town Clerk advised Members that all Committees which would gain responsibility for making thematic grants were due to receive a report outlining their responsibilities.

RESOLVED – That the Sub-Committee notes the report.

6. **INCOME GENERATION - REPORT OF A CROSS-CUTTING SERVICE BASED REVIEW**
The Sub-Committee considered a report of the Chamberlain (on behalf of the Performance and Strategy Summit Group) which provided information regarding the outcomes of the cross-cutting review of Income Generation opportunities, which had been commissioned as part of the Service Based Review.

Members noted that it was vital that there was clarity regarding which department was responsible for delivering income generation in each area, particularly noting the potential for confusion in areas where the City Surveyor provided services to other departments of the Corporation, such as housing.

RESOLVED – That the Committee:
a) endorses the report and recommendations;
b) agrees headline recommendation 1 ("Harmonise the approach to setting all charges, fees and debt recovery for City Fund services with those of other relevant authorities within 12 months, unless a compelling business case is agreed for individual exceptions").

7. **WORK PLAN FOR FUTURE MEETINGS**
The Sub-Committee considered a report of the Town Clerk which set out the work plan for future meetings.

RESOLVED – That the Sub-Committee notes the report.

8. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE SUB-COMMITTEE**
   There were no questions.

9. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT**
   There were no items of urgent business.

10. **EXCLUSION OF THE PUBLIC**
    RESOLVED - That under Section 100(A) of the Local Government Act 1972, the public be excluded from the meeting for the following items on the grounds that they involve the likely disclosure of exempt information as defined in Part I of Schedule 12A of the Local Government Act.

Item(s)	**Paragraph(s)**
11-17	3

11. **NON-PUBLIC MINUTES OF THE PREVIOUS MEETING**
    The non-public minutes of the meeting held on 13 January 2016 were agreed as an accurate record.

12. **SERVICE BASED REVIEW SAVINGS - DEPARTMENTAL MONITORING - QUARTER 3**
    The Sub-Committee noted a report of the Chamberlain which provided the quarterly budget monitoring update for Departments' Service Based Review savings programmes.

13. **GUILDHALL SCHOOL OF MUSIC AND DRAMA - OPERATING MODEL REVIEW**
    The Sub-Committee noted a report of the Chamberlain which provided information regarding the operating model of the Guildhall School of Music and Drama.

14. **STRATEGIC ASSET MANAGEMENT SERVICE BASED REVIEW - PROCURING AND MANAGING SERVICES**
    The Sub-Committee considered and approved a joint report of the Chamberlain and the Comptroller and City Solicitor which provided details of the outcome of the review of Procuring and Managing Services which had been commissioned as part of the Service Based Review.

15. **STRATEGIC ASSET MANAGEMENT SERVICE BASED REVIEW - ASSET AND FACILITIES MANAGEMENT**
    The Sub-Committee noted a report of the Deputy Town Clerk which provided the Committee with information of the outcomes of the review of Asset and Facilities Management which had been commissioned as part of the Service Based Review.

16. **NON-PUBLIC QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**
    There were no questions.

17. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT AND WHICH THE COMMITTEE AGREE SHOULD BE CONSIDERED WHILST THE PUBLIC ARE EXCLUDED**
There were no items of urgent business.

The meeting closed at 3.10 pm

Chairman

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INFORMATION TECHNOLOGY SUB (FINANCE) COMMITTEE

Wednesday, 9 March 2016

Minutes of the meeting of the Information Technology Sub (Finance) Committee held at the Guildhall EC2 at 11.30 am

Present

Members:

Deputy Roger Chadwick (Chairman)	Sylvia Moys
Jeremy Mayhew (Deputy Chairman)	Graham Packham
Randall Anderson	Deputy John Tomlinson
Deputy John Chapman	James Tumbridge

Officers:

Susan Attard	-	Deputy Town Clerk
Christopher Braithwaite	-	Town Clerk's Department
Peter Kane	-	Chamberlain
Graham Bell	-	Chamberlain's Department
Kevin Mulcahy	-	Chamberlain's Department
Simon Woods	-	Chamberlain's Department

1. **APOLOGIES**
   Apologies were received from Nigel Challis and Chris Punter.

2. **MEMBERS' DECLARATIONS UNDER THE CODE OF CONDUCT IN RESPECT OF ITEMS ON THE AGENDA**
   Jeremy Mayhew declared an interest in item 11 by virtue of having a business relationship with PriceWaterhouseCooper, who had been involved on the project in question.

3. **MINUTES OF THE PREVIOUS MEETING**
   RESOLVED – That the public minutes and non-public summary of the meeting held on 15 December 2015 be approved as an accurate record.

   Matters Arising
   A Member requested that the IT Newsletter be sent to Members as a PDF so that it could be accessed outside of the Corporation's network. The Chamberlain agreed that this could be provided.

4. **REVIEW OF OUTSTANDING ACTIONS**
   The Sub-Committee considered a joint report of the Town Clerk and the Chamberlain which provided updates of outstanding actions from previous meetings. The report also provided information of the Sub-Committee's proposed work plan for forthcoming meetings.

Members noted that some recent meetings had clashed with meetings of the Planning and Transportation Committee. The Town Clerk assured Members that there would be no further clashes.

The Chairman noted that an item on the work plan advised Members that they would be considering the extension of the Agilisys contract at their June 2016 meeting. The Chamberlain clarified that the report to that meeting would be to start the process of considering the renewal of the contract, although it was expected that, if the contract was to be extended, the extension would be agreed with at least two years of the Agilisys contract remaining (which expired in September 2018).

RESOLVED – That the Sub-Committee notes the report.

5. **UPDATE ON IT SERVICE PROVISION - PRESENTATION**
The Sub-Committee considered a presentation from the Chamberlain and representatives of Agilisys which provided an update on IT Service Provision since the Committee's last meeting.

The presentation provided Members with information of the number of outages in the previous quarter and the time taken to resolve these, for both the Corporation network and the Police network. The Agilisys representatives advised the Sub-Committee that the number of outages had reduced over the last 12 months.

The presentation also provided Members with details of recent user perception surveys, which had demonstrated significant improvements between November and February for the Corporation network users. The Sub-Committee noted that Members had not been among the users surveyed and it was agreed that Members should be included in future instances of such surveys.

The Chamberlain advised Members that the Department had worked with the City Surveyor's Department to clarify issues regarding the ownership of certain infrastructure assets to avoid similar incidents as that caused by the interruption of an uninterruptable power supply in late 2015. The Chamberlain advised that this had been clarified for the Guildhall Complex, however there were some issues to be resolved regarding ownership of assets in outlying offices.

Members noted that they had not been well informed of the outages in late 2015, particularly when Members were accessing the Corporate network from outside of Guildhall. The Chamberlain advised that there was a process to notify senior officers of such outages regardless of their location, and Members could be included in that notification process.

RESOLVED – That the Sub-Committee notes the presentation.

6. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE SUB COMMITTEE**
There were no questions.

7. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT**
There were no items of urgent business.

8. **EXCLUSION OF THE PUBLIC**
RESOLVED – That under Section 100(A) of the Local Government Act 1972, the public be excluded from the meeting for the following items on the grounds that they involve the likely disclosure of exempt information as defined in Part I of Schedule 12A of the Local Government Act.

Item(s)	**Paragraph(s)**
9-17	3

9. **NON-PUBLIC MINUTES OF THE PREVIOUS MEETING**
The Sub-Committee approved the non-public minutes of the meeting held on 15 December 2015 as an accurate record.

10. **MINUTES FROM THE MEETING OF THE PROJECTS SUB-COMMITTEE MEETING ON 25 JANUARY - CITY OF LONDON POLICE INTRANET UPGRADE - GATEWAY 2 PROJECT PROPOSAL**
The Sub-Committee received a minute of the Projects Sub-Committee held on 26 January 2016 regarding the City of London Police Intranet Upgrade project.

11. **ORACLE PROGRAMME CLOSURE REPORT - GATEWAY 7**
The Sub-Committee considered and approved a Gateway 7 report of the Chamberlain which provided the Sub-Committee with the project closure report for the Oracle Programme.

12. **IT PRIORITY PROJECTS - UPDATE**
The Sub-Committee noted a report of the Chamberlain provided Members with an update of the progress to date on the IT Priority Projects regarding the End User Device Refresh project, the Joint Network Replacement Programme project, and the Unified Communications project.

13. **IT STORAGE & SERVER USAGE COST MITIGATION PLANS**
The Sub-Committee noted a report of the Chamberlain which provided the Sub-Committee with information of proposals to mitigate cost increases in IT storage and server usage, following discussion of this issue at the Finance Committee meeting in January 2016.

14. **SUPERFAST CITY - UPDATE**
The Sub-Committee noted a report of the Chamberlain which provided Members with an update of the progress to date on the Superfast City Programme (SCP).The programme is aimed at increasing "Superfast" fibre broadband and enhanced wireless coverage (3G/4G/WiFi) across the city.

15. **NON-PUBLIC QUESTIONS ON MATTERS RELATING TO THE WORK OF THE SUB COMMITTEE**
There were no non-public questions.

16. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT AND WHICH THE SUB COMMITTEE AGREE SHOULD BE CONSIDERED WHILST THE PUBLIC ARE EXCLUDED**
There were no items of urgent business.

17. **MANAGEMENT CHANGE IN IT DIVISION**
The Sub-Committee considered and approved a report of the Chamberlain which sought Members' approval to consult staff on potential changes to the structure of a team within the IT division.

The meeting closed at 1.15 pm

Chairman

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CORPORATE ASSET SUB (FINANCE) COMMITTEE

Friday, 11 March 2016

Minutes of the meeting of the Corporate Asset Sub (Finance) Committee held at the Guildhall EC2 at 1.45 pm

Present

Members:

Deputy Roger Chadwick (Chairman)   Deputy John Chapman
Jeremy Mayhew (Deputy Chairman)   Deputy Brian Harris
Randall Anderson   Deputy John Tomlinson

Officers:

Christopher Braithwaite	-	Town Clerk's Department
Andrew Little	-	Chamberlain's Department
Dianne Merrifield	-	Chamberlain's Department
Bob Meldrum	-	City Surveyor's Department
Paul Friend	-	City Surveyor's Department
Sean Power	-	City Surveyor's Department
Dorian Price	-	City Surveyor's Department
Will Wright	-	City Surveyor's Department
Peter Young	-	City Surveyor's Department
Sue Ireland	-	Director of Open Spaces

1. **APOLOGIES**
    Apologies were received from Mark Boleat.

2. **DECLARATIONS BY MEMBERS UNDER THE CODE OF CONDUCT IN RESPECT OF ITEMS ON THE AGENDA**
    No declarations of interest were made.

3. **MINUTES**
    RESOLVED – That the public minutes and non-public summary of the previous meeting held on 29 January 2016 are approved as an accurate record.

4. **HERITAGE AT RISK REGISTER - ANNUAL REPORT FOR 2015**
    The Sub-Committee considered a report of the City Surveyor which provided the Heritage at Risk Register report for 2015.

    The Sub-Committee commented that it would be helpful for future reports to provide further information regarding the changes in the status of Heritage at Risk assets during the course of the last year.

    RESOLVED – That the Sub-Committee notes the report.

5. **OPERATIONAL PROPERTY REVIEW - CEMETERY AND CREMATORIUM - DECLARATION OF RABBITS ROAD BRIDGE PLOT AS SURPLUS**
The Sub-Committee considered a report of the Director of Open Spaces which provided information regarding the building and land at the City of London Cemetery that had been highlighted as underutilised or surplus to requirement, and set out options and recommendations for their long term use or disposal.

The Sub-Committee was informed that the Port Health and Environmental Services Committee had agreed to designate the parcel of land known as the Rabbits Road Bridge Plot as surplus to operational requirements. The Sub-Committee was advised that there was not any other known use for this plot of land within the Corporation.

RESOLVED – That the Sub-Committee agrees that Rabbits Road Bridge Plot be declared as surplus to the City of London Corporation's requirements.

6. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE SUB-COMMITTEE**
There were no questions.

7. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT**
There were no urgent items.

8. **EXCLUSION OF THE PUBLIC**
RESOLVED - That under Section 100(A) of the Local Government Act 1972, the public be excluded from the meeting for the following items on the grounds that they involve the likely disclosure of exempt information as defined in Part I of Schedule 12A of the Local Government Act.

Item(s)	**Paragraph(s)**
9-20	3

9. **NON-PUBLIC MINUTES**
The non-public minutes of the previous meeting held on 29 January 2016 were approved as an accurate record.

10. **CITY SURVEYOR'S BUSINESS PLAN 2015-18 QUARTER 3 2015/16 PROGRESS REPORT**
The Sub-Committee noted a report of the City Surveyor which provided the Quarter 3 of 2015/16 update to the City Surveyor's Business Plan.

11. **CITY SURVEYOR'S DEPARTMENTAL RISK REGISTER - QUARTERLY UPDATE**
The Sub-Committee noted a report of the City Surveyor which provided an update on the City Surveyor's Departmental Risk Register.

12. **CITY SURVEYOR'S BUSINESS PLAN 2016-2020**
The Sub-Committee considered and approved a report of the City Surveyor which provided the City Surveyor's Business Plan for 2016-2020 which outlined the main objectives for the coming year. The plan set out the Department's key

performance indicators which will provide the focus for its strategy over the next year and beyond and reflects key corporate strategies.

13. **NATIONAL LOTTERY FUNDING (NLF) MONITORING REPORT 2016**
The Sub-Committee considered and approved a report of the City Surveyor which presented the monitoring update on City of London Corporation bids for National Lottery Funding (NLF) grant-aid.

14. **FORMER PUBLIC CONVENIENCES - PROPOSED DECLARATION AS SURPLUS TO THE CITY'S OPERATIONAL REQUIREMENTS**
The Sub-Committee considered and approved a report of the City Surveyor which informed Members of the decision of the Port Health and Environmental Services Committee to designate four former public conveniences as surplus to operational requirements and requested the Sub-Committee to consider whether there was an alternative use elsewhere within the Corporation.

15. **CENTRAL CRIMINAL COURT PLANT REPLACEMENT - PHASE 1 - GATEWAY 6 PROGRESS REPORT**
The Committee noted a Gateway 6 report of the City Surveyor which provided an update regarding Phase 1 of the Central Criminal Plant Replacement Works.

16. **SECURITY ENHANCEMENTS AT GUILDHALL COMPLEX, MANSION HOUSE AND THE CENTRAL CRIMINAL COURT**
The Sub-Committee noted a report of the City Surveyor which informed Members that the City of London Police's Counter Terrorism Security Advisors (CTSAs) have recently carried out reviews into security at Guildhall complex, Mansion House and the Central Criminal Court (CCC), primarily as a result of the ongoing threat from terrorism and Members' concerns.

17. **OPERATIONAL PROPERTY REVIEW - PROGRESS UPDATE**
The Sub-Committee noted a presentation of the City Surveyor which provided a progress update on the Operational Property Review.

18. **ADDITIONAL REPAIRS AND MAINTENANCE PROGRAMMES - PROGRESS REPORT**
The Sub-Committee considered and approved a report of the City Surveyor which provided an overview of the progress and expenditure on the three Additional Works programmes (AWP) currently running.

19. **NON-PUBLIC QUESTIONS ON MATTERS RELATING TO THE WORK OF THE SUB-COMMITTEE**
There were no questions.

20. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT AND WHICH THE COMMITTEE AGREE SHOULD BE CONSIDERED WHILST THE PUBLIC ARE EXCLUDED**
There were no items of urgent business

21. **CITY SURVEYOR'S DEPARTMENTAL RESTRUCTURE**
The Sub-Committee considered and approved a report of the City Surveyor regarding a restructure of his Department.

The meeting closed at 3.30 pm

Chairman

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TO: **FINANCE COMMITTEE**   Tuesday, 12 April 2016

FROM: **POLICY AND RESOURCES COMMITTEE**   Thursday, 17 March 2016

10.   **IMPLEMENTATION OF THE GRANTS REVIEW**
The Committee considered a report of the Deputy Town Clerk concerning the implementation of the Grants Review.

The Chairman pointed out that the Resource Allocation Sub-Committee had also considered the report and had recommended approval subject to the Finance Committee Chairman's Discretionary Fund of £10,000 being abolished.

Members questioned the ratio of the resources required to run the Central Grants Unit in comparison to the amount of funds it would dispense. The Chief Grants Officer undertook to look at the resourcing of the unit. In the meantime, it was suggested that the reference to the approval of any resources for the Unit be removed.

A Member stated that, whilst he understood the journey of the review and the proposed themes, it did not cover the grant made to the Reserve Forces and Cadets Association (RFCA) of £42,000 each year. He advised that he was appointed by the City Corporation to serve on that body and referred to the valuable contribution that Defence and the RFCA made to the Lord Mayor's Show. He questioned whether there were any other grants of this nature that might have been overlooked and whether sufficient flexibility had been built into the new arrangements to deal with matters such as this. Members were advised that funding for the RFCA was classified as on-going spend and not a grant. It therefore needed to be recognised as such in a relevant budget. Consideration was currently being given to it becoming part of the Remembrancer's local risk budget. The Member expressed concern that funding for the RFCA had now come to an end and suggested that until a relevant departmental budget was established, the £42,000 required to support the Association for this year be met from the underspend on the Policy Initiative Fund or Committee contingency. The Chairman suggested, that in order for the Committee to make an informed decision on the request, a paper be prepared on the matter.

After further discussion, the Committee agreed to support the request for RFCA to be funded for a further year.

RESOLVED – That approval be given to the following-

1. the grant programmes identified as in scope for immediate centralised administration, those under review, and those not in scope be noted;

2. the following be agreed:-

    • transfer of funding commitments from Finance Grants Sub-Committee to the relevant Committees for on-going administration and request that each commitment be reviewed and reported back to this Committee no later than December 2016, except in cases where a specific review date had already been agreed;

- the grant programme arrangements are reviewed in 2017/18 to align with City Bridge Trust's next quinquennial review;
- the four overarching funding themes for the grant programme (for 2016-2018) i.e. Stronger Communities; Education and Employment Support; Enjoying Open Spaces and the Natural Environment; and Inspiring London through Culture; and
- the allocation of funding across the four funding themes as set out in the report.

3. **the Finance Committee Chairman's Discretionary Fund of £10,000 be abolished**;

4. the Deputy Town Clerk be requested to report back on the staffing resources required for the Central Grants Unit; and

5. for 2016/17 a sum of £42,000 be allocated from carry forwards in support of the RFCA, subject to the approval of the Chairman of the Finance Committee and that the cost of any future on-going support to the RFCA be met from the Remembrancer's budget.

Committee:	Date:
Finance Committee	12 April 2016
Subject: Chamberlain's Departmental Business Plan 2015/16 Year End Update	Public
Report of: Chamberlain	For Information
Report author: Matt Lock – Chamberlain's Department	

Summary

This report provides Members with a year end summary of delivery against the objectives and expected outcomes stated in the Chamberlain's Business Plan for 2015/16. In the main, progress was good, with many key milestones met according to anticipated timescales.

Key achievements in 2015/16 include:

- Delivery of the Service Based Review – incorporating a packet of savings and income targets within departmental budgets, balancing the City's budget;

- Completion of the Oracle System upgrade and implementation of the property management system;

- Consolidation of the City Corporation and City of London Police IT services; and

- Procurement – embedding procurement practices to deliver improved compliance and significant savings to service departments.

Recommendation

Members are asked to note the report.

Main Report

Background

1. The Chamberlain's Department Business Plan for 2015-2016 was approved by Finance Committee on 14th April 2015. This report has been produced to provide Members with a summary of progress against key deliverables and performance in quarter three of the current financial year.

Current Position

2. It is a requirement of the Corporate Business Planning Framework that business plan delivery update reports be provided to Committee on a quarterly basis. This report builds upon the good progress reported throughout the year and provides a year end summary of our performance against stated objectives.

Delivery against Key Improvement Objectives

3. Progress in the delivery of our Key Improvement Objectives (as set in the context of our Strategic Aims: to secure sound financial management, ensure operational excellence and enable transformation) was good. The following are highlighted as key achievements:

   ▪ Completion of the Oracle upgrade programme, creating a platform for future efficiencies and improved decision making through the use of management information.
   ▪ Delivering the Service Based Review savings of over £20m through to 2018/19.
   ▪ Bringing together the City Corporation and City of London Police IT services, improving resilience and introducing a model that will enable further IT performance improvements.
   ▪ A number of office moves were undertaken within the department, concluding with the relocation of the City Revenues team to Guildhall North Wing, vacating the entire 2nd floor of Walbrook Wharf for future corporate use.

Delivery against Key Performance Indicators

4. The Chamberlain's Performance Scorecard is shown as Appendix 1 to this report. Items of note are:
   ▪ Procurement Processes – Significant performance improvements were achieved across the range of procurement measures, particularly Purchase Order Compliance, where performance has exceeded expectations by a considerable margin. As well as demonstrating improved compliance, there is a direct link to the overall efficiency of the payments process where purchase orders are raised.
   ▪ Internal Audit Plan Delivery – despite increased efforts over the second half of the year to deliver planned work, this target has not been met. Internal Audit work was, however, prioritised to ensure that attention was focussed on delivering higher risk items.
   ▪ Customer Service and Staff Engagement – measured through annual surveys, we recorded an improvement on the previous year's scores, although this was below the targets that we had set. We will continue to work towards these chanllenging targets in the coming year.

Conclusion

5. Members are asked to note the successful delivery of the Chamberlain's Department Business Plan 2014/15, the significant majority of activities having been delivered in accordance with stated expectations.

Appendices
   • Appendix 1 – Chamberlain's Department Performance Scorecard

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Chamberlain's Department Performance Scorecard							
				Quarterly update			
	Measure	**2014/15 performance**	**2015/16 target**	Qtr 1	Qtr 2	Qtr 3	Qtr 4
Accounts Payable invoice turnaround (30 day)	% paid	90%	97%	95%	96%	96%	96%
Accounts Payable invoice turnaround for SME (10 day)	% paid	77%	80%	86%	86%	87%	86%
PO Compliant Invoices	Percentage	-	>88%	93%	94%	95%	95%
Business Rates collection	% collected (cumulative)		profile	28%	58%	89.25%	99.75%
		99.09%	99.75%	31.62%	58.1%	87.16%	99%
Council Tax Collection	% collected (cumulative)		profile	27%	56.5%	79%	97.5%
		99.13%	97.5%	28.19%	53.17%	81.73%	98.5%
Annual Procurement Savings	Savings achieved	£7m	£8.25m	£1.95m	£3.92m	£6.21m	£8.45m
IT Application availability	Percentage	99.8%	99%	99.9%	99.9%	99.9%	99.9%
Internal Audit Effectiveness	Audit Plan delivery (%)		profile		32%	73%	100%
		90%	95%	5%	21%	45%	84%[*]
Publication of City Fund Accounts within Statutory Deadline				**Status:**			✓
Delivery of a balanced budget and Medium Term Financial Plan for City Fund, approved by Court of Common Council by 31 March				**Status:**			✓
Provide a high quality service to our customers (measured annually)	Annual customer survey	Average lowest score 7.0	Average lowest score 7.5	n/a	n/a	7.15	n/a
Increased staff engagement (measured annually)	Percentage of positive responses to Staff Survey Q5: "I understand how my work helps the Chamberlain's Department to achieve its objectives"	88%	92%	n/a	n/a	89%	n/a

[*]Note: Audit Plan Delivery as at 29/03/16 with predicted completion at 90% at 31/03/16

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Committee:	Date:
Finance Committee	12 April 2016
Subject: Chamberlain's Department Risk Management – Quarterly Report	**Public**
Report of: Chamberlain	**For Information**
Report author: Joy Ahwieh, Chamberlain's Department	

Summary

This report has been produced to provide Finance Committee with an update on the management of risks faced by the Chamberlain's department.

Risk is reviewed regularly by the departmental Senior Leadership Team as part of the ongoing management of the operations of the Chamberlain's department. In addition to the flexibility for emerging risks to be raised as they are identified, a process exists for in-depth periodic review of the risk register.

The Chamberlain's department currently has three corporate risks and five risks on the departmental risk register. The most significant risks are:

- **CR19 - IT Service Provision (**Current Status: **RED)**
- **CR16 – Information Security (**Current Status: **AMBER)**
- **CHB006 – IT Service Outage (**Current Status: **AMBER)**
- **CHB011 – Corporate Contract Management (**Current Status: **RED)**

Recommendation

Members are asked to note the report and the actions taken in the Chamberlain's department to monitor and effectively manage risks arising from our operations.

Main Report

Background

1. The Risk Management Framework of the City of London Corporation requires each Chief Officer to report regularly to Committee the key risks faced in their department. Finance Committee has determined that it will receive the Chamberlain's risk register on a quarterly basis with update reports on RED rated risks at the intervening Committee meetings.

2. Chamberlain's risk management is a standing agenda item at the monthly Departmental Senior Leadership Team (SLT) meeting, over and above the suggested quarterly review. SLT receives the risk register for review, together with a briefing note highlighting any changes since the previous review. Consideration is also given as to whether any emerging risks exist for inclusion in the risk register as part of Divisional updates on key issues from each of the Directors, ensuring that adequate consideration is given to operational risk.

3. Between each SLT meeting, risk and control owners are consulted regarding the risks for which they are responsible, with updates captured accordingly.

Current Position

4. This report provides an update on the current risks that exist in relation to the operations of the Chamberlain's department and, therefore, Finance Committee.

Identification of new /emerging risks

5. New and emerging risks are identified through a number of channels, the main being:
   - directly by the Senior Leadership Team as part of the monthly review process
   - following monthly review of progress against actions/milestones identified in the departmental Business Plan
   - annual, fundamental review of the risk register, undertaken by the extended Senior Leadership team

Summary of Key Risks

6. The Chamberlain's department currently has three corporate risks and five risks on the departmental risk register, attached as Appendix 1 to this report, assessed as 2 RED risks, 5 AMBER risks and 1 GREEN risk. These are:

   - **CR19 - IT Service Provision (Current Risk: Red –** no change**)**
     The three key IT projects – desktop renewal, the network refresh and communications/telephony should play a key role in providing a modern, resilient and flexible IT system to support wider transformation across the City Corporation. The risk is expected to reduce to Amber following the completion of the Police server migration to the Infrastructure as a Service (IAAS) over the next few weeks. Progress against the transition plan is measured regularly to ensure the risk continues to reduce towards the target status of Green by 31 December 2016.

   - **CR16 – Information Security (Current Risk: Amber –** no change**)**
     Loss of personal or commercial information may result in major reputational damage to the City Corporation and possible sanction from the Information Commissioner. This risk includes the threat of a Cyber security attack, resulting in unauthorised access to City Corporation IT systems. While the Chief Information Officer is the risk owner, some mitigating controls are owned by Town Clerk's department. Chamberlain's department is responsible for managing the cyber security and technology aspects of this risk.
     The IT and Cybersecurity policy has been signed off at IT Steering Group and published on the intranet. Further policies and guidance will now be developed for staff.

     This risk is mitigated through regular organisation wide communications to all staff, most recently on being Cyber Aware. However, further work is required to strengthen data retention and ownership procedures in line with Data Protection requirements. Work is now in progress with Chief Officers to identify Information asset owners for further training and development in information management and security.

- **CR14 – Funding Reduction (Current Risk: Amber –** no change**)**
  The recent indication of a downturn in public finances underlines the importance of continuing to deliver the Service Based Review savings and of looking for further opportunities to secure improvements in efficiency through continuous improvement in the way the Corporation operates and organises itself. These ideas will feed into an Efficiency Plan to be developed over the next few months and published as part of the deal to get certainty over the local government grant over the next four years.
  As Service Based Review savings proposals are implemented, it is anticipated that this risk will reduce to Green.

- **CHB001 – Oracle ERP delivery (Current Risk: Amber –** no change**)**
  The Oracle Steering Group agreed the closure of the Oracle ERP Programme on 30 September 2015. Most defects/issues have been resolved, with the Project Board closely monitoring progress towards reaching full closure of the remaining items. It is anticipated this risk will be approved for closure at the next Project Board meeting.

- **CHB002 – Oracle ERP Business Benefits (Current Risk: Amber –** no change**)**
  This risk describes the failure to deliver required efficiencies and future revenue savings enabled through the Oracle ERP programme, consolidating other key systems and processes as appropriate. The work on Business benefits realisation is now at initiation stage. The scope of the project is expected to be signed off at the next Project Board meeting in April 2016. The status of this risk is expected to reduce towards a target status date of 31 March 2017 as the work progresses.

- **CHB006 – IT Service Outage (Current Risk: Amber –** no change**)**
  This risk relates to the disruption to service delivery as a result of major information systems outage (e.g. network/technology infrastructure failure). Steps have now been taken in the short term to minimise the single points of failure and increase resilience of the IT system, ahead of the transformation programmes being completed. Renewal of the network infrastructure, uninterruptable power supply (UPS) and update of the telephony system is in progress with a target completion date of December 2016.

- **CHB008 – Resourcing (Current Risk: Amber –** no change**)**
  The status of this risk remains unchanged due to continuing challenges with recruitment to certain key posts across the department. Work is now underway, in conjunction with HR, to fully understand the underlying issues and to benchmark COL terms with other comparable organisations. The Department's workforce plan for 2016/17 will also focus on improving succession planning and development of existing staff.

- **CHB011 – Corporate Contract management (Current Risk: Red** – no change**)**
  This risk relates to the current absence of a clearly defined Corporate Contract Management policy and related procedures. This may result in strategic corporate contracts not being monitored and managed in a consistent and planned manner. The outcome of this could be that contracts may not deliver the commercial benefits and quality that were anticipated at

contract letting together with the added risk of prices escalating and contract scope creep. To mitigate this risk, a number of actions have been identified including the launch of a City Contract Management framework, establishing a strategic and commercial contract management unit and training of staff on the newly developed contract management toolkit. Once approval to establish a budget for Corporate Contract Management has been received, actions to mitigate this risk will be implemented with a GREEN target status date of 1 April 2017.

Conclusion

7. Members are asked to note the actions taken to manage these departmental and corporate risks in relation to the operations of the Chamberlain's Department and the overall reducing level of current risk.

Appendices
- Appendix 1 Chamberlain's Department detailed Risk Register
- Appendix 2 COL Risk Matrix – Committee version

Background Papers
Report to Finance Committee 15 March 2016: Finance Committee Risk
Report to Finance Committee 16 February 2016: Finance Committee Risk

Joy Ahwieh
Business Manager | Chamberlain's Department
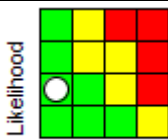T: 020 7332 1033 | E: joy.ahwieh@cityoflondon.gov.uk
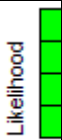
CHB Detailed risk register
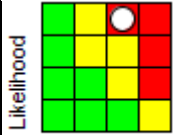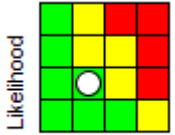
Report Author: Joy Ahwieh
Generated on: 24 March 2016

Rows are sorted by Risk Score

Code & Title: CHB Chamberlain's Department Risk Register 5 CR Corporate Risk Register 3

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
CHB011 Corporate Contract Management (NEW) 26-Feb-2016	**Cause**: CoL has no corporate contract management policy or procedures. **Event**: Strategic corporate contracts will fail to monitored and managed in a consistent and planned manner. **Effect:** Corporate contracts not delivering the commercial benefits and quality expected at contact letting, escalating prices, scope creep.	Likelihood / Im	16	A number of actions have been identified including the launch of a City Contract management framework, establishing a strategic and commercial contract management unit and training of staff on the newly developed contract management toolkit. Once approval to establish a budget for Corporate Contract Management has been received, actions to mitigate this risk will be implemented. **24 Mar 2016**	Likelihood / Impact	2	01-Apr-2017	⬌ No change

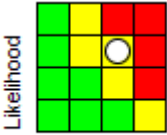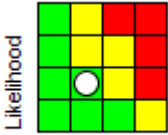| Action no, Title,	Description	Latest Note	Managed By	Latest Note Date	Due Date
CHB011b Final report submitted to EPSC	SBR Group Final report submitted to EPSC.	Final report approved by Summit Group on 17 January 2016.	Christopher Bell; Michael Cogher	26-Feb-2016	31-Mar-2016
CHB011c Establish budget for Corporate Contract Management	Take recommendations to Finance and Establishment Committees to establish budget and additional resource requirements in established structure.	Awaiting decision from EPSC inMarch.		26-Feb-2016	31-May-2016
CHB011d Launch of the City Contract management framework	Launch of the City Contract management framework.				01-Apr-2017
CHB011e Training and Development of staff in the new Contract management toolkit and framework	Officers working in a contract management role be trained on the key aspects of contract management at the City. There could be an option to have nominated contract managers undertake a Corporation accreditation (or industry qualification) to ensure they are suitable to have accountability for contract management duties commensurate to the Category of supplier contract.				31-Mar-2017
CHB011f Establish a Strategic and Commercial unit	Establish a new unit that acts as the corporate resource in line with the Approach and Blended Intervention model recommended.				30-Sep-2016
CHB011g Develop City Contract Management toolkit	The toolkit would define roles and responsibilities, performance monitoring frameworks, identify our key suppliers, develop a set of corporate KPIs and create appropriate training and induction materials for the aspects of contract management to ensure an accelerated implementation phase commencing in October 2016.				30-Sep-2016

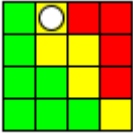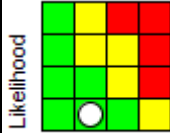| Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
CR19 IT Service Provision 14-Jul-2015 Graham Bell	**Cause**: The whole Police IT Estate and parts of the Corporation are in need of further investment. **Event**: For the Corporation, poor performance of IT Service and for the Police critical failure of the Police IT Service. **Effect**: Loss of communications or operational effectiveness (including service performance, reliability and weakening DR capabilities). reputational damage. Possible failure of critical Corporation and Policing activities.		16	The risk is expected to reduce to Amber following the completion of the Police server migration to the Infrastructure as a Service (IAAS) over the next few weeks. Progress against the transition plan is measured regularly to ensure the risk continues to reduce towards the target status of Greenby 31 December 2016. **24 Mar 2016**		4	31-Dec-2016	⬌ No change

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Action no, Title,	Description	Latest Note	Managed By	Latest Note Date	Due Date
CR19b JOINT Network refresh programme.	Joint network refresh programme to resolve issues around network resilience and ensure we have diverse routes for network traffic, avoiding single points of failure.	Gateway 4/5 report approved.	Graham Bell	26-Feb-2016	31-Dec-2016
CR19c JOINT End User Device Renewal	Investment in any retained IT infrastructure to ensure that this meets the same standards of resilience and continuity as delivered by the IaaS infrastructure.	Project 1a Closure report awaiting sign-off, moving into Project 2a.	Graham Bell	26-Feb-2016	31-Dec-2016
CR19d CoLP Investment in any retained IT infrastructure	Investment in any retained IT infrastructure to ensure that this meets the same standards of resilience and continuity as delivered by the IaaS infrastructure	Quotes received and options being explored.	Graham Bell	26-Feb-2016	31-Dec-2016
CR19k Unified Communications Programme	Replacement of desktop phones with soft phones and improved teleconferencing facilities.	Gateway 2 report approved.	Graham Bell	26-Feb-2016	31-Dec-2016
CR19l CoLP: Infrastructure as a Service	IaaS Project to move Police IT Infrastructure onto a new resilient platform.	Migrations ongoing, due to complete by end of March 2016.	Graham Bell	26-Feb-2016	31-Jan-2016

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
CHB002 Oracle ERP Business Benefits 09-Mar-2015 Peter Kane	**Cause**: Plan not in place/not validated by the business users. Inadequate governance arrangements in place. **Event**: Failure to deliver required efficiencies and future revenue savings following upgrade of the CBIS system to Oracle R12 and the implementation of an Enterprise Resource Planning (ERP) system, consolidating other key systems and processes as appropriate. **Effect**: Efficiencies not delivered. System developments not controlled, resulting in proliferation of customisation or developments that deviate from core strategy.		12	The work on Business benefits realisation is now at initiation stage. The scope of the project is expected to be signed off at the next Project Board meeting in April 2016. The status of this risk is expected to reduce towards a target status date of 31 March 2017 as the work progresses. **24 Mar 2016**		4	31-Mar-2017	 No change

Action no, Title,	Description	Latest Note	Managed By	Latest Note Date	Due Date
CHB002a Project scope sign off	Oracle Project Board to sign off project scope.		Matt Lock		30-Apr-2016

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
CHB008 Resourcing 13-May-2015 Peter Kane	**Cause**: The department has a number of highly specialist roles for which there is a higher demand, in both the public and private sector, than those with the necessary skills. **Event**: Difficult to recruit and retain specialist staff in IT and other areas such as Procurement as availability is dictated by the demands of the market. **Effect**: Recruitment and retention of these staff can take longer and causes gaps in capacity. Capability gaps impact on service delivery and ability to improve future performance.		12	Work is now underway, in conjunction with HR, to fully understand the underlying issues and to benchmark COL terms with other comparable organisations. The Department's workforce plan for 2016/17 will also focus on improving succession planning and development of existing staff. **24 Mar 2016**		4	31-Mar-2016	↔ No change

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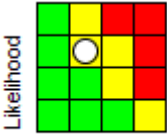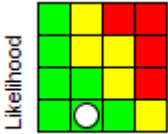| Action no, Title,	Description	Latest Note	Managed By	Latest Note Date	Due Date
CHB 008a Resourcing Plan	Chamberlain's Workforce plan to include an effective resourcing plan, covering recruitment, retention and staff development.	In progress.	Matt Lock	19-Jan-2016	31-Mar-2016

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
CHB006 IT Service Outage 09-Mar-2015 Graham Bell	**Cause**: Major information systems outage,eg network/technology infrastructure failure. Interruption to Power supply. **Event**: Disruption to IT service delivery. **Effect**: Provision of service operations compromised.		8	Steps have now been taken in the short term to minimise the single points of failure and increase resilience of the IT system, ahead of the transformation programmes being completed. Renewal of the network infrastructure, uninterruptable power supply (UPS) and update of the telephony system is in progress with a target completion date of December 2016. **24 Mar 2016**		2	31-Dec-2016	No change

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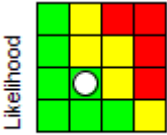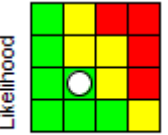| Action no, Title,	Description	Latest Note	Managed By	Latest Note Date	Due Date
CHB006a Telephony changes	Solution proposal being evaluated.	Solution proposal being evaluated.	Graham Bell	26-Feb-2016	31-Dec-2016
CHB006b Network infrastructure	Renewal of network infrastructure.	In progress.	Graham Bell	24-Mar-2016	31-Dec-2016

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
CR14 Funding Reduction 16-Jun-2015 Peter Kane	**Cause**: Reduced funding from Central Government. **Event**: Reduced funding available to the City Corporation and City of London Police. **Effect**:City Corporation will be unable to maintain a balanced budget and healthy reserves in City Fund, significantly impacting on service delivery levels and reputation.		6	The recent indication of a downturn in public finances underlines the importance of continuing to deliver the Service Based Review savings and of looking for further opportunities to secure improvements in efficiency through continuous improvement in the way the Corporation operates and organises itself. These ideas will feed into an Efficiency Plan to be developed over the next few months and published as part of the deal to get certainty over local government grant over the next four years. **24 Mar 2016**		4	31-Mar-2017	 No change

Action no, Title,	Description	Latest Note	Managed By	Latest Note Date	Due Date
CR14a Scrutiny by the Officer SBR Steering Group and Efficiency and Performance Sub-Committee.	Scrutiny of the achievement of savings by the Officer SBR Steering Group and Efficiency and Performance Sub-Committee.	Third SBR Monitoring report to be provided to March 16 ESPC. Deep Dive reviews completed on CHL, Barbican, City Surveyors,Open Spaces, Town Clerk's.	Caroline Al-Beyerty	26-Feb-2016	31-Mar-2016
CR14b SBR implementation.	SBR implementation continues with cross departmental workstreams to identify further efficiencies in strategic asset management, income generation, and reviews of grants and hospitality.	Progress is monitored by EPSC in full. Grants review is complete and now in implementation stage, all other reviews now drawing to review completion, and moving into implementation stages. Significant work still required on overall Asset Management model.	Caroline Al-Beyerty	26-Feb-2016	31-Mar-2016

CR14f Monitoring of delivery of savings.	Robust monitoring of delivery of savings proposals - undertaken by Head of Finance, Projects.	Analysis of savings profile changes reported to 13th Jan EPSC, only small £197K pushing back of savings into later years on £20.3m programme. 3rd round of monitoring complete, 4th round to commence January 2016.	Paul Nagle	26-Feb-2016	31-Mar-2016

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
CR16 Information Security 22-Sep-2014 Graham Bell	**Cause**: Breach of IT Systems resulting in unauthorised access to data by internal or external sources. Officer/ Member mishandling of information. **Event**: Cybersecurity attack - unauthorised access to COL IT systems. Loss or mishandling of personal or commercial information. **Effect**: Failure of all or part of the IT Infrastructure, with associated business systems failures. Harm to individuals, a breach of legislation such as the Data Protection Act 1988. Incur a monetary penalty of up to £500,000. Compliance enforcement action. Corruption of data. Reputational damage to Corporation as effective body.		6	The IT and Cybersecurity policy has been signed off at IT Steering Group and published on the intranet. Further policies and guidance will now be developed for staff. This risk is mitigated through regular organisation wide communications to all staff, most recently on being Cyber Aware. However, further work is required to strengthen data retention and ownership procedures in line with Data Protection requirements. Work is now in progress with Chief Officers to identify Information asset owners for further training and development in information management and security. **24 Mar 2016**		2	31-Dec-2016	 No change

Action no, Title,	Description	Latest Note	Managed By	Latest Note Date	Due Date
CR16b Review and strengthen Data Retention, Management and Ownership.	For all major systems establish data owner and retention policy for information therein.	Specific Recommendations for Chief Officers to identify Information Asset Owners, have now been agreed at the IT Steering Group. Work will now commence on working with Chief Officers to identify Information asset owners for further training and development in the information management/security area.	Christine Brown	14-Jan-2016	31-Dec-2016
CR16h Online Training for Members	Online training to be made available to Members following workshop in February 2016.		Graham Bell		30-Sep-2016

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
CHB001 Oracle ERP Delivery (Pending Closure) 09-Mar-2015 Peter Kane	**Cause**: System functionality not delivered, tested and deployed. Oracle Bugs and Service Requests (SRs) not resolved. **Event**: The Oracle Programme fails to deliver full functionality within planned timetable. **Effect**: Service Charge recovery fails. Closing of accounts and year end activity compromised. Adverse Audit Opinion.		4	The Oracle Steering Group agreed the closure of the Oracle ERP Programme on 30 September 2015. Most defects/issues have been resolved, with the Project Board closely monitoring progress towards reaching full functionality. It is anticipated this risk will be approved for closure at the next Project Board meeting. **24 Mar 2016**		4	31-Mar-2016	 No change

Action no, Title,	Description	Latest Note				Managed By	Latest Note Date	Due Date

City of London Corporation Risk Matrix (Black and white version)

Note: A risk score is calculated by assessing the risk in terms of likelihood and impact. By using the likelihood and impact criteria below (top left (A) and bottom left (B) respectively) it is possible to calculate a risk score. For example a risk assessed as Unlikely (2) and with an impact of Serious (2) can be plotted on the risk scoring grid, top right (C) to give an overall risk score of a green (4). Using the risk score definitions bottom right (D) below, a green risk is one that just requires actions to maintain that rating.

(A) Likelihood criteria

	Rare (1)	Unlikely (2)	Possible (3)	Likely (4)
Criteria	Less than 10%	10 – 40%	40 – 75%	More than 75%
Probability	Has happened rarely/never before	Unlikely to occur	Fairly likely to occur	More likely to occur than not
Time period	Unlikely to occur in a 10 year period	Likely to occur within a 10 year period	Likely to occur once within a one year period	Likely to occur once within three months
Numerical	Less than one chance in a hundred thousand (<10-5)	Less than one chance in ten thousand (<10-4)	Less than one chance in a thousand (<10-3)	Less than one chance in a hundred (<10-2)

(C) Risk scoring grid

		Impact			
X		Minor (1)	Serious (2)	Major (4)	Extreme (8)
Likelihood	Likely (4)	**4 Green**	**8 Amber**	**16 Red**	**32 Red**
	Possible (3)	**3 Green**	**6 Amber**	**12 Amber**	**24 Red**
	Unlikely (2)	**2 Green**	**4 Green**	**8 Amber**	**16 Red**
	Rare (1)	**1 Green**	**2 Green**	**4 Green**	**8 Amber**

(B) Impact criteria

Impact title	Definitions
Minor (1)	**Service delivery/performance**: Minor impact on service, typically up to one day. **Financial:** financial loss up to 5% of budget. **Reputation**: Isolated service user/stakeholder complaints contained within business unit/division. **Legal/statutory**: Litigation claim or find less than £5000. **Safety/health**: Minor incident including injury to one or more individuals. **Objectives**: Failure to achieve team plan objectives.
Serious (2)	**Service delivery/performance**: Service disruption 2 to 5 days. **Financial:** Financial loss up to 10% of budget. **Reputation:** Adverse local media coverage/multiple service user/stakeholder complaints. **Legal/statutory**: Litigation claimable fine between £5000 and £50,000. **Safety/health**: Significant injury or illness causing short-term disability to one or more persons. **Objectives:** Failure to achieve one or more service plan objectives.
Major (4)	**Service delivery/performance**: Service disruption > 1 - 4 weeks. **Financial:** Financial loss up to 20% of budget. **Reputation**: Adverse national media coverage 1 to 3 days. **Legal/statutory**: Litigation claimable fine between £50,000 and £500,000. **Safety/health**: Major injury or illness/disease causing long-term disability to one or more people **objectives:** Failure to achieve a strategic plan objective.
Extreme (8)	**Service delivery/performance**: Service disruption > 4 weeks. **Financial**: Financial loss up to 35% of budget. **Reputation**: National publicity more than three days. Possible resignation leading member or chief officer. **Legal/statutory**: Multiple civil or criminal suits. Litigation claim or find in excess of £500,000. **Safety/health**: Fatality or life-threatening illness/disease (e.g. mesothelioma) to one or more persons. **Objectives:** Failure to achieve a major corporate objective.

(D) Risk score definitions

RED	Urgent action required to reduce rating
AMBER	Action required to maintain or reduce rating
GREEN	Action required to maintain rating

This is an extract from the City of London Corporate Risk Management Strategy, published in May 2014.

Contact the Corporate Risk Advisor for further information. Ext 1297

Version date: December 2015

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Committee:	Date:
Finance Committee	12 April 2016
Subject: Chamberlain's Departmental Business Plan 2016/17	**Public**
Report of: Chamberlain	**For Decision**
Report author: Matt Lock – Chamberlain's Department	

Summary

This report introduces the Chamberlain's Department Business Plan for 2016/17. The business plan sets out the key priorities of the department and describes the specific actions that we will undertake during the next year to deliver against these priorities and to improve the value of the services that we provide.
In 2016/17 we will continue to work towards the strategic aims that we set last year:

- To secure sound financial management
- To ensure operational excellence
- To enable transformation across the City Corporation

We have updated our departmental performance scorecard (included in the business plan) to reflect current priorities and targets, this will form the basis of subsequent update reports to Finance Committee.

Recommendation

Members are asked to approve the Chamberlain's Department Business Plan 2016/17

Main Report

Background

1. Departmental business plans are integral to the City Corporation's performance management system. The Chamberlain's Department Business Plan shows the key activities that we, as a department, will be undertaking to improve performance over the coming year.

Current Position

2. The business plan, attached as Appendix 1, has been produced in accordance with corporate guidelines and is now presented to Finance Committee for approval. This report draws attention to the aspects of the business plan that may be of most interest to Members.

Key Elements of the Business Plan

3. Attention is drawn to the following key elements of the plan:

    Strategic Aims (pages 3-4)**:**

4. The plan is structured around three strategic aims:

    - to secure sound financial management
    - to ensure operational excellence
    - to enable transformation across the City Corporation

5. Aligned to each of these aims are a number of improvement objectives that have been developed by the departmental Senior Leadership Team and through consultation with staff and our customers. While Members of Finance Committee may wish to comment on this more detailed section of the plan (pages 7-10), attention is directed to the summary text on pages 3 and 4.

    Key Priorities (page 4)**:**

6. Our key priorities for 2016/17 are:

    - Improving underlying IT performance issues and delivering 3 major IT projects (Joint Network Refresh, End User Device Replacement, Unified Communications)
    - Maintaining focus on efficiency over the current funding period and beyond.
    - Pursuing the responsible procurement agenda and further adoption of smarter, more efficient procurement processes.

    Performance Scorecard (page 6)**:**

7. For the second year running, we have included a performance scorecard, bringing together our most important Key Performance Indicators, updated to reflect areas of focus for 2016/17. This scorecard will form the basis of the regular progress update reports that will be made to Committee.

    Other Considerations

8. We have been explicit in linking our aims and objectives to the 4 Rs; Responsible, Reliable, Relevant and Radical and we are committed to delivering this plan with Pride, Passion, Professionalism and Pace.

9. Members should note that the departmental summary risk register has been excluded from the business plan for the purpose of this report, owing to the fact that this is the subject of a separate report on this meeting's agenda, avoiding duplication.

Conclusion

10. The Chamberlain's Department Business Plan has been developed in accordance with corporate guidelines and captures our overarching departmental strategy for 2016/17. Finance Committee will receive quarterly business plan update reports, outlining progress against the specified targets and outcomes.

Appendices

- Appendix 1 – Chamberlain's Department Business Plan 2016/17

Matt Lock
Head of Payments and Support Services | Chamberlain's Department

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E: matt.lock@cityoflondon.gov.uk]

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Chamberlain's Department

Business Plan 2016 – 2017

Responsible Officer: Peter Kane

Contact: Matt Lock
020 7332 1276
matt.lock@cityoflondon.gov.uk

Contents

Annex 1 Chamberlain's Department: Summary Business Plan 2016-2017
Annex 2 Departmental Summary Risk Register March 2016
Annex 3 Annual Statements of Assurance

Introduction

Welcome to the Chamberlain's Departmental Business Plan for 2016/17. It sets out the key role we will play in supporting the Corporation's mission to provide top quality services to those who live and work in the Square Mile and to support this great capital city.

It seeks to build on a very successful past 12 months, with significant improvements and exciting developments across the department. Some of the standout examples include the big step forward in our procurement activity; we have secured annual savings of £8.45m and, with the cooperation and assistance of all service departments, achieved 95% purchase order compliance through our "No PO No Pay" campaign.

We have delivered a major improvement to our IT systems, with the completion of the Oracle upgrade programme, working in collaboration with other City Corporation departments and our IT partner. In the coming year we will be taking this further as we deliver a project to realise a range of benefits from our investment in this technology. And we have brought together the City Corporation and City of London Police IT service, improving resilience and creating a platform for delivering future efficiencies.

The finances of the Corporation are in a stronger position as good progress has been made in securing efficiencies, increasing income and delivering the Service Based Review savings of over £20m through to 2018/19.

The commitment of staff across the department has been a key driver of improvement and this was reflected in the annual staff survey, which showed strong engagement, and in our customer survey, which confirmed that departments welcomed the support and professionalism of our staff. It also underlined that we need to continue to improve our communications and responsiveness - it will not always be possible to meet the full range of needs across the Corporation but we can be more transparent and open up the dialogue about how best to prioritise limited resources.

2016/17 will be another exciting and challenging year, with an increasing focus on transformation and a sharper focus on joining up our finance, technology, physical and people assets across the Corporation to make sure we realise the full benefits of change.

Chamberlain's aims to be an exemplar of the Corporation's 4Rs (Responsibility, Reliability, Relevance, and Radicalism). We need to make sure our services are reliable and resources are used responsibly but our ambitions go further - we can be relevant and radical in how we procure supplies for the Corporation and transform our IT services to underpin different ways of working. And we can exemplify the 4Ps in how we put the 4Rs into practice by doing so with Pace, Pride and Passion as well as being Professional in everything we do. We make this link in describing our aims and within our key improvement objectives on the following pages.

Please take the time to read through the business plan. If you have any comments, please let me know.

Dr Peter Kane, Chamberlain

Vision

Vision	Working to deliver value for money and responsive assurance, finance, procurement and IT services that enable the City of London Corporation and its partner organisations to achieve their aims and aspirations.

Our Strategic Aims

- to secure sound financial management
- to ensure operational excellence
- to enable transformation across the City Corporation

To secure sound financial management

The Chamberlain's department leads on the delivery of medium and long term financial planning; a core function of our department is to facilitate effective financial management across the City Corporation. With the introduction of the Strategic Resources Group we will now play a key role in supporting corporate oversight of responsible use of all strategic resources.

We will secure greater financial certainty for the medium term through the preparation and publication of an Efficiency Plan, which will help to ensure best value for money from our service operations. We will assist departments in developing and implementing realistic, achievable and sustainable efficiencies. We will support this further through the work of City Procurement, ensuring that we provide City Corporation departments with effective, value for money, procurement solutions. Not to mention providing independent and objective assurance and contributing to the overall improvement of the internal control environment through the work of Internal Audit.

To ensure operational excellence

A core aspect of the role of Chamberlain's department is to keep the business safe in a highly regulated environment. In order to deliver relevant and reliable services for our partners we must understand fully their requirements. We operate in an environment with multiple stakeholders striving to align the needs of: the organisation as a whole, service departments, Members, residents and ratepayers as well as those of our own department. Key priorities for the coming year include developing and supporting contract management across the organisation, improving the effectiveness of financial management through general ledger and project forecasting as well as delivering IT performance improvements.

As well as supporting our customers in achieving operational excellence in their service delivery, we will be reviewing a number of our own processes and practices as we work to develop further a culture of continuous improvement. This will be supported by an internal training programme, focussing on essential skills to support our existing professional and technical training offering.

Chamberlain's will play a key role in supporting transformation:
- Through our IT Strategy and priority programmes which will facilitate new ways of working.
- Through our procurement service, modelling sustainable approaches which add social value.
- Through providing the financial advice at the earliest stages of ideas and the resources to underpin new priorities and change.

Key Priorities for the Coming Year

Our key priorities for 2016/17 include:

- Improving underlying IT performance issues and delivering 3 major IT projects (Joint Network Refresh, End User Device Replacement, Unified Communications)
- Maintaining focus on efficiency over the current funding period and beyond.
- Pursuing the responsible procurement agenda and further adoption of smarter, more efficient procurement processes.

Functions of the Department

Our department comprises four main functions – Financial Services, Information Technology, Procurement and Internal Audit:

Financial Services	Working to sustain and enhance the City's Financial Resources so as to ensure that they are sufficient to meet its strategic objectives and future service requirements.

Information Technology	Working in partnership with Agilisys to implement appropriate and innovative technology and business processes to support our customers across the Corporation and Police in the delivery of more efficient and more effective services.

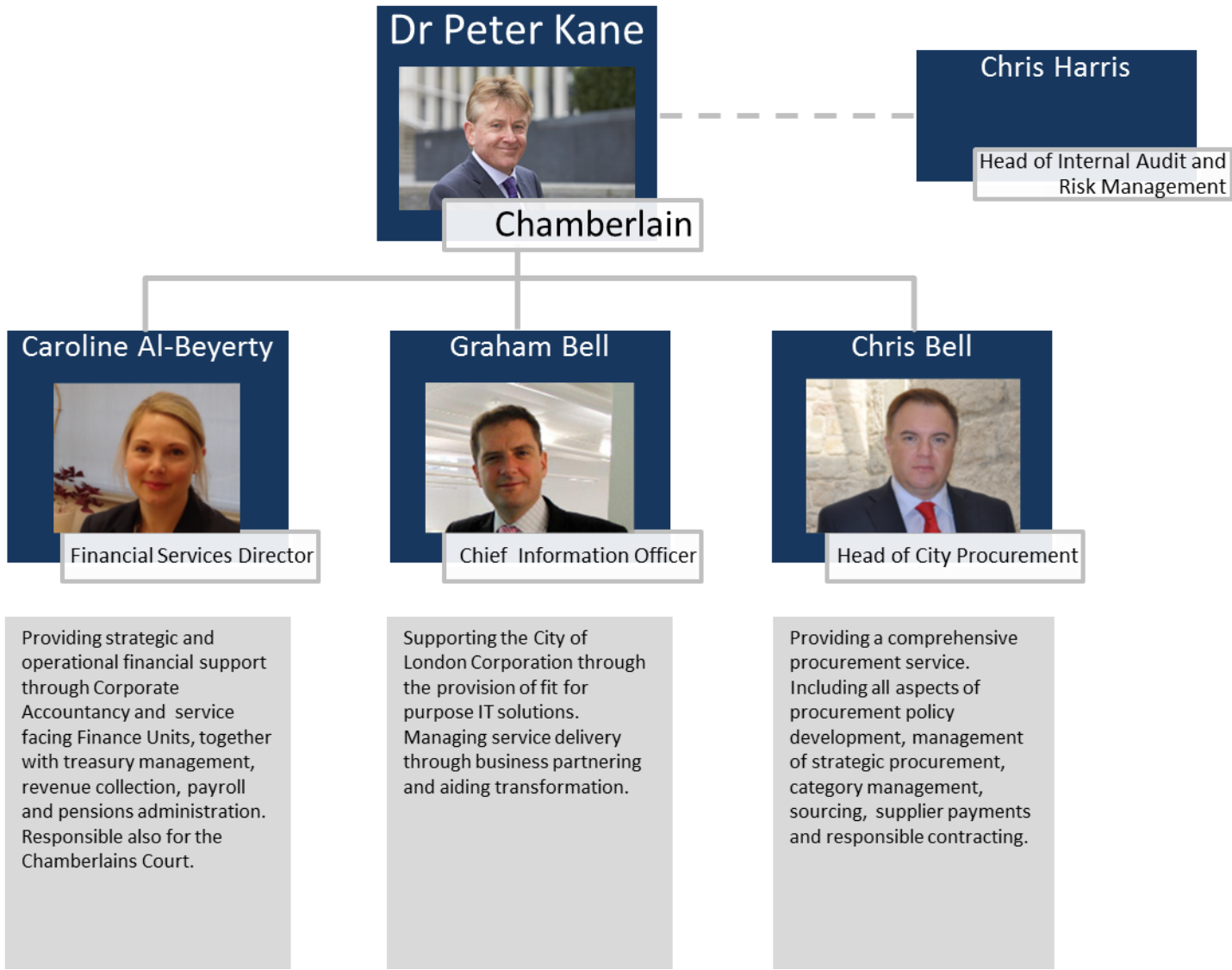|	
Procurement	Providing a comprehensive procurement service to the City of London Corporation, providing effective and sustainable solutions to client departments and efficient routes to market.

Internal Audit	Providing independent assurance, maintaining the City Corporation's risk management framework and providing counter fraud services.

A top level organisation chart follows.

Organisation Chart

Dr Peter Kane

Chamberlain

Chris Harris

Head of Internal Audit and Risk Management

Caroline Al-Beyerty

Financial Services Director

Providing strategic and operational financial support through Corporate Accountancy and service facing Finance Units, together with treasury management, revenue collection, payroll and pensions administration. Responsible also for the Chamberlains Court.

Graham Bell

Chief Information Officer

Supporting the City of London Corporation through the provision of fit for purpose IT solutions. Managing service delivery through business partnering and aiding transformation.

Chris Bell

Head of City Procurement

Providing a comprehensive procurement service. Including all aspects of procurement policy development, management of strategic procurement, category management, sourcing, supplier payments and responsible contracting.

Key Performance Indicators

Chamberlain's Department Performance Scorecard							
				Quarterly update			
	Measure	2015/16 performance	2016/17 target	Qtr 1	Qtr 2	Qtr 3	Qtr 4
Accounts Payable invoice turnaround (30 day)	% paid	96%	97%				
Accounts Payable invoice turnaround for SME (10 day)	% paid	86%	88%				
% of Invoices Received Electronically by the AP team	Percentage – Year end compliance	Profile:		88%	91%	94%	97%
		84%	97%				
Annual Procurement Savings	Savings achieved	£8.45m	£8.25m	Target and profile to be agreed following approval of the 2016/17 procurement work programme			
Commercial rent collection rates	% collected	97%	98%				
Business Rates collection rates	% collected (cumulative)		99.75%				
IT service availability (lowest score on IT range of KPIs)	Percentage	TBC	99.89%				
Internal Audit Performance	Audit Plan delivery (%)	90%	95%				
Publication of City Fund Accounts within Statutory Deadline				**Status:**			
Delivery of a balanced budget and Medium Term Financial Plan for City Fund, approved by Court of Common Council by 31 March				**Status:**			
Effective financial management: Expenditure against Departmental Local Risk Budgets within ±5%				**Status:**			
Provide a high quality service to our customers measured through our annual customer survey — Benchmark Score				2015/16 7.15		Target 7.5	
Increased staff engagement, measured by percentage of positive responses to Staff Survey Q5: "I understand how my work helps the Chamberlain's Department to achieve its objectives"				2015/16 89%		Target 92%	

Key Improvement Objectives

<table>
<tr><td colspan="5">Sound Financial Management</td></tr>
<tr><td>Priority and rationale</td><td colspan="4">Facilitating effective financial management across the City Corporation and delivering a balanced budget. The Chamberlain's department has a key role to play as "honest broker", setting the tone for the organisation and taking the lead on medium and long term financial planning.</td></tr>
</table>

<table>
<tr><th>Measure of Success</th><th>Actions / Milestones</th><th>Target Date</th><th>Responsibility</th><th>Resources</th></tr>
<tr>
<td>Implementation of Income Generation Review proposals</td>
<td>Maintain oversight of programme implementation
Harmonise approach for setting fees and charges
Support implementation of commercial proposals</td>
<td>On-going 31/03/2017

As required</td>
<td>Chamberlain</td>
<td>Chamberlain Head of Finance (BE&MCP) Head of Finance Projects

RESPONSIBLE</td>
</tr>
<tr>
<td>Unqualified and timely sign off of Accounts</td>
<td>First draft of Local Authority Accounts
Reporting a fair/final draft of Local Authority accounts to Audit and Risk Management Committee
Completion of Local Authority Accounts audit and publication of Accounts
Reporting all remaining financial statements to:
– Audit Panel
– Finance Committee</td>
<td>30/06/2016 18/07/2016

30/09/2016

Oct 2016 15/11/2016</td>
<td>Financial Services Division</td>
<td>All Finance Units Corporate Accountancy Financial Services Director Corporate Accountancy

RELIABLE</td>
</tr>
</table>

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Measure of Success	Actions / Milestones	Target Date	Responsibility	Resources
Preparation and submission of an Efficiency Plan, securing certainty in relation to DCLG funding over the medium term.	▪ Outline and basis for Efficiency Plan submitted to Summit Group. ▪ Efficiency Plan approved	April 2016 Autumn 2016	Financial Services Division	Head of Finance Projects
Oracle benefits realisation – programme of activity to be defined and delivered to secure sustainable benefits from the Oracle system	▪ Define scope and deliverables for benefits realisation project. ▪ Implementation of system future roadmap and associated governance.	30/04/2016 01/04/2016	Financial Services Director Financial Services Director	Matt Lock Oracle Board
Better decision making through improved management information (seeking to optimise the use of CBI)	▪ Identify and deliver pilot for enhanced management information dashboards, including business case to support wider deployment ▪ Milestones and key deliverables to be determined, specifically to enhance the use of Oracle Business Intelligence.	30/05/2016 30/06/2016	Financial Services Division	Oracle Support Team
Improved Budgetary Control through the launch of General Ledger (GL) Profiling & Forecasting	▪ GL profiling tool available for use ▪ All budgets to be profiled in CBIS ▪ Pilots to continue for forecasting ▪ Training/coaching provided to Budget Managers ▪ Go live with forecasting ▪ Monitoring completion of forecasting, validating and raising any issues with budget managers	01/06/2016 31/05/2016 31/08/2016 15/05/2016 30/09/2016 Monthly	Financial Services Division	Julie Smith/Jenny Pitcairn All Finance Business Partners

Operational Excellence

Priority and rationale	Ensuring operational excellence within our own departmental operations and, through the services we deliver, assisting our customers in optimising their operations.

Measure of Success	Actions / Milestones	Target Date	Responsibility	Resources

Consistently high customer service across the department's service operations	▪ Continued development and deployment of a departmental Customer Charter, setting consistent and clear expectations:
	  – Publicise within the department
	  – Awareness and training (mandatory)
	  – Implementation in all service areas
	▪ Timely, constructive communication with customers
		31/07/2016
		31/10/2016
		01/11/2016
		Ongoing
			Senior Leadership Team
			
			SLT
			Mark Jarvis
			Directors
			All
				Support Services Team
				
				RELIABLE

Improved IT performance, as measured through the IT KPIs.	▪ Progression of 3 Priority Programmes:
	  – Joint Network Refresh
	  – End User Device Replacement
	  – Unified Communications
	▪ Implementation of a continual service improvement programme in partnership with Agilisys
		31/03/2017	IT Division	IT Division/Agilisys
				
				RELIABLE

Adoption of e-billing for accounts receivable and tax, reducing the cost of print and invoice distribution, increased process efficiency and customer satisfaction.	▪ Establish current cost of invoice production ▪ Set target for reduction in cost/or e-bill production ▪ Define strategy to implement e-billing and formulate a plan for delivery in 2017/18	30/04/2016 30/05/2016 30/11/2016	Head of Revenues Head of Revenues Head of Exchequer Services (to be appointed)	City Revenues RADICAL

Enabling Transformation

Priority and rationale	To fulfil the strategic aims of the department, our approach to change management must be consistently proactive rather than reactive. Chamberlain's department is perfectly positioned to act as a corporate enabler for change, without losing focus on our own departmental transformation agenda.

Measure of Success	Actions / Milestones	Target Date	Responsibility	Resources
Delivery of the Superfast City Programme, enhancing the provision of wired and wireless internet connectivity for City residents and businesses	Wired workstream ■ Sites for 16/17 tranche identified. ■ Agreed 16/17 Workplan delivered. Wireless workstream ■ ISDS Issued ■ Award of wireless concession	30/04/2016 31/03/2017 30/04/2016 31/08/2016	IT Division	IT Division/ City Procurement/ Delivery Partner
IT Support to City Corporation and Police	■ Engagement and support within transformation programmes – IT at the core of such activity.	ongoing	IT Division	IT Division/Agilisys
Responsible Procurement	■ Responsible Procurement Strategy published ■ Methodology determined for calculating Social Value ■ Pilot for Social Value Panel devised	30/10/2016 31/12/2016 31/03/2017	City Procurement	Responsible Procurement Manager

Our Workforce

Staff Engagement

Recognising that our workforce is our greatest resource, we are keen to ensure that we have effective engagement, to this end, we continue to promote the role of our Staff Action Group. The group comprises volunteer representatives from across the department, meeting regularly to identify issues and make recommendations to SLT for their resolution. The Staff Action Group has organised and facilitated workshops at an all staff even to dig deeper into feedback received through our annual staff survey.

Key achievements of the Staff Action Group to date include:
- Establishing and publishing a quarterly departmental newsletter
- Improving integration across teams through staff events
- Improving consistency in the application of procedure across the department (e.g. the appraisal process)

Staff Action Group priorities for the year ahead will be focussed on the following themes, with the work plan for the group being informed by staff survey outcomes and feedback captured from staff events:
- Inclusion and Diversity
- Career progression
- New ways of working
- Communication

Communication

The Senior Leadership Team, supported by the Staff Action Group, will continue to develop our internal communications to ensure that this meets the expectations of colleagues as well as the operational requirements of the department, building upon the structure of our regular team updates, newsletters and both formal and informal staff events.

Through the work of the Chamberlain's Together programme we will continue to align ourselves with corporate priorities as we develop our operational policies in relation to ways of working and document retention and increased colocation of staff – particularly our IT colleagues.

Training and Development

We have a refreshed departmental training group, having oversight of professional and technical training. 2016/17 will see a shift in the priorities of this group as we widen its remit to expand across the full range of professions within our department, incorporate non-technical training and develop a skills programme. The training committee will also support the implementation of measures to support our succession planning, such as further promotion of our departmental secondment and job-swap schemes.

Diversity

Like other City of London Corporation departments, there is more that can be done to embrace the diversity of our current and future workforce. In particular; to ensure that we create a sense of community and belonging, which supports the attraction and retention of a diverse workforce. Chamberlain's, working closely with the Corporation's Equality and Diversity network, are developing a departmental plan on how to strengthen all aspects of Equality and Diversity. The plan will outline interventions and measures to deliver key objectives in the following strategic themes:
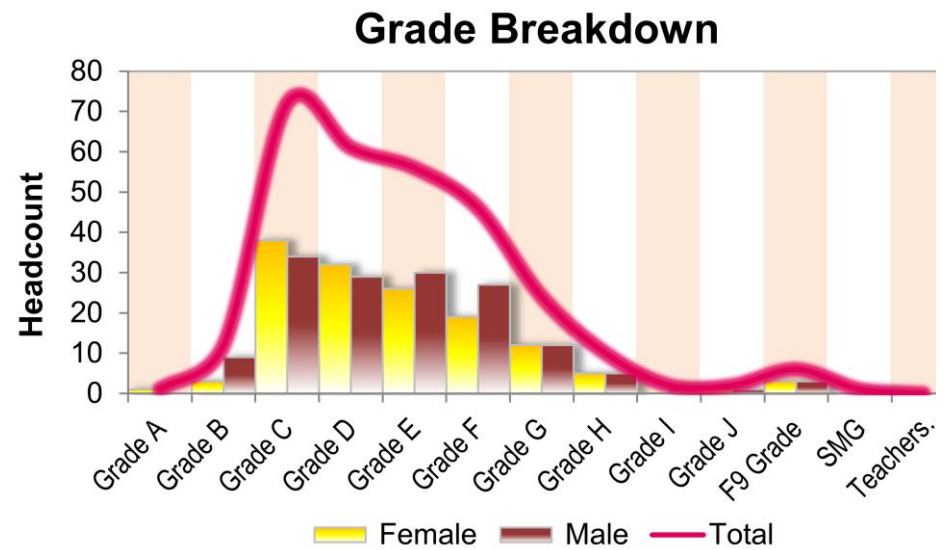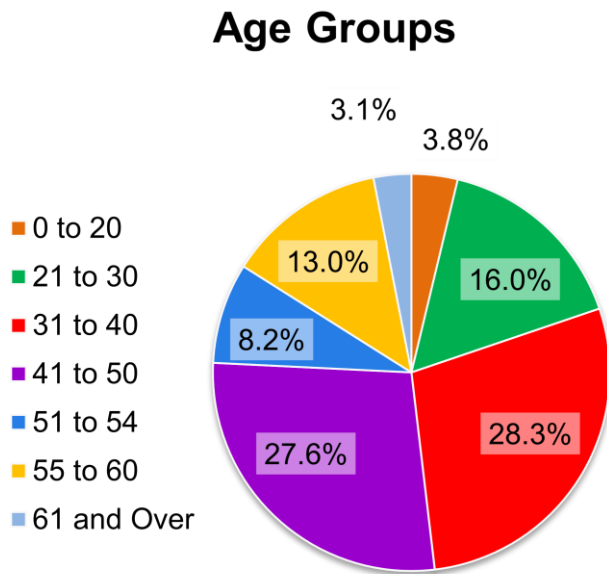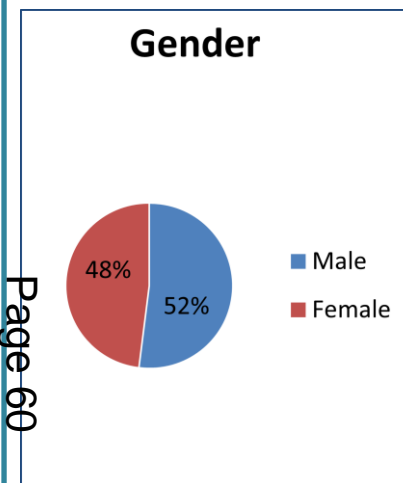
- Education and Inclusion
- Workforce Development
- Workplace Environment

The plan will be finalised early in 2016/17 by the department's designated Diversity and Equality Champions.

The charts on the following pages illustrate our demographics.

Our **Staffing** is made up of:

Gender	Age Range	Grade and Gender

Gender

- Male
- Female

48% 52%

Age Groups

- 0 to 20
- 21 to 30
- 31 to 40
- 41 to 50
- 51 to 54
- 55 to 60
- 61 and Over

3.1% 3.8% 13.0% 16.0% 8.2% 28.3% 27.6%

Grade Breakdown

Headcount

Grade A, Grade B, Grade C, Grade D, Grade E, Grade F, Grade G, Grade H, Grade I, Grade J, F9 Grade, SMG, Teachers.

- Female
- Male
- Total

Stated Disability

Yes
1%

Not known
15%

No
84%

Ethnic Groups

8.5%

9.9%

2.0%

10.9%

65.2%

3.4%

- Asian or Asian British
- Black or Black British
- Mixed
- Not Known
- Other Ethnic Groups
- White

City of London Service

- 21 years +
- 11-20 years
- 6-10 years
- 1-5 years
- Less than 1 year

Staff Turnover 2015

25
20
15
10
5
0

Number of Starters | Number of Leavers

- Female
- Male

Capital Projects

Planning Ahead for Capital Projects - Please provide some very broad information about projects that may require over £50k of capital expenditure in the next five years. Add rows to the table if you need to add more projects.

Brief description of potential project	Cost	Indicative source of funding (e.g. City Fund, City's Cash, Designated Sales Pool, External)	Indicative timetable for project (please state if project must be delivered by particular date)
Implementation of new HR/Payroll system to enable process integration with financial system.	£500k (minimum)	City Fund	Strategy to be reviewed in 2016/17 to consider alignment with wider ERP considerations
Application rationalisation – Streamlining existing applications and decommissioning surplus/redundant applications		City Fund	
Unified Communications – upgrade and replacement of telephony system.		City Fund	2017

Annex 1 **Chamberlain's Department: Summary Business Plan 2016-17**

Our **Strategic Aims** are:	- to secure sound financial management - to ensure operational excellence - to enable transformation across the Corporation
Vision	Working to deliver value for money and responsive assurance, finance, procurement and IT services that enable the City of London Corporation and its partner organisations to achieve their aims and aspirations.

Our **Key Performance Indicators** are:		
Description:	2015/16 performance	2016/17 target
AP Invoice Turnaround (30 day)	96%	97%
AP Invoice Turnaround (10 day)	86%	88%
% Invoices Received Electronically by the AP Team	84%	97%
Income Collection Rates	97%	98%
Savings achieved through City Procurement Sourcing Activities	£8.45m	£8.25 (to be confirmed once work programme is agreed)
IS Service Availability	TBC	
Percentage of Internal Audit Plan Delivered	TBC%	TBC
Provide a high quality service to our customers	Benchmark score 7.1	95%
Increase staff engagement	89%	Benchmark score 7.5
		92%

Annex 1 **Chamberlain's Department: Summary Business Plan 2016-17**

Our Financial Information:						
	2014/15 Actual	2015/16 Original Budget	2015/16 Revised Budget	2015/16 Forecast Outturn (latest)		2016/17 Original Budget
	£000	£000	£000	£000	%	£000
Employees	14,646	15,508	15,277	14,639	(4)	14,735
Premises	40	0	0	0	-	0
Transport	9	14	14	14	0	14
Supplies & Services	7,415	5,354	5,706	6,072	6	6,023
Third Party Payments	1,056	0	0	0	-	0
Total Expenditure	23,166	20,876	20,997	20,725	(1)	20,772
Total Income	(809)	(465)	(402)	(402)	0	(436)
Total Local Risk	22,357	20,411	20,595	20,323	(1)	20,336
Central Risk	9,781	8,767	10,042	10,117	1	10,619
Total Local and Central	32,138	29,178	30,637	30,440	(1)	30,955
Recharges	(30,042)	(28,334)	(29,607)	(29,607)	0	(29,962)
Total Net Expenditure	2,096	844	1,030	833	(19)	993

Notes on Financial Information:
Underspends are anticipated at year end due to vacant posts within the IT Division, offset by overspends on the managed service contract with Agilisys and additional projects being undertaken for which there is no budget available. The forecast does not include an overspend of £585k which relates to the Oracle project.

Annex 2 **Chamberlain's Department: Summary Risk Register**

The Chamberlain's Departmental Risk Register is the subject of a separate item on the April Finance Committee Agenda and so has not been included here.

Annex 3   **Annual Statements of Assurance**

Property Asset Utilisation

I confirm, as **Chamberlain** that the **Chamberlain's Department** is utilising its assets efficiently and effectively and that I have considered current and future requirements for service provision. Any assets that have been identified as surplus to the department's requirements have been or will be reported as required to the Corporate Asset Sub-Committee and the schedule will be annually reviewed to ensure that the use of assets by **Chamberlain's Department** continues to be challenged appropriately.

Signed ……………………………………….

Dated ……………………………………..

Committee:	Date:
Finance Committee	12 April 2016
Subject:	**Public**
Information Technology Division – Quarterly Update	
Report of:	**For Information**
The Chamberlain	
Report author:	
Graham Bell, Chamberlain's Department	

Summary

The focus of the IT Division over the last quarter has been on continued Service Improvements, the completion of the Police Service Transition to Agilisys, with attendant decrease in risk, and our Priority Programmes.

In addition, Cyber Security and Information Management is a critical risk that has come to the fore in recent months. In March, the Corporation was subject to a Malware attack. This was limited to a few users and a small number of files, however it highlighted the importance of addressing this area across People, Process and Technology. We are working jointly with the Police to implement a structured programme of work to ensure we are best prepared to deal with this risk.

The Police Service transition is nearing completion and we will be reviewing the red risk for the Police IT service during April & May, with a view to moving this to an Amber position, moving to green with the completion of the three Priority Programmes.

The IT Division continues to operate under significant load and we are currently reviewing this against our resources to allow both prioritisation and the matching of resource to this workload.

Superfast City is progressing, with Golden Lane now live and orders being placed by Residents. BT are progressing their 23 cabinets committed for a broader superfast roll out and we continue to support them, along with other providers, to improve broadband provision. The procurement process is well underway for the Wireless concession; we are currently moving through the Competitive dialogue process with shortlisted vendors.

Recommendation

Members are asked to note this report.

Main Report

IT Division and the Agilisys Strategic Partnership

1. Our partnership with Agilisys continues in a positive position, working collaboratively to improve services and complete a number of major projects, in particular further service improvements, the Police Service Migration and the three Priority Programmes.

2. A number of service improvement activities have been completed, including the move of the Service Desk for the Corporation to Rochdale. This has improved the service for the Corporation and we anticipate similar improvements for the Police once their transition is complete during April.

3. Work is also underway to improve Service Management and apply more rigour to our processes. This is being performed in conjunction with the three Priority Programmes and will deliver significant upgrade and improvements to end user devices, networks and telephony.

4. These programmes are moving forward to plan, with a comprehensive design review completed during January and February. This was discussed in detail at the March IT Sub Committee and Members have agreed informal workshops to review and challenge the approach and principles of these projects to provide further scrutiny, support and add value.

5. Following major outages in November, we have completed work with both Agilisys and the City Surveyor to increase resilience of our remote access services and agree operational service levels for Guildhall complex power supplies. Work continues to review this for key remote offices.

6. Our planned consolidation of our application teams into one, with single leadership has now progressed through IT Sub and Establishment Committee. We are now beginning the formal consultation process, with a view to implementing these changes in mid 2016

7. The cost pressure in the Agilisys contract highlighted to Members during the early part of 2016 continues to be addressed as a priority. Good progress is being made implementing technical changes that will make a significant impact on storage and server volumes. Our stated intention to cover these costs within the existing Chamberlain's budget remains on track.

8. Resourcing to meet our workload and finding the right skills to operate in a very complex environment continues to be a challenge. We currently have recruitments underway for additional Business Partners, to raise performance in this area and support/mentor existing staff. We are also bringing additional resource to bear on both Project Management and IT Service Management.

9. We are also reviewing our workload against available resource to identify gaps and ensure our projects and improvements are deliverable. This process will also allow us to prioritise this workload for discussion with Officers and Members.

10. Our strategic resourcing plan with Agilisys is working well, with a flexible pool of resource being accessed to support the major change projects underway. Agilisys are also providing technical resource, most notably one of our Technical Architect Roles and support for the Oracle Reporting tool.

Information Management & Cyber security

11. Cyber Security is a growing risk for all organisations, however there have been a number of incidents affecting local authorities in recent months. During March the Corporation was also subjected to a Malware incident, although its impact was restricted to a small number of files and users.

12. Recognising this threat, and the need to implement more rigorous Information Management Processes, we are working jointly with the City of London Police to implement a structured programme of work to address this.

13. This work will cover the following areas:
    a. Engagement across Chief Officers and their Departments
    b. Review of Governance and the CR 16 Corporate Risk
    c. Definition of Information Assets Owners across all major system
    d. Development of an Information Management Policy.
    e. Implementation of an appropriate Data Classification Scheme
    f. Develop and implement recurring communication and training programmes across Cyber Security and Information Management.
    g. Creation of an annual statement of Compliance to Summit Group
    h. Creation of audit, KPI's, reporting and monitoring schemes to allow clear reporting to Officers & Members.

14. The majority of these proposals relate to People and Process and will require the support of Members and the Business to implement. A paper proposing this business change project will go to Summit Group in April and Members thereafter. In the meantime, we are continuing to communicate to Members to raise awareness of the Cyber Security Risks, ensure our technology is secure and our processes robust.

City of London Police

15. The last few Police IT systems are completing their migration to the Infrastructure as a Service (IaaS) platform with Agilisys and we anticipate completing this project during April.

16. The Police IT service continues to operate under a red risk, however with the completion of the IaaS move, and some further work being conducted around DR testing and telephony this risk will be significantly reduced. We are aiming to review this red risk with Police Leadership in April / May.

17. The IT Department continues to support a number of significant change programmes within the Police, including:
    - Accommodation Project
    - New National Fraud System Implementation
    - Mobile working Project
    - Various telephone and networking upgrades
    - Crime, Case, Custody & Intelligence (CCCI) replacement.
    - Ring of Steel replacement
    - Airwave Replacement

Superfast City Programme

18. The Superfast City Programme aims to engage and incentivise telecommunications providers to invest in providing affordable, superfast broadband services to the Square Mile and to increase the coverage and capacity of mobile coverage in the City. The Programme has been running since November 2014, when it was approved by the Policy & Resources Committee.

19. On the wired work stream, Golden Lane has now gone live with Superfast Broadband (up to 80MB/s) available to all residential units. This now takes our residential coverage to 50% in the City.

20. 408 SME's and their buildings now have fibre connections under the Connectivity Voucher Scheme. This scheme has now ended.

21. BT have committed to roll out 23 Superfast Broadband Cabinets across the City during the years 15/16 & 16/17. They are currently installing or in survey for c50% of these and it is anticipated the first cabinets will go live shortly, however BT are behind their original timescale for this work. We continue to work closely with them to support their installation and progress to meet the commitments made.

22. We are currently working with BT to define the areas covered by these cabinets to assess the coverage of both Residential and SME properties at the end of this process. We anticipate there will be areas without fast broadband services and we will be developing options for how service might be provided to these areas once they are defined.

Conclusions

23. The IT Department continues to deal with a challenging workload in both the Police and the Corporation. We are currently reviewing this workload and the resources available, we will then work with the business to prioritise this.

24. Progress is being made on critical areas of Service Improvements, Police Service Transition and our Priority Programmes.

25. Cyber Security is recognised as a growing and very serious risk and working jointly with the Police a series of People, Process and Technology changes are underway or being planned to mitigate risk and the impact of any attack.

Graham Bell
Chief Information Officer
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Committee:	Date:
Finance Committee	12 April 2016
Subject:	**Public**
Central Contingencies	
Report of:	**For Decision**
Chamberlain	
Report author:	
Stephen Telling, Chamberlain's Department	

1. Service Committee budgets are prepared within the resources allocated by the Policy and Resources Committee and, with the exception of the Policy and Resources Committee, such budgets do not include any significant contingencies. The budgets directly overseen by the Finance Committee therefore include central contingencies to meet unforeseen and/or exceptional items that may be identified across the City Corporation's range of activities. Requests for allocations from the contingencies should demonstrate why the costs cannot, or should not, be met from existing provisions.

2. In addition to the central contingencies, the Committee has a specific City's Cash contingency of £100,000 to support humanitarian disaster relief efforts both nationally and internationally.

3. The anticipated year-end positions of the 2015/16 central contingencies and the national and international disasters contingency are set out in tables 1 and 2 respectively.

Table 1: 2015/16 Central Contingencies at 31 March 2016

	City's Cash £'000	City Fund £'000	Bridge House Estates £'000	Total £'000
2015/16 Provision	950	800	50	1,800
2014/15 Provision brought forward to fund allocations agreed in previous financial years	170	83	0	253
Less Allocations				
2015/16 financial year	(570)	(612)	(15)	(1,197)
Agreed for future financial years	(310)	(118)	0	(428)
Uncommitted Balances	**240**	**153**	**35**	**428**

Table 2: 2015/16 National and International Disasters Contingency at 31 March 2016

	City's Cash £'000
2015/16 Provision	100
2014/15 unspent provision brought forward	30
Less Allocations	(50)
Uncommitted Balances	**80**

4. It is proposed that

    a. £310,000 from the City's Cash central Contingency Fund and £118,000 from the City Fund central Contingency Fund are carried forward to 2016/17 thereby ensuring that allocations agreed in previous financial years are, in effect paid for from the Contingency Fund in the year in which they are agreed and thereby providing a full years contingency for funding requirements that may arise during 2016/17; and

    b. The unspent balance of £80,000 on the National and International Disasters Contingency Fund is carried forward to 2016/17.

5. At the time of writing this report, there has been one request for funding from the 2016/17 Contingency Budgets, for a £50,000 donation to be made from the National and International Disasters Contingency Fund, as set out in the next report in the agenda. This has not been factored into the tables below.

6. Assuming the proposals outlined in paragraph 4 are agreed the uncommitted balances that are available are set out in Table 3 below.

Table 3: Uncommitted Balances and requests against 2016/17 Contingencies at 31 March 2016

	City's Cash £'000	City Fund £'000	Bridge House Estates £'000	Total £'000
General Contingencies	950	800	50	1,800
National and International Disasters	180	0	0	180
Uncommitted Balances	**1,070**	**800**	**50**	**1,920**
Requests for contingency allocations	0	0	0	0
Balances pending approval	**1,070**	**800**	**50**	**1,920**

Recommendations

7. Members are asked to:

    a. agree to carry forward sufficient resources from the 2015/16 Central Contingencies Funds to meet existing allocations and thereby providing a full years contingency for funding requirements that may arise during 2016/17; and

    b. agree to carry forward the unspent balance on the 2015/16 National and International Disasters Contingency Fund.

Appendices

- Appendix 1   2015/16 Contingencies
- Appendix 2   2016/17 Contingencies

Stephen Telling, Deputy Financial Services Director
T: 020 7332 1284, E: steve.telling@cityoflondon.gov.uk

2015/16 General Contingency – City's Cash

Committee Date	Description	Responsible Officer	Allocation £	Contingency Balance £
	2015/16 Provision			950,000
	2014/15 Provision brought forward to fund allocations agreed in previous financial years			170,000
	Total Provision			1,120,000
10 Dec 2013	£55,000 (£30,000 in 2014/15 and £25,000 in 2015/16) for additional one-off revenue costs in respect of the Education/Community Programme to launch the Heritage Gallery; and the provision of retail stock to promote the opening and the City's role in looking after London and the Nation's heritage. The first £15,000 of income from the sale of the special retail stock will be credited centrally.	DCHL	25,000	
21 Oct 2014	Up to £98,500 in match funding (in partnership with the Mercers' Company) for a biography of Sir Thomas Gresham. Phased over 5 years - £33,500, £5,000, £5,000, £25,000 and £30,000 in 2014/15, 2015/16, 2016/17, 2017/18 and 2018/19 respectively.	TC	65,000	
13 Jan 2015	Funding to meet the transport and freight costs of taking the Guildhall School's opera scenes to Shanghai in April 2015.	GSMD	29,800	
17 Feb 2015	Grant funding for The Honourable The Irish Society (£25,000 p.a. for 2014/15 and 2015/16) with payment of the grant conditional upon the purchase of the land in question for development.	TC	50,000	
14 Apr 2015	"Founding Sponsor" contribution towards the cost of a major City spectacular in commemoration of the 350th anniversary of the Great Fire of London.	DCHL	300,000	
21 Jul 2015	£33,000 to match fund a grant that The Honourable The Irish Society is making to the National Citizenship Scheme. £5,000 for the Lord Mayor to host a dinner in Belfast to mark the giving of this grant.	TC	38,000	
15 Dec 2015	£50,000 to the Police Arboretum Memorial Trust in support of its project to create a new national memorial to pay tribute to the UK's Police Service.	TC	50,000	
15 Dec 2015	£80,000 to fund six Assistant Property Facilities Manager posts for the period January to March 2016.	CS/CH	80,000	
19 Jan 2016	£150,000 to fund emergency repair works.	CS	150,000	
16 Feb 2016	£92,000 in relation to Oracle project costs.	CH	92,000	
	Total allocations agreed to date			879,800
	Balance remaining prior to any requests that may be made to this meeting			240,200

2015/16 General Contingency – City Fund

Committee Date	Description	Responsible Officer	Allocation £	Contingency Balance £
	2015/16 Provision			800,000
	2014/15 Provision brought forward to fund allocations agreed in previous financial years			83,000
	Total Provision			883,000
13 Jan 2015	£50,000 (£25,000 in 2014/15 and £25,000 in 2015/16) for additional funding towards the LGPS Collective Investment Vehicle (CIV).	CH	25,000	
17 Feb 2015	£142,000 (£84,000 in 2014/15 and £58,000 in 2015/16) towards an appeal regarding Greater London Authority Roads.	C&CS/CS	58,000	
9 Oct 2015	£366,000 to fund the cost of urgent waterproofing and drainage works at Frobisher Crescent.	DCCS	366,000	
19 Jan 2016	£80,000 increase in the allocation towards the Greater London Authority Roads appeal.	C&CS/CS	80,000	
16 Feb 2016	£201,000 in relation to Oracle project costs	CH	201,000	
	Total allocations agreed to date			730,000
	Balance remaining prior to any requests that may be made to this meeting			153,000

2015/16 General Contingency – Bridge House Estates

Committee Date	Description	Responsible Officer	Allocation £	Contingency Balance £
	2015/16 Provision			50,000
16 Feb 2016	£15,000 in relation to Oracle project costs	CH	15,000	
	Total allocations agreed to date			15,000
	Balance remaining prior to any requests that may be made to this meeting			35,000

2015/16 National & International Disasters Contingency – City's Cash

Committee Date	Description	Responsible Officer	Allocation £	Contingency Balance £
	2015/16 Provision			100,000
	2014/15 unspent provision brought forward			30,000
	Total Provision			130,000
27 Apr 2015 Urgency	Disasters Emergency Committee, Nepal Earthquake Appeal	TC	25,000	
1 May 2015 Urgency	Disasters Emergency Committee, Nepal Earthquake Appeal	TC	25,000	
	Total allocations agreed to date			50,000
	Balance remaining prior to any requests that may be made to this meeting			80,000

Key to Responsible Officers

CH: Chamberlain
C&CS: Comptroller and City Solicitor
CS: City Surveyor
DCCS: Department of Community and Children's Services
DCHL: Director of Culture, Heritage and Libraries
GSMD: Principal, Guildhall School of Music and Drama
TC: Town Clerk

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2016/17 General Contingency – City's Cash

Committee Date	Description	Responsible Officer	Allocation £	Contingency Balance £
	2016/17 Provision			950,000
	2015/16 Provision brought forward to fund allocations agreed in previous years			310,000
	Total Provision			1,260,000
21 Oct 2014	Up to £98,500 in match funding (in partnership with the Mercers' Company) for a biography of Sir Thomas Gresham. Phased over 5 years - £33,500, £5,000, £5,000, £25,000 and £30,000 in 2014/15, 2015/16, 2016/17, 2017/18 and 2018/19 respectively.	TC	60,000	
17 Feb 2015	Grant funding for The Honourable The Irish Society (£25,000 p.a. for 2014/15 and 2015/16) with payment of the grant conditional upon the purchase of the land in question for development.	TC	50,000	
15 Dec 2015	£150,000 to fund emergency repair works.	CS	150,000	
15 Dec 2015	£50,000 to the Police Arboretum Memorial Trust in support of its project to create a new national memorial to pay tribute to the UK's Police Service.	TC	50,000	
	Total allocations agreed to date			310,000
	Balance remaining prior to any requests that may be made to this meeting			950,000

2016/17 General Contingency – City Fund

Committee Date	Description	Responsible Officer	Allocation £	Contingency Balance £
	2016/17 Provision			800,000
	2015/16 Provision brought forward to fund allocations agreed in previous years			118,000
17 Feb 2015	£142,000 (£84,000 in 2014/15 and £58,000 in 2015/16) towards an appeal regarding Greater London Authority Roads.	C&CS/CS	38,000	
19 Jan 2016	£80,000 increase in the allocation towards the Greater London Authority Roads appeal.	C&CS/CS	80,000	
	Total allocations agreed to date			118,000
	Balance remaining prior to any requests that may be made to this meeting			800,000

2016/17 General Contingency – Bridge House Estates

Committee Date	Description	Responsible Officer	Allocation £	Contingency Balance £
	2016/17 Provision			50,000
	Total allocations agreed to date			0
	Balance remaining prior to any requests that may be made to this meeting			50,000

2016/17 National & International Disasters Contingency – City's Cash

Committee Date	Description	Responsible Officer	Allocation £	Contingency Balance £
	2016/17 Provision			100,000
	2015/16 Unspent provision brought forward			80,000
	Total allocations agreed to date			0
	Balance remaining prior to any requests that may be made to this meeting			180,000

Key to Responsible Officers

CS: City Surveyor
TC: Town Clerk
C&CS: Comptroller and City Solicitor

Committee:	Date:
Finance Committee	12 April 2016
Subject: Decisions taken under Delegated Authority since the last meeting of the Committee	**Public**
Report of: Town Clerk	**For Information**

Summary

This report advises Members of action taken by the Town Clerk since the last meeting of the Committee, in consultation with the Chairman and Deputy Chairman, in accordance with Standing Order Nos. 41(a) and 41(b). This action was:

- to agree to make a grant of £50,000 to UKCF to contribute to its New Beginnings Fund, a pooled fund to provide support to frontline organisations and community groups working with refugees and people seeking asylum in seven key areas in the UK. The ultimate beneficiaries of the donation to be children who are refugees/seeking asylum and the donation to be spent in London and Northern Ireland (focused in Londonderry), split equally.

Recommendation

Members are asked to note the report.

Main report

Background
1. The Syrian conflict has given rise to a significant increase in refugees and people seeking asylum arriving in Europe over the last 12 months (in 2015 an estimate of 1m people arriving by sea and land). This has been described by many commentators as 'a refugee crisis'. In the UK the number of new arrivals increased by 10% to the year-end June 2015 with a 46% increase in the number of unaccompanied children seeking asylum during this period.

2. In response to the refugee crisis, a number of philanthropic foundations have come together to form 'the New Beginnings Fund', a pooled fund to provide support to frontline organisations and community groups working with refugees and people seeking asylum in 7 key areas in the UK. Grants are to be modest and short-term but it is hoped that they will enable groups with expertise and local knowledge to respond to the opportunities presented by the current context. This fund is welcoming proposals that offer guidance, counselling, community integration and welcoming activities to refugees and people seeking asylum where they can demonstrate an increased demand for their services.

3. The New Beginnings Fund is hosted and administered by the UK Community Foundations (UKCF). This is the umbrella organisation for the 48 Community Foundations across the UK. It is a registered charity, well-known to the City Bridge Trust and is a current grantee.

4. The other foundations involved in the New Beginnings Fund include Comic Relief, BBC Children in Need, Lloyds Bank Foundation, Barrow Cadbury Trust, Paul Hamlyn Foundation, and the Rayne Foundation. These foundations and City Bridge Trust have all undertaken due diligence on UKCF.

Financial Implications

5. The Finance Committee's contingency funds include a £100,000 allocation each year for disaster relief donations. In 2015/16, only £20,000 was spent from this allocation. The Finance Committee report elsewhere on the agenda proposes to carry forward this £80,000 underspend. If approved, that would mean that £180,000 remained in the Committee's 2016/17 Disaster Relief Fund prior to this donation.

Action Taken

6. That the Town Clerk, in consultation with the Chairman and Deputy Chairman, agreed to make a grant of £50,000 to UKCF to contribute to its New Beginnings Fund, to be spent in London and Northern Ireland, split equally. The ultimate beneficiaries to be children who are refugees/seeking asylum, and within the Northern Ireland allocation of the grant, priority should be given to those children based in Londonderry.

Contact:
Chris Braithwaite
Senior Committee and Member Services Officer, Town Clerk's Department
020 7332 1427
Christopher.braithwaite@cityoflondon.gov.uk

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of the Local Government Act 1972.

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