



## Finance Committee

**Date:** TUESDAY, 10 MAY 2016

**Time:** 1.45 pm

**Venue:** COMMITTEE ROOM - 2ND FLOOR WEST WING, GUILDHALL

**Members:**

Randall Anderson	Deputy Jamie Ingham Clark
Deputy John Barker	Clare James
Nicholas Bensted-Smith	Deputy Alastair King
Chris Boden	Gregory Lawrence
Deputy Roger Chadwick	Alderman Professor Michael Mainelli
Nigel Challis	Jeremy Mayhew
Dominic Christian	Deputy Robert Merrett
Simon Duckworth	Deputy Henry Pollard
Deputy Anthony Eskenzi	Adam Richardson
Alderman Peter Estlin	Alderman William Russell
Sophie Anne Fernandes	James de Sausmarez
John Fletcher	Ian Seaton
Lucy Frew	Deputy Dr Giles Shilson
Alderman Timothy Hailes	Sir Michael Snyder
Deputy Brian Harris	David Thompson
Christopher Hayward	Deputy John Tomlinson
Tom Hoffman	Philip Woodhouse
Wendy Hyde	

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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. **ORDER OF THE COURT OF COMMON COUNCIL**  
To receive the Order of the Court of Common Council from 21 April 2016.  

**For Information**  
(Pages 1 - 2)
4. **ELECTION OF CHAIRMAN**  
To elect a Chairman in accordance with Standing Order 29.  

**For Decision**
5. **ELECTION OF DEPUTY CHAIRMAN**  
To elect a Deputy Chairman in accordance with Standing Order 30.  

**For Decision**
6. **MINUTES OF THE PREVIOUS MEETING**  
To agree the public minutes and non-public summary of the meeting held on 12 April 2016.  

**For Decision**  
(Pages 3 - 10)
7. **OUTSTANDING ACTIONS FROM PREVIOUS MEETINGS**  
Report of the Town Clerk.  

**For Information**  
(Pages 11 - 12)
8. **APPOINTMENT OF SUB-COMMITTEES AND REPRESENTATIVES ON OTHER COMMITTEES**  
Report of the Town Clerk.  

**For Decision**  
(Pages 13 - 24)
9. **CITY PROCUREMENT QUARTERLY UPDATE (END OF YEAR REPORT)**  
Report of the Chamberlain.  

**For Information**  
(Pages 25 - 30)
10. **LONDON LIVING WAGE - UPDATE**  
Joint report of the Chamberlain and the Director of Community and Children's Services.  

**For Information**  
(Pages 31 - 34)

11. **CENTRAL CRIMINAL COURT - REPORTING LINES**  
Report of the Town Clerk.  
**For Decision**  
(Pages 35 - 40)
12. **RISK MANAGEMENT - TOP RISKS**  
Report of the Chamberlain.  
**For Information**  
(Pages 41 - 42)
13. **CENTRAL CONTINGENCIES**  
Report of the Chamberlain.  
**For Information**  
(Pages 43 - 48)
14. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**
15. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT**
16. **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**

17. **NON-PUBLIC MINUTES OF THE PREVIOUS MEETING**  
To agree the non-public minutes of the meeting held on 12 April 2016.  
**For Decision**  
(Pages 49 - 52)
18. **MINOR WORKS INTERIM CONTRACT**  
Report of the Chamberlain.  
**For Decision**  
(Pages 53 - 56)
19. **SALISBURY HOUSE, 150-186 LONDON WALL, EC2 - HEAD LEASE EXTENSION IN EXCHANGE FOR PREMIUM PAYMENT**  
Report of the City Surveyor.  
**For Decision**  
(Pages 57 - 60)
20. **CENTRAL CRIMINAL COURT - PLANT REPLACEMENT PROJECT - PHASE 2 - GATEWAY 4C DETAILED OPTIONS APPRAISAL**  
Report of the City Surveyor.  
**For Decision**  
(Pages 61 - 76)

21. **NON-PUBLIC QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**
22. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT AND WHICH THE COMMITTEE AGREE SHOULD BE CONSIDERED WHILST THE PUBLIC ARE EXCLUDED**

# Agenda Item 3

MOUNTEVANS, Mayor	<b>RESOLVED:</b> That the Court of Common Council holden in the Guildhall of the City of London on Thursday 21st April 2016, doth hereby appoint the following Committee until the first meeting of the Court in April, 2017.
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## FINANCE COMMITTEE

### 1. **Constitution**

A Ward Committee consisting of,

- four Aldermen nominated by the Court of Aldermen
- up to 31 Commoners representing each Ward (two representatives for the Wards with six or more Members regardless of whether the Ward has sides) or Side of Ward
- the Chairman and Deputy Chairman of the Policy & Resources Committee (ex-officio)
- the Chairman and Deputy Chairman of the Investment Committee (ex-officio)

### 2. **Quorum**

The quorum consists of any nine Members.

### 3. **Membership 2016/17**

#### ALDERMEN

- 2 Professor Michael Raymond Mainelli
- 1 Peter Estlin
- 1 Timothy Russell Hailes, J.P.
- 1 William Anthony Bowater Russell

#### COMMONERS

17	Jeremy Paul Mayhew .....	Aldersgate
4	Randall Keith Anderson.....	Aldersgate
8	David James Thompson.....	Aldgate
4	Robert Allan Merrett, Deputy.....	Bassishaw
4	Jamie Ingham Clark, Deputy.....	Billingsgate
14	Simon D'Olier Duckworth, O.B.E., D.L.....	Bishopsgate
6	Wendy Marilyn Hyde.....	Bishopsgate
5	Dr Giles Robert Evelyn Shilson, Deputy .....	Bread Street
13	Brian Nicholas Harris, Deputy.....	Bridge and Bridge Without
2	Christopher Michael Hayward.....	Broad Street
2	Havilland James de Sausmarez.....	Candlewick
4	Christopher Paul Boden.....	Castle Baynard
6	Nigel Kenneth Challis.....	Castle Baynard
3	Nicholas Michael Bensted-Smith, J.P.....	Cheap
1	Sophie Anne Fernandes.....	Coleman Street
26	Sir Michael Snyder, Deputy.....	Cordwainer
6	Ian Christopher Norman Seaton.....	Cornhill
7	John Alfred Barker, O.B.E., Deputy.....	Cripplegate Within
13	John Tomlinson, Deputy.....	Cripplegate Without
12	James Henry George Pollard, Deputy.....	Dowgate
16	Anthony Noel Eskenzi, C.B.E., Deputy.....	Farringdon Within
4	Clare James.....	Farringdon Within
4	Gregory Alfred Lawrence.....	Farringdon Without
2	Adam Fox McCloud Richardson.....	Farringdon Without
4	Philip John Woodhouse.....	Langbourn
1	Dominic Gerard Christian.....	Lime Street
4	John William Fletcher.....	Portsoken
16	Alastair John Naisbitt King, Deputy.....	Queenhithe
14	Roger Arthur Holden Chadwick, Deputy.....	Tower

10	Tom Hoffman.....	Vintry
4	Lucy Roseanne Frew.....	Walbrook

Together with the ex-officio Members referred to in paragraph 1.

4. **Terms of Reference**

To be responsible for:-

**Finance**

- (a) Ensuring effective arrangements are made for the proper administration of the City Corporation's financial affairs;
- (b) considering the annual budget of the several committees, to ascertain that they are within the resources allocated, are applied to the policies for which those resources were allocated and represent value for money in the achievement of those policies;
- (c) determining annually with the Resource Allocation Sub-Committee, the appropriate performance return bench marks for the City's and Bridge House Estates;
- (d) obtaining value for money in all aspects of the City of London Corporation's activities;
- (e) monitoring performance against individual Departmental Business Plans and bringing about improvements in performance;
- (f) the effective and sustainable management of the City of London's operational assets, to help deliver strategic priorities and service needs;
- (g) overseeing the City of London Corporation's approved list of contractors and consultants;
- (h) dealing with requests for allowances, expenses, insurance, business travel, treasure trove and Trophy Tax;
- (i) providing strategic oversight and performance management of all grant giving activity by the Corporation, excluding the City Bridge Trust.
- (j) making recommendations to the Court of Common Council in respect of:-
  - (i) the audited accounts, the Annual Budget and to recommend the non-domestic rate and Council Tax to be levied and to present the capital programme and make recommendations as to its financing;
  - (ii) the appointment of the Chamberlain;
- (k) strategies and initiatives in relation to energy;

**Information Systems**

- (l) developing and implementing IS strategies to support the business needs of the City of London Corporation; and

**Sub-Committees**

- (m) appointing such Sub-Committees as are considered necessary for the better performance of its duties including the following areas:-
  - Efficiency & Performance
  - Finance Grants
  - Information Systems
  - Corporate Assets

## FINANCE COMMITTEE

Tuesday, 12 April 2016

Minutes of the meeting of the Finance Committee held at Guildhall, EC2 on Tuesday, 12 April 2016 at 1.45 pm

### Present

#### Members:

Deputy Roger Chadwick (Chairman)	Christopher Hayward
Jeremy Mayhew (Deputy Chairman)	Tom Hoffman
Randall Anderson	Wendy Hyde
Deputy John Barker	Deputy Jamie Ingham Clark
Nicholas Bensted-Smith	Clare James
Chris Boden	Deputy Alastair King
Sheriff & Alderman Charles Bowman	Alderman Professor Michael Mainelli
Nigel Challis	Deputy Robert Merrett
Simon Duckworth	Sir Michael Snyder
Deputy Anthony Eskenzi	David Thompson
John Fletcher	Deputy John Tomlinson
Lucy Frew	

#### Officers:

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
Mona Lewis	- Chamberlain's Department
Kate Limna	- Chamberlain's Department
Michael Cogher	- Comptroller and City Solicitor
Peter Bennett	- City Surveyor
Neal Hounsell	- Community and Children's Services Department

#### 1. APOLOGIES

Apologies for absence were received from Mark Boleat, Stuart Fraser, Deputy Brian Harris, Alderman Peter Hewitt, Oliver Lodge, Deputy Henry Pollard, James de Sausmarez and Ian Seaton.

The Chairman advised the Committee that Alderman and Sheriff Charles Bowman, Stuart Fraser, Alderman Peter Hewitt, Alderman Vincent Keaveny and Oliver Lodge would stand down from the Committee following the Court of Common Council on 21 April 2016. The Chairman thanked those Members for their valuable service on the Committee.

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

Jeremy Mayhew and Tom Hoffman declared non-pecuniary interests in respect of item 23 due to being Trustees of the City of London Festival.

Roger Chadwick declared a non-pecuniary interest in respect of Item 21 due to being the Chairman of City Re Limited.

3. **MINUTES OF THE PREVIOUS MEETING**

**RESOLVED** – That the public minutes and summary of the meeting held on 15 March 2015 be approved as an accurate record.

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. **DRAFT PUBLIC MINUTES OF SUB-COMMITTEES**

a) **Draft public minutes of the Efficiency and Performance Sub-Committee held on 7 March 2016**

**RESOLVED** – That the draft public minutes and non-public summary of the Efficiency & Performance Sub-Committee meeting held on 7 March 2016 be noted.

b) **Draft public minutes of the Information Technology Sub-Committee held on 9 March 2016**

**RESOLVED** – That the draft public minutes and non-public summary of the Information Systems Sub-Committee meeting held on 9 March 2016 be noted.

c) **Draft public minutes of the Corporate Asset Sub-Committee held on 11 March 2016**

**RESOLVED** – That the draft public minutes and non-public summary of the Corporate Assets Sub-Committee meeting held on 11 March 2016 be noted.

6. **RESOLUTION FROM POLICY AND RESOURCES COMMITTEE - CHAIRMAN'S DISCRETIONARY FUND**

The Committee received a resolution from the Policy and Resources Committee which advised that the Policy and Resources Committee had agreed to remove the Finance Committee Chairman's Discretionary Relief Fund of £10,000.

The Chairman commented, and Members agreed, that the resolution did not provide the Committee with sufficient information regarding why the decision had been taken to remove the Finance Committee's Chairman's Discretionary



Relief Fund. The Chairman also noted that there had not been any consultation with the Finance Committee prior to this decision being taken, and there had not been an opportunity for the Finance Committee to provide information regarding recent uses of the Discretionary Relief Fund, such as supporting the State Trumpeters through a donation to the Crown Equerry Fund.

The Committee requested that the Policy and Resources Committee provide the Finance Committee with this information, to allow the Finance Committee to consider whether it would be appropriate to request that the Policy and Resources Committee reconsiders this action.

**RESOLVED** – That the Committee requests that the Policy and Resources Committee provides the Finance Committee with further information regarding why the decision had been taken to remove the Finance Committee's Chairman's Discretionary Relief Fund.

**7. CHAMBERLAIN'S DEPARTMENTAL BUSINESS PLAN 2015/16 YEAR END UPDATE**

The Committee considered a report of the Chamberlain which provided a year end summary of delivery against the objectives and expected outcomes stated in the Chamberlain's Business Plan for 2015/16. The report advised that in the main, progress was good, with many key milestones met according to anticipated timescales.

The Chamberlain updated Members that the Internal Audit Plan had reached 94% completion by the end of March 2016, rather than 84% as stated within the report.

A Member asked for further information regarding why the Department had been unable to achieve the target of collecting 99.75% of Non-Domestic Rates. The Chamberlain explained that the target set was very challenging and forced the Corporation to rely, to an extent, on timely payment from ratepayers. The Chamberlain explained that the performance of 99% of rates collected was still very good performance, indicating a low level of bad debt, and therefore was not a cause of major concern.

**RESOLVED** – That the Committee notes the report.

**8. CHAMBERLAIN'S DEPARTMENT RISK MANAGEMENT - QUARTERLY REPORT**

The Committee considered a report of the Chamberlain which provided updates regarding the top risks within the Departmental Risk Register.

The Chairman asked for further information regarding risk CHB11. The Chamberlain explained that this risk had been added to the Risk Register to reflect the risks and ensure close monitoring of the cross-cutting review of Contract Management.

In response to a question from a Member, the Chamberlain clarified that the risk around Oracle ERP delivery was classified as amber, but all known defects

with the system were now resolved, and the project was complete apart from one outstanding report. The Chamberlain emphasised that the key now was to ensure the delivery of the business benefits which the Oracle system would allow.

**RESOLVED** – That the Committee notes the report.

9. **CHAMBERLAIN'S DEPARTMENTAL BUSINESS PLAN 2016/17**

The Committee considered a report of the Chamberlain which provided the Chamberlain's Department Business Plan for 2016/17. The business plan set out the key priorities of the department and described the specific actions that the Department would undertake during the next year to deliver against these priorities and to improve the value of the services provided.

A Member asked for clarification regarding the target in relation to the percentage of invoices received electronically. The Chamberlain advised that the targets were based on performance goals within that quarter, and was not annual cumulative target.

A Member asked for further information regarding how the Procurement Savings target was set. The Chamberlain advised that upcoming procurement projects were benchmarked against the market with savings applied to those benchmarks to identify the target.

**RESOLVED** – That the Committee approves the Chamberlain's Departmental Business Plan 2016/17

10. **INFORMATION TECHNOLOGY DIVISION - QUARTERLY UPDATE**

The Committee considered a report of the Chamberlain which provided information regarding the work of the IT Division over the last quarter.

A Member requested that the Cybersecurity Policy be presented to Members at the June 2016 meeting of the information Technology Sub-Committee.

The Chamberlain advised Members that there had been technical problems with the Good email platform over the last couple of weeks. He advised that the VIP Support team was contacting all Members to resolve this issue, and explained that all Members should now have at least one functioning device.

**RESOLVED** – That the Committee notes the report.

11. **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.

**RESOLVED** – That the Committee:

- a) agrees 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) agrees to carry forward the unspent balance on the 2015/16 National and International Disasters Contingency Fund.

**12. DECISION TAKEN UNDER DELEGATED AUTHORITY SINCE THE LAST MEETING OF THE COMMITTEE**

The Committee considered a report of the Town Clerk which provided information of a decision taken under delegated authority since the Committee's last meeting. The decision 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.

**RESOLVED** – That the Committee notes the report.

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

A Member noted that the Greater London Authority had raised the issue of considering implementing Land Value Tax in London and asked whether the Chamberlain had any comments on this matter. The Chamberlain advised that Land Value Tax would not apply directly to the Corporation, but would apply to businesses operating within the City. The Chamberlain explained that the raising of the issue was likely to be linked to the wider agenda of fiscal devolution agenda, and advised that the matter would be investigated and reported back to the Committee.

A Member noted that this was the first meeting since the Government's Budget announcement. The Chamberlain advised that a briefing on the implications of the Budget to the Corporation could be provided to the Committee via email.

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

There were no urgent items.

**15. 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.**  
16-25

**Paragraphs in Schedule 12A**  
3

**16. NON-PUBLIC MINUTES OF THE PREVIOUS MEETING**

The non-public minutes of the meeting held on 16 March 2016 were approved as an accurate record.

**17. 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.

**18. DRAFT NON-PUBLIC MINUTES OF SUB-COMMITTEES**

**a) Draft non-public minutes of the Efficiency and Performance Sub-Committee held on 7 March 2016**

The draft non-public minutes of the Efficiency & Performance Sub-Committee meeting held on 7 March 2016 were noted.

**b) Draft non-public minutes of the Information Technology Sub-Committee held on 9 March 2016**

The non-public minutes of the Information Systems Sub-Committee meeting held on 9 March 2016 were noted.

**c) Draft non-public minutes of the Corporate Asset Sub-Committee held on 11 March 2016**

The non-public minutes of the Corporate Asset Sub-Committee meeting held on 11 March 2016 were noted.

**19. PAY AWARD AT THE MUSEUM OF LONDON**

The Committee considered and approved a report of the Director of the Museum of London seeking endorsement from the Finance Committee for the approval by the Court of Common Council for the Museum of London's 2016 pay award.

**20. SUPPORT FOR THE RESETTLEMENT OF SYRIAN REFUGEES - REQUEST FOR CONTRACT WAIVER**

The Committee considered and approved a report of the Director of Community and Children's Services which set out the case for a request for a waiver under section 25 of the City of London Procurement Code. Approval of a waiver was requested to enable essential services to be procured to support the resettlement of Syrian refugees.

**21. CITY RE LIMITED - PROPERTY INSURANCE RISK RETENTION**

The Committee noted a report of the Chamberlain which provided information of City Re Limited's Review of claims limit and retained premiums.

**22. INSURANCE (DECEMBER PROGRAMME) PROCUREMENT UPDATE**

The Committee considered and approved a report of the Chamberlain which set out the strategy for procuring Insurance (December programme) for the City of London in 2016/17 and sought Member approval for the recommended evaluation criteria to be used in the selection of a preferred supplier(s). This report was required as the estimated contract value exceeded £2,000,000 as per Section 16.3 of the Procurement Code Part One.

23. **CITY ARTS TRUST/CITY OF LONDON FESTIVAL**

The Committee considered and approved a report of the Director of Culture, Heritage and Libraries regarding the funding of the City Arts Trust and the City of London Festival.

24. **5-7 GILTSPUR STREET, LONDON, EC1- RECEIPT OF DEVELOPMENT OVERAGE PREMIUM**

The Committee considered and approved a report of the City Surveyor which sought approval to agree the level of overage premium payable by the head lessee City and Guilds of London Institute on the practical completion (PC) of its development at 5-7 Giltspur Street under the terms of a development agreement.

25. **NON-PUBLIC DECISIONS TAKEN UNDER DELEGATED AUTHORITY AND URGENCY PROCEDURES**

The Committee noted a report of the Town Clerk which advised the Committee of action taken under delegated authority or urgency procedures since the Committee's last meeting.

26. **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.

27. **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 ended at 3.10 pm**

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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.	12 April 2016, Item 6	<u>Chairman's Discretionary Fund</u> The Committee requested that the Policy and Resources Committee provide the Finance Committee with further information regarding why the decision had been taken to remove the Finance Committee's Chairman's Discretionary Relief Fund.	Town Clerk	May 2016	Resolution will be submitted to the meeting of the Policy and Resources Committee on 19 May 2016.
2.	12 April 2016, Item 13	<u>Land Value Tax</u> A Member asked the Chamberlain to comment on the suggestion from the Greater London Authority that it may consider implementing Land Value Tax.	Chamberlain	July 2016	The City Surveyor and Chamberlain are developing a report to advise the Committee of the issues in relation to this.
3.	12 April 2016, Item 13	<u>Government Budget's</u> The Chamberlain will provide Members with a briefing via email on the implications to the Corporation of the Government's Budget announcement.	Chamberlain	Completed	An email briefing has been circulated to Members.

Item	Date	Item and Action	Officer responsible	To be completed/ progressed to next stage	Progress Update
4.	15 March 2016, Item 8	<u>Risk Management – recruitment</u> 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	Report on Market Forces Supplements to be considered by Establishment Committee in June 2016.	Minute from the March 2016 meeting was included on the agenda of the 19 April 2016 meeting of the Establishment Committee.  The Establishment Committee noted the resolution.  The Committee also considered, at that meeting, a report to commence a review of the Pay and Reward Structure of the Corporation. An immediate action from this is to streamline the Market Forces Supplement Process to ensure it can be more responsive.
5.	22 September 2015, Item 9	<u>Purchasing Card Policy</u> 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.



<b>Committees:</b> Finance Committee	<b>Date:</b> 10 May 2016
<b>Subject:</b> Appointment of Sub-Committees and representatives on other Committees	<b>Public</b>
<b>Report of:</b> Town Clerk	<b>For Decision</b>
<b>Report author:</b> Chris Braithwaite, Town Clerk's Department	

## Summary

The purpose of this report is to consider the appointment of the Committee's Sub-Committees for 2016/17, to approve their composition and Terms of Reference and to appoint representatives to a number of other City Corporation positions.

The Finance Committee currently appoints to four Sub-Committees:

- Efficiency & Performance Sub-Committee
- Finance Grants Sub-Committee
- Information Technology Sub-Committee
- Corporate Assets Sub-Committee

Details of the composition and Terms of Reference of these Sub-Committees are set out in Appendix 1.

There are two proposals for changes to Terms of References of Sub-Committees. These are:

- To amend the composition of Corporate Asset Sub-Committee such that the Policy and Resources Committee and Property Investment Board are invited to appoint any three of their Members, rather than their Chairman, Deputy Chairman and one other Member.
- To amend the Terms of Reference of the Information Technology Sub-Committee to add the following:
  - To hold informal workshop meetings to provide an opportunity to give in-depth scrutiny to projects;
  - To receive a report, at least annually, on the status, performance and plans associated with each and any major IT outsourcing arrangements which the corporation has contracted to third parties;

In addition to the appointments referred to above, the Committee is required to review the frequency of its meetings.

## Recommendations

Members are asked to:

1. Agree the amendment of the constitution of the Corporate Asset Sub-Committee such that the Policy and Resources Committee and Property

Investment Board are invited to appoint any three of their Members, rather than their Chairman, Deputy Chairman and one other Member;

2. Agree the amendment of the Information Technology Sub-Committee Terms of Reference to add the following:
  - To hold informal workshop meetings to provide an opportunity to give in-depth scrutiny to projects;
  - To receive a report, at least annually, on the status, performance and plans associated with each and any major IT outsourcing arrangements which the corporation has contracted to third parties;
3. agree the appointments, composition and terms of reference of the following Sub-Committees:
  - i. Efficiency & Performance Sub-Committee - **9 vacancies**
  - ii. Finance Grants Sub-Committee - **10 vacancies**
  - iii. Information Technology Sub-Committee - **10 vacancies**
  - iv. Corporate Asset Sub-Committee - **2 vacancies**
4. agree the appointments of representatives to the following Committees and Sub-Committees:
  - Establishment Committee - **1 vacancy**
  - Barbican Centre Board - **1 vacancy**
  - Projects Sub (Policy & Resources) Committee - **2 vacancies**
  - Streets and Walkways Sub (Planning & Transportation) Committee - **1 vacancy**
5. agree the appointments of representatives for informal consultation with the Court of Aldermen and the Policy and Resources Committee on Mayoralty and Shrievalty Allowances – **3 vacancies**
6. note that the Chairman and Deputy Chairman will be Members of the Resource Allocation Sub (Policy and Resources) Committee.
7. note that the Chairman and Deputy Chairman will be ex-officio Members of the following Committees:
  - Policy & Resources Committee
  - Investment Committee
  - Audit and Risk Management Committee
  - Hospitality Working Party (Policy and Resources)
8. Note that the Chairman (or his nominee) will be an ex-officio Member of the following Committees:
  - Social Investment Board
  - Public Relations and Economic Development Sub (Policy and Resources) Committee
9. agree that the Committee should continue to meet “every fourth week on Tuesdays” with the exception of recess periods.

## Main Report

### **Background**

1. This report asks Members to consider the appointment and composition of the Finance Committee's Sub-Committees. It also details the representatives that the Committee is required to appoint to serve on other City Corporation Committees or in other positions.
2. As set out in its Terms of Reference, there are a number of areas of the Finance Committee's work which require greater focus and therefore the following Sub-Committees have been created to manage those areas:
  - Efficiency & Performance;
  - Finance Grants
  - Information Technology; and
  - Corporate Assets
3. Each of these Sub-Committees is considered in turn below. Details of their proposed composition and Terms of Reference are set out in Appendix 1 of this report.

### **Changes to Sub-Committees**

4. There are two proposed changes to the Sub-Committees.

#### Corporate Asset Sub-Committee

5. The first proposal is to amend the Membership of the Corporate Asset Sub-Committee such that the Policy and Resources Committee and Property Investment Board are invited to appoint any three of their Members, rather than their Chairman, Deputy Chairman and one other Member.
6. This change would give more flexibility for Policy and Resources Committee and Property Investment Board to appoint their representatives to the Sub-Committee, which should assist in improving attendance of the Sub-Committee to ensure that it is fully resourced to consider its business, particularly the monitoring of the Corporate Property Review.
7. If approved, the Membership of the Corporate Asset Sub-Committee will be:
  - Chairman of Finance Committee (Chairman)
  - Deputy Chairman of Finance Committee (Deputy Chairman)
  - Two further Members of Finance Committee
  - Any three Members of the Policy and Resources Committee
  - Any three Members of the Property Investment Board

## Information Technology Sub-Committee

8. The second proposed change is to amend the Terms of Reference of the Information Technology Sub-Committee.
9. It is proposed that the following text be added to the Sub-Committee's Terms of Reference:
  - To hold informal workshop meetings to provide an opportunity to give in-depth scrutiny to projects;
  - To receive a report, at least annually, on the status, performance and plans associated with each and any major IT outsourcing arrangements which the corporation has contracted to third parties;
10. The purpose of the first proposed amendment is to provide an additional opportunity for Members with expertise within the IT industry to assist officers in developing proposals to be brought before the Sub-Committee, in a more appropriate forum than that of the formal Sub-Committee meeting.
11. The purpose of the second proposed amendment is to ensure that the Sub-Committee is fully aware of the current IT outsourcing arrangements.

## **Finance Committee Sub-Committee appointments**

### **(A) Efficiency and Performance Sub-Committee**

12. The Efficiency and Performance Sub-Committee was created in to advise the Grand Committee on matters relating to value for money in all aspects of the City of London Corporation's activities. The Sub-Committee is working well and it is proposed that it should continue to meet under its present arrangements.
13. The Sub-Committee met six times in 2015/16 and the membership and attendance was as follows:-

Roger Chadwick (Chairman)	4/6
Jeremy Mayhew (Deputy Chairman)	6/6
Randall Keith Anderson	6/6
Nicholas Bensted-Smith JP	4/6
Nigel Kenneth Challis	6/6
Deputy Anthony Noel Eskenzi CBE	5/6
John William Fletcher	4/6
Jamie Ingham Clark	5/6
Ian Christopher Norman Seaton	5/6
Deputy John Tomlinson	5/6
Philip Woodhouse	5/6

**(B) Finance Grants Sub-Committee**

14. The Finance Grants Sub-Committee was created in order to consider requests for grants from funds under the Finance Committee's control for charitable etc. organisations (and make recommendations thereon) and receives reports on the results from beneficiaries. This year, as a result of the review of the Corporation's approach to grant-giving, the role of the Sub-Committee will change to a role of strategic oversight and performance management of the Corporation's Grant Giving activities (excluding The City Bridge Trust).
15. The Sub-Committee met once in 2015/16 and the membership and attendance was as follows.

Roger Chadwick (Chairman)	1/1
Jeremy Mayhew (Deputy Chairman)	1/1
Randall Keith Anderson	0/1
Nicholas Bensted-Smith JP	1/1
Deputy John Alfred Barker OBE	1/1
Nigel Kenneth Challis	1/1
Simon D'Olier Duckworth OBE	0/1
Alderman Vincent Thomas Keaveny	1/1
Jamie Ingham Clark	1/1
Clare James	0/1
Philip Woodhouse	1/1

*Together with the Chairman of The City Bridge Trust Committee (ex-officio)*

**(C) Information Technology Sub-Committee**

16. The Information Technology Sub-Committee was created to review the objectives and needs for the provision of information system services in the City of London Corporation.
17. The Committee comprises the Chairman and Deputy Chairman of the Finance Committee with a further 10 Members. These Members are comprised of Members of Finance Committee and Members of the Court of Common Council, all appointed by the Finance Committee. The Committee agreed in 2014 that there need not be a balance between the number of Finance Committee representatives and Court of Common Council representatives. In addition, while the Membership of the Sub-Committee is considered to be the Chairman, Deputy Chairman and 10 additional Members, in light of the specialist knowledge sometimes required in this Committee, the Finance Committee has regularly agreed to extend the size of the Committee beyond this amount.
18. The Sub-Committee is working well and it is suggested that it continue as present and meet four times a year. As stated above, it is intended to add the provision for informal workshop meetings, in addition to the regular Committee meetings, to allow those Members who wish to provide their technical expertise from within the IT industry to assist officers in developing proposals to be brought before the Sub-Committee.

19. The Sub-Committee met four times in 2015/16. The membership and attendance was as follows:-

Roger Chadwick (Chairman)	4/4
Jeremy Mayhew (Deputy Chairman)	4/4
Randall Keith Anderson	3/4
Nigel Kenneth Challis	2/4
John Douglas Chapman^	1/4
Jamie Ingham Clark	3/4
Hugh Fenton Morris^	0/4
Sylvia Doreen Moys^	4/4
Graham David Packham^	1/4
Chris Punter^	2/4
Alderman Matthew Richardson^	0/4
Deputy John Tomlinson	3/4
James Richard Tumbridge^	3/4

*^ Court of Common Council representatives*

**(D) Corporate Assets Sub-Committee**

20. The Corporate Asset Sub-Committee was created in order to approve the Asset Management Plan and Capital Strategy, within the parameters of the allocation of resources.
21. The Committee comprises Members of the Finance Committee, Policy and Resources Committee and the Property Investment Board. As set out above, it is proposed that the composition be amended such that the Policy and Resources Committee and the Property Investment Board are permitted to appoint any three Members, rather than their Chairmen, Deputy Chairmen and one additional Member each.
22. The Sub-Committee is working well and it is suggested that it continues to meet five times a year.
23. The Sub-Committee met five times in 2015/16 and the membership and attendance from Finance Committee representatives was as follows:

Roger Chadwick	5/5
Jeremy Mayhew	5/5
Randall Anderson	5/5
Brian Harris	5/5

*\*In addition, Deputy John Tomlinson attended all five meetings as the representative of the Property Investment Board.*

**Representatives on other Committees etc.**

**(E) One representative to serve on the Establishment Committee**

The Committee met nine times in 2015/16 and the representative was Deputy Jamie Ingham Clark. Deputy Ingham Clark attended eight meetings. Deputy

Ingham Clark also served on the Joint Consultative Committee, which met twice, with Deputy Ingham Clark attending one meeting.

**(F) One representative to serve on the Barbican Centre Board**

The Board met six times in 2015/16 and the representative was Lucy Frew. Ms Frew attended four meetings.

**(G) Two Representatives to serve on the Projects Sub (Policy & Resources) Committee**

The Sub-Committee met 10 times in 2015/16 and the representatives were Deputy Roger Chadwick and Deputy John Tomlinson. Deputy Chadwick attended four meetings. Deputy Tomlinson attended nine meetings.

**(H) One representative on the Streets and Walkways Sub (Planning & Transportation) Committee**

The Sub-Committee met nine times in 2015/16 and the representative was Deputy John Barker OBE. Deputy Barker attended all nine meetings.

**(I) Representatives for Consultation with the Court of Aldermen and Representatives of the Policy & Resources Committee on Mayoralty and Shrievalty Allowances**

This deputation is responsible for giving detailed consideration to the allowance for expenses for the offices of the Lord Mayor and the Sheriffs for the coming year. In 2015/16, the Committee's representatives were the Chairman and Deputy Chairman, along with one other representative (Deputy Anthony Eskenzi). This Committee met once in 2015/16. All Members attended that meeting.

**(J) Membership on other Committees**

The Committee is asked to note that the Chairman and Deputy Chairman of the Finance Committee are appointed as Members of the following Committees:-

- Guildhall Improvement Committee
- Resource Allocation Sub (Policy and Resources) Committee

**(K) Ex-officio representation on other Committees**

The Committee is asked to note that the Chairman and Deputy Chairman of the Finance Committee are ex-officio Members of the following Committees:-

- Policy & Resources
- Investment Committee
- Audit & Risk Management

**Frequency of meetings**

24. The Committee is also required to review the frequency of its meetings on an annual basis. Conventionally, the Committee meets every fourth week on Tuesdays with the exception of recess. Given the amount of business the Committee considers, it is proposed that this schedule continues, although

meetings will be cancelled in the event that there is not sufficient business to transact. Agenda planning will highlight the instances of this at the earliest opportunity.

## **Appendices**

- Appendix 1 – Finance Committee Sub-Committees – Composition and Terms of Reference

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## Finance Committee Sub Committees – Composition and Terms of Reference

### **(A) Efficiency and Performance-Sub Committee**

#### **Composition**

- Chairman - Chairman of the Finance Committee
- Deputy Chairman - Deputy Chairman of the Finance Committee
- Up to 9 Members of the Finance Committee appointed by the Finance Committee

#### **Terms of Reference**

- To consider and advise the Grand Committee on matters relating to value for money in all aspects of the City of London Corporation's activities
- In accordance with Standing Orders to consider, with the Resource Allocation Sub Committee, the resource allocation plans for subsequent financial years prior to their approval by the Policy and Resources Committee
- To review periodically the performance of each Chief Officer in order to promote efficiency and value for money and to ensure, over a period of time, full Member level scrutiny of all expenditure planned.
- To be responsible for overseeing and monitoring the agreed programme of work arising from the Service Based Review programme and other saving and efficiency programmes ensuring the achievement of savings, and suggesting further areas for examination as appropriate.
- To review and to monitor performance against the Chamberlain's Departmental Business Plan and related corporate initiatives in order to promote efficiency and value for money.
- To make recommendations, where necessary, to bring about improvements in performance

### **(B) Finance Grants Sub-Committee**

#### **Composition**

- Chairman - Chairman of the Finance Committee
- Deputy Chairman - Deputy Chairman of the Finance Committee
- Up to 10 Members of the Finance Committee appointed by the Finance Committee.

## Terms of Reference

- To provide strategic oversight of the City of London Corporation Charitable Grants Programme ('the Programme'), including reviewing progress, performance, impact against outcomes and risks for all grants
- To ensure the Programme is compliant with any obligations under the Local Government Transparency Code 2015 and the Equality Act 2010
- To approve and deploy a performance management framework in respect of the Programme
- To assess performance of the Programme against Charity Commission best practice guidelines
- To make recommendations to the relevant grant-giving Committees on any performance issues or issues with specific grants
- To provide the Resource Allocation Sub (Policy and Resources) Committee with an annual report regarding performance of the Programme and recommendations in setting the City's Cash and City Fund allocations to the Programme themes

### (C) Information Technology Sub-Committee

#### Composition

- Chairman - Chairman of the Finance Committee
- Deputy Chairman - Deputy Chairman of the Finance Committee
- A total of 10 further Members, made up of:
  - Members of the Finance Committee, appointed by the Finance Committee.
  - Members of the Court of Common Council, appointed by the Finance Committee. *(It is not necessary for there to be a balance between the number of Finance Committee representatives and Court of Common Council Representatives)*

#### Terms of Reference

- To keep under review the objectives and needs for the provision of Information Technology (IT) services in the City of London Corporation;
- to receive and consider an annual report by the Chief Information Officer on the IT Strategy and IT development plans, following the consideration of this report by the Information Technology Strategy Board, together with any comments upon the report added by the Board;
- to receive and consider a twice-yearly report from the Chief Information Officer on progress against the plans;
- to monitor and oversee implementation of the IT Strategy and IT Development Plans;
- To hold informal workshop meetings to provide an opportunity to give in-depth scrutiny to projects;
- To receive a report, at least annually, on the status, performance and plans associated with each and any major IT outsourcing arrangements which the corporation has contracted to third parties; and
- to report back as necessary to the Finance Committee.

## (D) Corporate Asset Sub-Committee

### Composition

- Chairman – Chairman of the Finance Committee
- Deputy Chairman – Deputy Chairmen of the Finance Committee
- Two additional Members from the Finance Committee
- Chairman and Deputy Chairman of the Policy and Resources Committee and one additional Member from the Policy and Resources Committee (proposed to be amended to “Three Members from the Policy and Resources Committee”)
- Chairman and Deputy Chairman of the Property Investment Board and one additional Member from Property Investment Board (proposed to be amended to “Three Members from the Property Investment Board”)

### Terms of Reference

#### *Strategic Management*

- To approve the Asset Management Plan and Capital Strategy, within the parameters of the allocation of resources;
- To maintain a comprehensive Asset Register of information which can be used in the decision making process, including accurate data on the asset base held on the Land and Property Terrier; and
- To receive monitoring reports which benchmark performance against improvement targets and asset management indicators. Reviewing performance reported against other asset holding organisations using selected industry standard performance measures.

#### *Property Asset and Facilities Management*

- To be responsible for reviewing the performance and adequacy of all the operational property assets of the City Corporation;
- To be responsible for the asset and facilities management of The Guildhall Complex; and
- To be responsible for reviewing the facilities management arrangements for all the Corporation’s operational property assets.

#### *Repairs and maintenance*

- To be responsible for the upkeep, maintenance and, where appropriate, furnishing for operational properties including the Guildhall Complex, Mansion House and the Central Criminal Court, with the exception of those which fall within the remit of another service committee;
- To agree each year the annual programme of repairs and maintenance works, including surveys, conservation management plans, hydrology assessments, heritage landscapes planned to commence the following financial year and to submit a summary list of proposed schemes in priority order to a joint meeting of the Resource Allocation Sub/Efficiency and Performance Sub;

- To scrutinise the progress of repairs and maintenance schemes on the basis of performance reports by the City Surveyor; and
- To monitor a reserve list of repairs and maintenance projects of additional schemes which may be progressed should further resources become available within each year's work programme; the allocation of funding effectively to operate within an overall 'ring fenced' fund (one each for City Fund and City Cash), permitting budget transfers between individual schemes and unspent balances to be carried forward to later years to complete works.

<b>Committee:</b> Finance Committee	<b>Date:</b> 10 May 16
<b>Subject:</b> City Procurement Quarterly Update (End of Year Report)	<b>Public</b>
<b>Report of:</b> The Chamberlain	<b>For Information</b>
<b>Report author:</b> Chris Bell, Head of City Procurement	

## Summary

The report updates Members on the work of City Procurement and its performance for the year April 2015 to March 2016.

## Recommendation

Members are asked to note the progress report on key strategic improvement projects and performance:

- a. Annual savings of £8.48M achieved against 2015/16 target of £8.27M
- b. PO Compliance average of 94% for 2015/16
- c. 12 month average of 96% supplier payments happened within 30 days during 2015/16
- d. 12 month average of 86% of SME supplier payments happened within 10 days during 2015/16
- e. 24% of 2015/16 annual spend was with SME suppliers (Value of £116M)
- f. 13 Continuous Improvement projects under the strategic theme of Operational Excellence delivered with the 2015/16 period.

## Main Report

### Background

1. City Procurement has three main functions, Category Management/Sourcing, Accounts Payable and Policy and Compliance. The service has a number of key improvement projects that support the objectives of the Procurement Strategy 2015-2018 presented to Finance Committee in June 2015. This report updates on progress of the key projects that were scheduled for the 2015/16 period and final annual performance of delivery against the service KPIs set in April 2015.

### City Procurement Strategy and Key Improvement Projects

2. The City Procurement 3 year strategy has 4 themes and in year 1 the focus was on developing Operational Excellence. The key improvement projects supporting this strategy were:

- a) **Contract Management Review** – A service based review group sponsored by the Comptroller and City Solicitor was established to review the Corporation's existing contract management regime and capabilities. The review led by the Head of City Procurement has now concluded its findings. The final report and recommendations were approved by Summit Group in February 16 followed by approval at Efficiency and Performance Sub-Committee in March 16. The implementation of the contract management framework and commercial contract management service is a key project for 2016/17 being led by the Head of City Procurement. The implementation plan is currently being finalised and will be presented at a future Efficiency and Performance Sub-Committee.
- b) **City Procurement Code 2015** – The Corporation's new Procurement Code (formerly known as Regulations) were approved by Summit Group, Finance Committee and Court of Common Council and came into effect on 1 November 2015. There will be an annual refresh presented at Finance Committee in June to incorporate new legislation and operational lessons learned.
- c) **Implementation of eSourcing** – The Corporation fully transitioned to full eSourcing capability through our CapitalEsourcing platform effective from 1<sup>st</sup> May 2015. All suppliers transitioned to the new portal and all sourcing and buying activity over £10k is managed through the portal.
- d) **Payment Card Policy** – The Corporation's new Payment Card Policy was approved by Finance Committee in September 15 and came into effect from 1 October 2015.
- e) **Payment Card Management System** – The Corporation launched a new self-service portal (CityCard) for spend management of all payment card activity effective from January 2016. To date over 300 users have been trained one-to-one. This provides greater management and compliance data and a vastly improved user experience for officers.
- f) **Responsible Procurement Strategy** – This wide reaching strategy is in its final consultation stage and will be presented at Summit Group in May 16 and Finance Committee in June 16.
- g) **Efficiency and Savings Process Manual** - A corporate efficiency and savings process manual has been developed. This now means that there is a transparent and documented way of calculating project baselines and efficiencies/savings on all future projects.

### **Efficiency and Savings**

- 3. City Procurement is set an annual savings target at the start of each year, this target is based on the contracts to be let during the financial year that have the potential to make efficiency or cost savings and contracts let in previous years that are generating guaranteed savings in the current year. Each contract is

reviewed by the relevant Procurement Category Board to set the targets, each contract target considers historic spend, scope changes, complexity, risk and industry benchmarks before setting a target. The 2015/2016 City Procurement target was £8.27M.

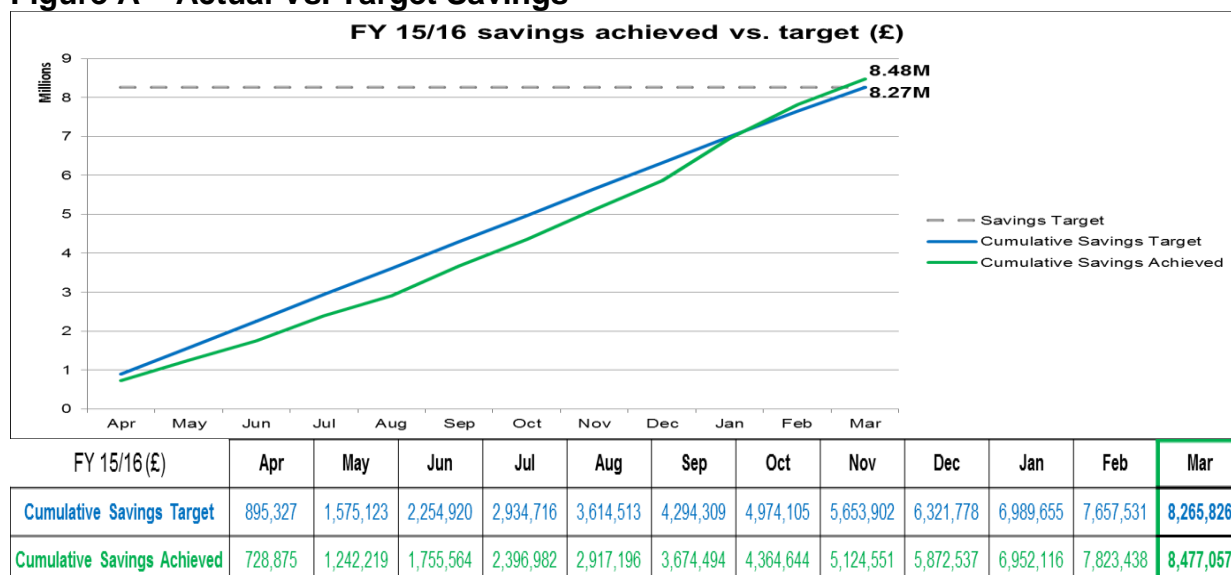
### The Annual Savings Target elements

4. The annual savings target is set using two types of in-year savings. Those are:
  - a. **Previously let contracts generating savings (known as run-rate)** – Savings already guaranteed for the current financial year from contracts let in previous years. This is for contracts that span different financial years and is typically for service contracts that are let for a 2-7 year period when the savings are spread across the contract life.
  - b. **New contracts let generating savings** – Savings targeted to be generated from new contracts let during the financial year.
5. The procurement savings target is for competitive price savings only and is not inclusive of scope changes/service downgrades or other operation decisions which are treated as local department savings.

### 2015/2016 Efficiencies and Savings Final Position

6. City Procurement achieved £8.48M at 31 March 2016 compared to the target of £8.27M as illustrated in the Figure A below. Of the achieved £8.48M total savings, £6.69M was budget impact savings resulting in budget adjustments for any newly realised savings achieved within 2015/2016.

**Figure A – Actual Vs. Target Savings**



### Category Management and Procurement Operations Project Performance

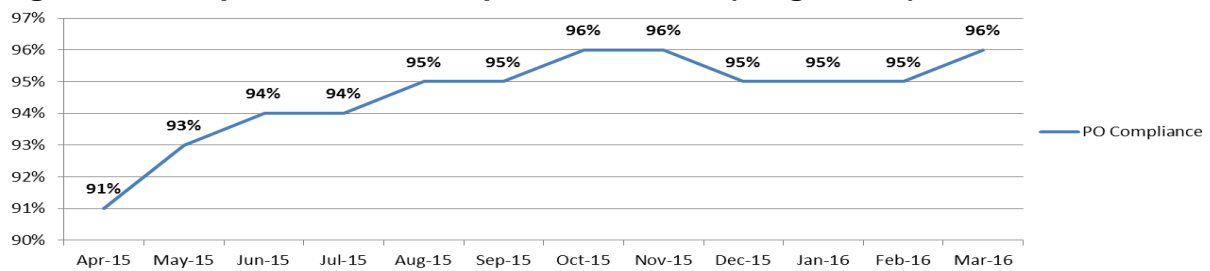
7. The Category Management and Procurement Operations team managed 527 projects during this year with 401 (76%) of them completed by 31 March 2016.

There are 126 projects currently live and progressing towards conclusion in 2016/2017. City Procurement has worked proactively with Category Boards and Chief Officers to gather all planned procurement projects for 2016/2017 of which there are a total of 300 projects identified.

### Accounts Payable Performance - PO Compliance/No PO No Pay

- Extensive communication was undertaken with departments and suppliers in the final months of 2014/15 in preparation of the launch of the City's No PO No Pay policy. Results for 2015/16 PO Compliance is an average of 94%, improving vastly from 70% prior to implementation of the policy in late 2014 and which has seen a steady improvement throughout the year. Figure B illustrates the trend.

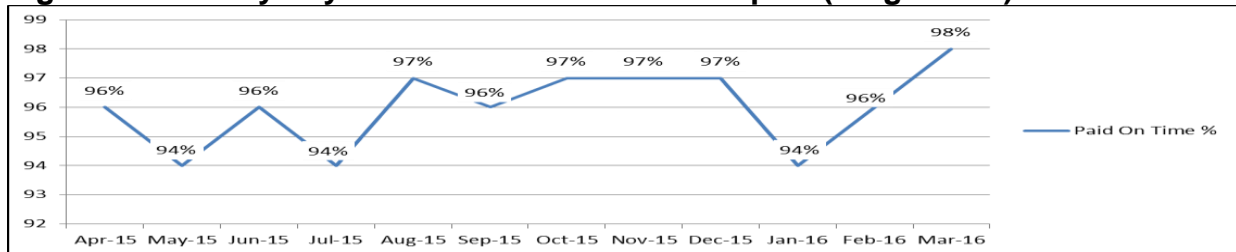
**Figure B – Corporation PO Compliance 2015/16 (Target 88%)**



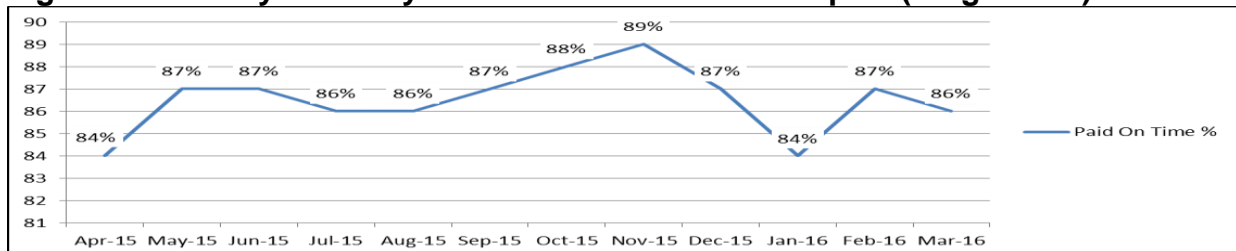
### Payment Performance

- The City's 30 days invoice paid on time performance for the year averaged at 96% (Target 97%) and our 10 day SME invoice paid on time average was 86% (Target 80%). There was a slight dip in performance during January 2016 as we had a task team clearing ageing invoice holds. The following figures show performance trends for both metrics during 2015/2016 to date.

**Figure C – 30 Day Payment Performance trend report (Target 97%)**



**Figure D – 10 Day SME Payment Performance trend report (Target 80%)**





## **Current Waiver performance**

10. Overall the number of waivers received has decreased from a total of 1,487 in 2014/15 to 1,093 in 2015/16. More tellingly since the introduction of the new Procurement Code there has been a significant decrease and trend downwards. It should be noted there will always be a viable reason for certain waivers with an industry norm of 5%, it is expected that in 2016/17 the Corporation will fall within this measurement.

## **Spend with SMEs**

11. 46% of the City's invoices were paid to SMEs in the last 12 months to total value of £116M. This equates to 24% of the Corporation's total spend (£481M). This figure remains positive and above the UK Government's public sector target of 20%.

## **Conclusion**

12. City Procurement continues to enhance its service levels whilst achieving improving performance, attaining consistently its KPIs. The strategy of developing our operational excellence levels during 2015/2016 has progressed significantly with a series of improvement programmes now completed whilst being managed at an implementation pace that has not impacted service delivery levels. We move to our second year strategy of a focus on value for money in 2016/17.

## **Christopher Bell**

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<b>Committee:</b> Finance Committee	<b>Date:</b> 10 May 16
<b>Report title:</b> Living Wage – Update	<b>Public</b>
<b>Report of:</b> Joint report of the Chamberlain and the Director of Community and Children’s Services	<b>For Information</b>
<b>Report author:</b> Christopher Bell, Chamberlain’s Department Neal Hounsell, Community and Children’s Services Department	

## Summary

Members approved a revised City of London Corporation Living Wage Procurement Policy in May 2015. One key element of the new policy was:

- To accelerate the implementation of the Living Wage across all eligible contracts with an aim to be fully compliant with the policy by 1 April 2016. To avoid a protracted transition and to mitigate the risk of service quality inconsistencies and avoid comparability issues which were causing issues at the Barbican Centre on the security and cleaning contracts in particular.

This report sets out the progress to achieve this target and the current overall position with regards the Living Wage across our contract portfolio. The report confirms that the Corporation is has now fully implemented Living Wage across all services with the small exception of residential care home services where despite good progress more time will be needed to complete the transition due to legal and operational complexities.

## Recommendations

Members are asked to note:

- a) Progress across all contracts, with full implementation in all bar residential care homes. Within residential care homes, 40 contracts have been confirmed as now compliant with our Living Wage Policy, with work continuing with the remaining 13 to transition or find alternative providers.
- b) the legal reasons, restrictions and operational complexities involved for those contracts which to date have are not yet compliant with our Living Wage Policy.
- c) the future interventions and actions that are in place to ensure where possible the remaining contracts will become compliant with our Living Wage policies as soon as possible.

## **Main Report**

### **Background**

1. At Finance Committee in May 2015, Members approved a new City of London Corporation Living Wage Procurement Policy. This was to ensure that all future procurements relating to eligible service contracts would be contracted to include Living Wage provisions for the life of the contract. Members also approved that all existing eligible contracts be updated or re-negotiated with incumbent suppliers to include Living Wage provisions with a target date of 1 April 2016 for completion of this exercise.
2. The report of May 2015 advised that there were 53 existing and newly planned contracts that would need to be varied or procured to achieve this target by 1 April 16. These were summarised as follows:
  - a. 48 existing contracts related to social care activities including residential care, supported living and domiciliary care (including homecare),
  - b. One existing corporate contract for Refuse collection and street cleansing
  - c. One existing corporate contract for security services (manned guarding)
  - d. One existing contract for grazing services within Open Spaces
  - e. One new corporate contract for cleaning services
  - f. One new corporate contract for window cleaning services

### **Current Position**

3. City Procurement has been working closely with service departments and contract managers to progress the 53 identified contracts and as at 31 March 2016, have good progress seeing 40 being resolved. The latest summary position is as follows:
  - a. All 48 existing contracts related to social care activities including residential care, supported living and domiciliary care (including homecare) have now been reviewed. 31 have been revised to include Living Wage provisions in line with our Policy. A further five contracts have since terminated and have not been renewed. The 12 outstanding contracts are explained in the next section of the report.
  - b. One existing corporate contract for Refuse collection and street cleansing has now been concluded with contract terms revised accordingly to include Living Wage provisions in line with our Policy.
  - c. One existing corporate contract for security services (manned guarding) has now been concluded with contract terms revised accordingly to include Living Wage provisions in line with our Policy.

- d. One existing contract for grazing services within Open Spaces is still outstanding with details provided in the next section of the report.
  - e. One new corporate contract for cleaning services has been procured in line with our Living Wage Policy.
  - f. One new corporate contract for window cleaning services has been procured in line with our Living Wage Policy.
4. All future procurements will include a requirement for Living Wage provisions in eligible contracts as standard.

### **Contracts that have not been resolved by 1 April 2016**

#### Social Care contracts

5. There are 12 outstanding contracts that are all in the area of residential care and supported living.
6. The Corporation has no residential care homes within the City of London boundary and therefore places all clients in need of residential care or supported living in homes outside of the City of London.
7. This means that there are no care homes where the Corporation is the sole commissioner/placer of clients. These care homes cannot pay their staff the Living Wage as they are also providing services to clients coming from a range of Boroughs, many of which do not require the payment of the Living Wage, without incurring significant additional costs that could not be recovered from those Boroughs
8. In addition the Corporation cannot restrict the choice of care homes as this would contravene the Care Act as the supported person (or their nominated carer) has that choice. For these reasons there remain 12 residential care/supported living placements that cannot currently pay in line with our Policy.
9. Moving forward, The Corporation will explain to future clients and their families which care homes do pay Living Wage and which therefore support the Corporation's policy. We will also work with the London Living Wage Foundation and our Social Care colleagues across London to promote the adoption of the London Living Wage by supported living and residential care providers across the capital.

#### Grazing Contract

10. This contract has not been concluded in line with our targeted date of 1 April 2016 as there has been on-going performance related issues wider than the Living Wage element, these complexities are being managed at present with the supplier. The Living wage requirement will be pursued once/if contract

performance levels are improved otherwise the contract will be terminated due to poor performance and a new contract let that will as standard include the requirement to meet our Living Wage Policy provisions.

### **Future proofing for all contracts for Living wage Compliance**

11. In future the provision of Living wage contractually will be managed through standard contract management monitoring procedures and TUPE procedures when contracts are transitioned to new suppliers. All contracts are let with Living Wage annual increases included as standard terms.

### **Conclusion**

12. The Corporation has now progressed all service contracts to meet our Living Wage Policy by 1 April 16 with the exception of 13 contracts. The outstanding contracts are either in the final stages of being resolved or are not able to be resolved due to service complexities or legal restrictions on our ability to enforce Living Wage on contracted suppliers, in particular in the area of residential care and supported living.

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<b>Committees:</b>	<b>Dates:</b>
Finance Committee	10 May 2016
General Purposes Committee of Aldermen	17 May 2016
Policy and Resources Committee	19 May 2016
Corporate Asset Sub (Finance) Committee	25 May 2016
Establishment Committee	9 June 2016
<b>Subject:</b>	<b>Public</b>
Central Criminal Court– Reporting Lines	
<b>Report of:</b>	<b>For Decision</b>
Deputy Town Clerk	
<b>Report author:</b>	
Susan Attard	

## Summary

This report provides Members with an opportunity to review the Committee reporting arrangements for the Central Criminal Court (CCC). The CCC currently reports to the Corporate Asset Sub (Finance) Committee (CASC). At a recent meeting of the Establishment Committee, it was questioned whether CASC was the appropriate body to which the CCC should report, as CASC is mainly tasked with operational property maintenance.

This is a particularly important time for the CCC in view of the extensive refurbishment works planned for the building over the next few years and the work currently in-hand with the Recorder and Sheriffs to review and improve working arrangements and practices, and to extend the community engagement role. Bearing this in mind, the CCC has been identified as an area that would benefit from greater coordination and dedicated attention in terms of Member support and oversight.

The CCC does not currently fit naturally within the existing workload of any single Committee. Therefore, this report proposes the creation of a new Committee, reporting directly to the Court of Common Council to oversee virtually all aspects of the work of the CCC for a period of five years. This proposal would ensure a single dedicated point of Member oversight and decision making across the various parts of the operation of the Court at a critical time for the service. The proposed Terms of Reference for this Committee are set out in Appendix 1.

There would be no change to the role of the Court of Aldermen in relation to the appointment of the Secondary and Under Sheriff and all matters relating to the Shrievalty. This report also proposes that the Court of Aldermen establish and agree terms of reference/duties for the Sheriffs to cover their areas of activity at the CCC.

## Recommendations

The **Court of Aldermen, Corporate Asset Sub (Finance) Committee, Establishment Committee** and **Finance Committee** are asked to note the report and endorse the proposal for the establishment of a new stand-alone Committee for a period of five years from June 2016.

The **Policy and Resources Committee** is asked to:

- a) Recommend to the Court of Common Council the creation of the Central Criminal Court Committee, for a period of five years from June 2016 to April 2021, and approve the Terms of Reference set out at Appendix 1 to this report; and
- b) Recommend to the Court of Common Council the amendment of Standing Order 29(3) to add this Committee to the list of those Committees of which a Member is eligible to be Chairman of in addition to another Grand Committee.

The **Court of Aldermen** is invited to establish and agree terms of reference/duties for the Sheriffs to cover their areas of activity at the Central Criminal Court.

## **Main Report**

### **Current Position**

1. The CCC is the premier criminal Crown Court dealing with some of the most serious crimes in London and the South East. It is also the Appeal Court for the Cities of London and Westminster Magistrates Bench.
2. The CCC is one of the City of London Corporation's operational properties. The City Corporation has responsibility for the operational management and is bound by the Courts Act 1971, Section 29 to ensure the 18 Courts are available for sitting. A schedule of agreement is in place with the Court Service regarding payment of operational costs. In addition, administrative support is provided to the two senior resident Judges and the two Sheriffs who reside at the CCC during their year in office. Activity is increasing at the CCC working with the Ministry of Justice to support educational and training initiatives and to host relevant events, involving the wider community.
3. The CCC currently reports through to CASC. The Terms of Reference include: "To be responsible for the upkeep, maintenance and, where appropriate, furnishing for operational properties including the Guildhall Complex, Mansion House and the Central Criminal Court, with the exception of those which fall within the remit of another service committee."

### **Reporting Arrangements**

4. The CCC, including the Secondary and Under Sheriff and his staff, is part of the Town Clerk's Department. At a recent meeting of the Establishment Committee a question was raised over whether the current Member oversight for the CCC was the correct one.
5. Matters affecting the CCC are currently reported to CASC, covering operational aspects of the building e.g. repairs and maintenance and day-to-day operations, including approval of business plans etc. The Court of Aldermen considers all matters relating to the Shrievalty and the appointment of the Secondary and Under Sheriff.



6. The responsibilities and terms of reference of CASC are mainly concerned with asset management, particularly in relation to property, facilities management and repairs and maintenance of operational buildings. They do not extend to day-to-day operations of departments nor is the Sub-Committee a service Committee for any aspect of the Town Clerk's Department.
7. Member oversight of the CCC has, therefore, been reviewed and options considered for how best to serve the Court. This is a particularly important time for the CCC in view of the extensive refurbishment works planned for the building over the next few years and the work currently in-hand with the Recorder and Sheriffs to review and improve working arrangements and practices and to extend the community engagement role. The refurbishment works include the plant replacement works, being undertaken in five phases, with the staged closure of Courtrooms agreed with HM Courts & Tribunals Service. The opportunity is also being taken to prioritise and align planned cyclical and improvement works as part of this programme to improve the working environment, whilst minimising the disruption to the running of the building. Service level agreements and operating level agreements for the delivery of services will need to be reviewed to ensure that value for money is being provided to the City Corporation and the Court Service.
8. Greater emphasis is also being placed on developing further the long-standing relationship between the CCC and the City Corporation. Working with the Recorder and the Court Service, greater use of the building is being promoted to support charitable, training and educational programmes with the Judiciary. The Sheriffs, who reside at the CCC during their year in office, are also keen to oversee this relationship and to promote the use of this asset - 'The Crown Court in the Community'. A programme of themed working events at lunchtime has been developed which has led to increased engagement with a wide variety of different communities. . Bearing in mind these key areas of work and its unusual, high-profile and sensitive nature, the CCC has been identified as an area that would benefit from greater coordination and dedicated attention in terms of Member support and oversight.
9. CASC and the Establishment Committee do not lend themselves to this more joined-up approach, one being about buildings and the other principally about staffing, and to divide reporting arrangements and responsibilities between the two at this critical time would only serve to fragment Member oversight. Members are, therefore, being recommended to consider setting up a stand-alone committee to oversee virtually all aspects of the work of the CCC for a period of five years. This would ensure a single dedicated point of Member oversight and decision making across the various parts of the operation of the CCC at a critical time for the service, reporting directly to the Court of Common Council. In addition, the Court of Aldermen is invited to establish and recommend terms of reference/duties for the Sheriffs to cover their areas of activity at the CCC. The Sheriffs would be invited to submit a report on their areas of activity and responsibility to the Court of Aldermen and the new Committee. There would be no change to the role of the Court of Aldermen in relation to the appointment of the Secondary and Under Sheriff and matters relating to the Shrievalty.

10. The proposed committee would provide over-sight and focus on the running of the building and its management, together with the extended use of the building to support greater community engagement. The role of such a new committee would encompass responsibility for delivering the planned works of refurbishment and renewal to the building's fabric (taking this away from CASC) and would also be the Service Committee for the purposes of day-to-day operations, including approval of business plans and any changes to the way in which the CCC works. The approval of the Establishment Committee for any matters relating to staffing that fall within the remit of the new Committee would still be necessary, as with all service Committees. This arrangement will be reviewed at the end of the five year period.

11. Proposed Terms of Reference and composition for a new committee are set out in Appendix 1. It is suggested that the Committee should be relatively small, limited to six Members. It is proposed that those Members would comprise:

- Two Aldermen nominated by the Court of Aldermen
- Two Members appointed by the Court of Common Council
- One Member appointed by the Policy and Resources Committee
- One Member appointed by the Finance Committee
- Ex-officio the Recorder and the serving Sheriffs at the Central Criminal Court

12. It is also proposed that Chairmanship of this Committee is added to the list of those Committees of which it is possible to be Chairman without rendering a Member ineligible to be Chairman of another Grand Committee, set out at Standing Order 29(3).

## **Conclusion**

13. The CCC would benefit from having a single Committee to report to bringing together over-sight for: the Shrieval and Judicial support; the programme of events and education/training activity; the operational management of the building, and implementation of the major works programme. It would also be beneficial for the Court of Aldermen to agree and establish terms of reference/duties for the Sheriffs to cover their areas of activity at the CCC.

14. It is proposed that the CCC reports through to a single Committee, providing oversight of all activity and that this Committee reports through to the Court of Common Council, initially for a period of 5 years.

## **Appendices**

- Appendix 1 – Draft Terms of Reference

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**CENTRAL CRIMINAL COURT COMMITTEE**

1. **Constitution**

A Non-Ward Committee consisting of,

- Two Aldermen nominated by the Court of Aldermen;
- Two Members appointed by the Court of Common Council.
- One Member appointed by the Policy and Resources Committee;
- One Member appointed by the Finance Committee;
- Ex-officio the Recorder and the serving Sheriffs at the Central Criminal Court;

2. **Quorum**

The quorum consists of any three Members.

3. **Terms of Reference**

For a period of five years, from June 2016 to April 2021, to be responsible for oversight of the management of all matters relating to the Central Criminal Court; there would be no change to the role of the Court of Aldermen in relation to the appointment of the Secondary and Under Sheriff. All matters in relation to the activities and operation of the Shrievalty would be excluded.

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<b>Committee:</b> Finance Committee	<b>Date:</b> 10 May 2016
<b>Subject:</b> Risk Management – Monthly Report	<b>Public</b>
<b>Report of:</b> Chamberlain	<b>For Information</b>
<b>Report author:</b> Joy Ahwieh, Chamberlain’s Department	

## Summary

This report has been produced to provide Finance Committee with an update on the most significant risks faced by the Chamberlain’s Department.

There are currently no RED risks on the departmental risk register and one RED risk on the Corporate Risk Register:

- **CR19 - IT Service Provision**

This risk remains RED but this will be reviewed following completion of the Police server migration to the Infrastructure as a Service (IaaS). 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.

## Recommendation

Members are asked to note the report.

## 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.

### Current Position

2. This report provides an update on the current RED risks that exist in relation to the operations of the Chamberlain’s department and, therefore, Finance Committee.
3. There is currently one RED risk on the Corporate Risk Register for which the Chamberlain’s Department is responsible and no RED risks on the departmental Risk Register:

**CR19 - IT Service Provision (Current Status: RED – no change)**

The Police server migration to the Infrastructure as a Service (IaaS) is ongoing and due to be completed over the next month. The risk status will then be reviewed and a timeline for transitioning to Amber agreed, as a step towards the target status of Green by 31 Dec 2016.

**Other Material Changes since the Previous Review**

4. CR16 – Information Security (Current status : Amber)  
The risk impact has been reviewed and overall score increased following a recent Malware incident, although its impact was restricted to a small number of files and users. A report proposing a business change project to implement a structured programme of work to address the need for more rigorous Information Management processes will be presented to Summit Group in April and Members thereafter.
5. CHB011 - Corporate Contract Management (Current status : Amber)  
This risk has been reviewed and is now reduced from Red to Amber following the introduction of a targeted approach to identified key contracts, pending full implementation of the proposed new Contract Management regime. These contracts are being monitored in terms of particular risks such as finance, changes in performance and compliance with contract conditions such as payment of the Living Wage. Mitigating actions will be taken immediately by a Lead Contract manager on any issues that arise.

**Conclusion**

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

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<b>Committee:</b> Finance Committee	<b>Date:</b> 10 May 2016
<b>Subject:</b> Central Contingencies	<b>Public</b>
<b>Report of:</b> Chamberlain	<b>For Information</b>
<b>Report author:</b> 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 a year to support humanitarian disaster relief efforts both nationally and internationally. This has been supplemented by the unspent balance of £80,000 brought forward from 2015/16 of which £50,000 was subsequently agreed towards the European refugee crisis. The balance remaining is therefore £130,000.
3. The uncommitted balances that are currently available are set out in the table below. At the time of preparing this report, there are no further requests for use of the contingencies included on the agenda.

2016/17 Contingencies – Uncommitted Balances at 25 April 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	130	0	0	130
<b>Uncommitted Balances</b>	<b>1,080</b>	<b>800</b>	<b>50</b>	<b>1,930</b>
Requests for contingency allocations	0	0	0	0
<b>Balances pending approval</b>	<b>1,080</b>	<b>800</b>	<b>50</b>	<b>1,930</b>

4. The sums which the Committee has previously allocation from the 2016/17 contingencies are listed at Appendix 1.

## 5. Recommendations

Members are asked to not the report.

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## Appendix 1 2016/17 Contingencies

### 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
	<b>Total Provision</b>			<b>1,260,000</b>
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 to the glass panels of the Guildhall West wing staircase.	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	
	<b>Total allocations agreed to date</b>			<b>310,000</b>
	<b>Balance remaining prior to any requests that may be made to this meeting</b>			<b>950,000</b>

## Appendix 1 2016/17 Contingencies

### 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
	Total Provision			918,000
17 Feb 2015	£142,000 (£84,000 in 2014/15 and £58,000 in 2015/16) towards an appeal regarding Greater London Authority Roads. In 2015/16 £20,000 of the allocation was spent therefore the balance of £38,000 was brought forward into 2016/17.	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

## Appendix 1 2016/17 Contingencies

### 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 Provision			180,000
12 Apr 2016	£50,000 grant to UK Community Foundations to benefit children who are refugees/seeking asylums	TC	50,000	
	Total allocations agreed to date			50,000
	Balance remaining prior to any requests that may be made to this meeting			130,000

#### Key to Responsible Officers

CS: City Surveyor

TC: Town Clerk

C&CS: Comptroller and City Solicitor

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