



## Finance Committee

**Date:** TUESDAY, 18 OCTOBER 2016  
**Time:** 2.30 pm (PLEASE NOTE THE START TIME)  
**Venue:** COMMITTEE ROOM - 2ND FLOOR WEST WING, GUILDHALL

**Members:**

Jeremy Mayhew (Chairman)	Deputy Alastair King
Deputy Roger Chadwick (Deputy Chairman)	Gregory Lawrence
Randall Anderson	Alderman Professor Michael Mainelli
Deputy John Barker	Paul Martinelli
Nicholas Bensted-Smith	Deputy Robert Merrett
Chris Boden	Deputy Henry Pollard
Nigel Challis	Sheriff & Alderman William Russell
Dominic Christian	James de Sausmarez
Simon Duckworth	Ian Seaton
Deputy Anthony Eskenzi	Deputy Dr Giles Shilson
Sheriff & Alderman Peter Estlin	Sir Michael Snyder
Sophie Anne Fernandes	David Thompson
John Fletcher	Deputy John Tomlinson
Alderman Timothy Hailes	Philip Woodhouse
Deputy Brian Harris	Vacancy
Christopher Hayward	Mark Boleat (Ex-Officio Member)
Tom Hoffman	Deputy Catherine McGuinness (Ex-Officio Member)
Wendy Hyde	Andrew McMurtrie (Ex-Officio Member)
Deputy Jamie Ingham Clark	Deputy Alastair Moss (Ex-Officio Member)
Clare James	Vacancy

**Enquiries:** Chris Braithwaite  
tel. no.: 020 7332 1427  
[christopher.braithwaite@cityoflondon.gov.uk](mailto:christopher.braithwaite@cityoflondon.gov.uk)

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 20 September 2016.  

**For Decision**  
(Pages 1 - 6)
4. **OUTSTANDING ACTIONS FROM PREVIOUS MEETINGS**  
Report of the Town Clerk.  

**For Information**  
(Pages 7 - 10)
5. **REPORT OF THE WORK OF THE SUB-COMMITTEES**  
Report of the Town Clerk.  

**For Information**  
(Pages 11 - 14)
6. **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 Corporate Asset Sub-Committee held on 23 September 2016 (Pages 15 - 20)
  - b) Draft public minutes of the Information Technology Sub-Committee held on 30 September 2016 (Pages 21 - 26)
7. **FINANCE COMMITTEE REPRESENTATIVE TO THE BARBICAN CENTRE BOARD**  
To appoint one Member as the Finance Committee representative of the Barbican Centre Board.  

**For Decision**
8. **CHAMBERLAIN'S DEPARTMENT ORGANISATION STRUCTURE**  
Report of the Chamberlain.  

**For Information**  
(Pages 27 - 32)
9. **IT DIVISION - QUARTERLY UPDATE**  
Report of the Chamberlain.  

**For Information**  
(Pages 33 - 36)

10. **RISK MANAGEMENT - QUARTERLY UPDATE**  
Report of the Chamberlain.  

**For Information**  
(Pages 37 - 50)
11. **CHAMBERLAIN'S DEPARTMENTAL BUSINESS PLAN - HALF YEAR UPDATE**  
Report of the Chamberlain.  

**For Information**  
(Pages 51 - 54)
12. **REVENUE OUTTURN 2015/16 - FINANCE COMMITTEE OPERATIONAL SERVICES**  
Report of the Chamberlain.  

**For Information**  
(Pages 55 - 60)
13. **REVIEW OF THE CORPORATE PURCHASE CARD POLICY AFTER 12 MONTHS**  
Report of the Chamberlain.  

**For Information**  
(Pages 61 - 68)
14. **LONDON LOCAL GOVERNMENT PENSION SCHEME - COLLECTIVE INVESTMENT VEHICLE - ADMITTED/ADMINISTERING BODY**  
Joint report of the Chamberlain and the Comptroller and City Solicitor.  

**For Decision**  
(Pages 69 - 72)
15. **CENTRAL CONTINGENCIES**  
Report of the Chamberlain.  

**For Information**  
(Pages 73 - 78)
16. **DECISIONS TAKEN UNDER DELEGATED AUTHORITY AND URGENCY PROCEDURES**  
Report of the Town Clerk.  

**For Information**  
(Pages 79 - 86)
17. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**
18. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT**
19. **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

20. **NON-PUBLIC MINUTES OF THE PREVIOUS MEETING**  
To agree the non-public minutes of the meeting held on 20 September 2016.  
**For Decision**  
(Pages 87 - 92)
21. **OUTSTANDING ACTIONS FROM NON-PUBLIC MINUTES OF PREVIOUS MEETINGS**  
Report of the Town Clerk.  
**For Information**  
(Pages 93 - 94)
22. **REPORT OF THE WORK OF THE SUB-COMMITTEES - NON-PUBLIC ISSUES**  
Report of the Town Clerk.  
**For Information**  
(Pages 95 - 98)
23. **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 Corporate Asset Sub-Committee held on 23 September 2016 (Pages 99 - 104)
- b) Draft non-public minutes of the Information Technology Sub-Committee held on 30 September 2016 (Pages 105 - 108)
24. **NON-PUBLIC APPENDIX - LONDON COLLECTIVE INVESTMENT VEHICLE (CIV) - ADMISSION TO THE LOCAL GOVERNMENT PENSION SCHEME WITH THE CITY OF LONDON CORPORATION**  
Non-public appendix to the joint report of the Chamberlain and Comptroller and City Solicitor.  
**For Information**  
(Pages 109 - 110)
25. **IT DIVISION BUDGET**  
Report of the Chamberlain.  
**For Decision**  
(Pages 111 - 118)
26. **INSURANCE (DECEMBER PROGRAMME): PROCUREMENT STAGE 3 (TENDER RESULTS) REPORT**  
Report of the Chamberlain.  
**For Decision**  
(Pages 119 - 130)
27. **BARBICAN MARKETING MEDIA AGENCY - PROCUREMENT STAGE 1 REPORT**  
Report of the Chamberlain.  
**For Decision**  
(Pages 131 - 134)

28. **FORMER COMMERCIAL TENANT - RENT ARREARS**  
Joint report of the City Surveyor and Comptroller and City Solicitor.  
**For Information**  
(Pages 135 - 136)
29. **REPORT OF NON-URGENT WAIVERS OF £50K AND ABOVE, GRANTED SINCE THE LAST FINANCE COMMITTEE MEETING**  
Report of the Chamberlain.  
**For Information**  
(Pages 137 - 140)
30. **NON-PUBLIC DECISIONS TAKEN UNDER DELEGATED AUTHORITY AND URGENCY PROCEDURES**  
Report of the Town Clerk.  
**For Information**  
(Pages 141 - 142)
31. **NON-PUBLIC QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**
32. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT AND WHICH THE COMMITTEE AGREE SHOULD BE CONSIDERED WHILST THE PUBLIC ARE EXCLUDED**

**Part 3 - Members Only Agenda**

33. **CONFIDENTIAL MINUTES OF THE LAST MEETING**  
To agree the confidential minutes of the meeting held on 20 September 2016.  
**For Decision**

This page is intentionally left blank

## FINANCE COMMITTEE

Tuesday, 20 September 2016

**Minutes of the meeting of the Finance Committee held at the Guildhall EC2 at 1.45 pm**

### **Present**

#### **Members:**

Jeremy Mayhew (Chairman)	Deputy Alastair King
Deputy Roger Chadwick (Deputy Chairman)	Alderman Professor Michael Mainelli
Randall Anderson	Paul Martinelli
Deputy John Barker	Deputy Robert Merrett
Nicholas Bensted-Smith	Deputy Henry Pollard
Chris Boden	James de Sausmarez
Nigel Challis	David Thompson
Sophie Anne Fernandes	Deputy John Tomlinson
Christopher Hayward	Philip Woodhouse
Wendy Hyde	Mark Boleat (Ex-Officio Member)
Deputy Jamie Ingham Clark	Deputy Catherine McGuinness (Ex-Officio Member)
Clare James	

#### **Officers:**

Peter Lisley	-	Assistant Town Clerk
Christopher Braithwaite	-	Town Clerk's Department
Peter Kane	-	Chamberlain
Caroline Al-Beyerty	-	Chamberlain's Department
Simon Woods	-	Chamberlain's Department
Mona Lewis	-	Chamberlain's Department
Michael Cogher	-	Comptroller and City Solicitor
Peter Bennett	-	City Surveyor

### **1. APOLOGIES**

Apologies for absence were received from Dominic Christian, Simon Duckworth, John Fletcher, Lucy Frew, Deputy Brian Harris, Tom Hoffman, Gregory Lawrence, Ian Seaton, Deputy Dr Giles Shilson and Sir Michael Snyder.

The Chairman welcomed Paul Martinelli to his first meeting of the Committee.

### **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 19 July 2016 be approved as an accurate record subject to the addition of Deputy Henry Pollard to the list of those Members presenting apologies for absence and the amendment of the reference to “2065” in Minute Item 16 to “2016”.

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.

Triennial Valuation of the Pension Fund

The Chairman advised the Committee that he had requested Clare James to act as a Lead Member for the Triennial Valuation of the Pension Fund, given her expertise in this area. He advised that any Members were welcome to assist Ms James in this task and should contact her directly if they wished to lend their assistance.

Consultation on the Devolution of Business Rates

A Member queried whether the Corporation would be responding to the consultation on proposals for the devolution of Business Rates via the Local Government Association. The Chairman explained that the Corporation was feeding into the response which was being prepared by London Councils, and would also submit its own response.

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

5. **REPORT ON THE WORK OF THE SUB-COMMITTEES**

The Committee considered a report of the Town Clerk which advised Members of the key discussions which had taken place at recent meetings of the Committee’s Sub-Committees.

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

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

**RESOLVED** – That the Committee notes the following draft public minutes and non-public summary of meetings of the Sub-Committees:

- Efficiency and Performance Sub-Committee held on 6 July 2016;
- Corporate Asset Sub-Committee held on 19 July 2016
- Finance Grants Oversight and Performance Sub-Committee held on 21 July 2016.

7. **DEVOLUTION OF BUSINESS RATES - RESPONSE TO CONSULTATION**

The Town Clerk advised the Committee that this item had been withdrawn.

8. **EFFICIENCY PLAN**

The Committee considered a report of the Chamberlain which outlined proposals for the Efficiency and Sustainability Plan which would be submitted to the Court of Common Council on 13 October 2016, prior to publication on 14 October 2016.



Members asked for clarification as to whether the level of detail included within the Efficiency and Sustainability Plan provided sufficient information to meet the requirements of both the Department of Communities and Local Government (DCLG) and the Corporation. The Chamberlain explained that sufficient information had been included within the Plan to ensure that it met the requirements of DCLG, but the Plan would be supplemented by further internal documents setting out in further detail how the Corporation would seek to secure efficiency savings. He explained that these additional plans would be submitted to the Efficiency and Performance Sub-Committee.

Members queried whether the incentive to publish the Plan (an undertaking from the Government to provide certainty as to the level of funding to be received for the next four years) was still in place. The Chamberlain explained that no information had been received to the contrary, but expected further information following the Autumn Statement on 23 November 2016.

**RESOLVED** – That the Committee recommends the draft Efficiency and Sustainability Plan to the Court of Common Council for approval.

9. **FINANCIAL SERVICES DEPARTMENT - QUARTERLY UPDATE**

The Committee considered a report of the Chamberlain which outlined the key areas of work which had been conducted by the Financial Services Division over the previous quarter.

The Chairman advised the Committee that he had requested the Chamberlain to undertake work to adjust the presentation of management accounts updates to Committees from April 2017. The Chamberlain explained that information which was prepared for national reporting (such as budgets or Statements of Accounts) would still need to be prepared in line with International Financial Reporting Standards for Local Government Accounts.

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

10. **RISK MANAGEMENT - MONTHLY REPORT**

The Committee considered a report of the Chamberlain which provided an update on the most significant risks faced by the Chamberlain's Department.

The Chamberlain provided the Committee with an update regarding progress address the IT Service Provision risk set out within the report. The Chamberlain thanked the Chairman of the Information Technology Sub-Committee for his assistance in this area. The Chamberlain advised that further reports on this workstream would be submitted to the Information Technology Sub-Committee.

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

11. **CENTRAL CONTINGENCIES**

The Committee considered a report of the Chamberlain which provided Members with information regarding the current balance of the Finance Committee's Contingency Funds for the current year.

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

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

There were no questions.

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

There were no urgent items.

**14. 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.

<b>Item No.</b>	<b>Paragraphs in Schedule 12A</b>
15-17, 19-28	3
18	3, 5

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

The non-public minutes of the meeting held on 19 July 2016 were approved as an accurate record.

**16. OUTSTANDING ACTIONS FROM NON-PUBLIC MINUTES OF PREVIOUS MEETINGS**

The Committee noted a report of the Town Clerk which set out actions outstanding from previous non-public minutes of the Committee.

**17. REPORT ON THE WORK OF THE SUB-COMMITTEES - NON-PUBLIC**

The Committee noted a report of the Town Clerk which advised Members of the key discussions which had taken place during the non-public session of recent meetings of the Committee's Sub-Committees.

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

The Committee noted the following draft non-public minutes of meetings of the Sub-Committees:

- Efficiency and Performance Sub-Committee held on 6 July 2016;
- Corporate Asset Sub-Committee held on 19 July 2016
- Finance Grants Oversight and Performance Sub-Committee held on 21 July 2016.

**19. BUILDINGS REPAIRS AND MAINTENANCE - PROCUREMENT STAGE 1**

The Committee considered and approved a joint report of the Chamberlain and the City Surveyor which sought approval for the recommended procurement strategy and evaluation criteria to be used in the selection of the preferred supplier(s) for the Buildings Repairs and Maintenance contract for the City of London Corporation and City of London Police.

20. **MINOR WORKS INTERIM CONTRACT - CONTRACT AWARD REPORT**  
The Committee considered and approved a report of the Chamberlain and the Chairman of the Facilities Services Procurement Category Board, which recommended the appointment of contractors for the interim M&E minor works contract and the interim minor works building fabric contract.
21. **NEW SPITALFIELDS MARKET WASTE COLLECTION - PROCUREMENT STAGE 1 REPORT**  
The Committee considered and approved a report of the Chamberlain which set out the strategy for procuring the Waste Collection, Recycling and Cleansing Services at New Spitalfields Market and sought Member approval for the recommended evaluation criteria to be used in the selection of a preferred supplier.
22. **INFRASTRUCTURE CCTV MAINTENANCE SERVICES PROCUREMENT - STAGE 1**  
The Committee considered and approved a report of the Town Clerk which sought approval for the recommended evaluation criteria to be used in the selection of a preferred supplier for the provision of CCTV Supply, Installation and Maintenance services for the City of London Police and City of London Corporation.
23. **INSURANCE (DECEMBER PROGRAMME) - PROCUREMENT STAGE 2 REPORT**  
The Committee noted a report of the Chamberlain which advised Members of the suppliers that had been shortlisted for the Property Insurance Tender process, which was currently underway.
24. **PROVISION OF RECRUITMENT ADVERTISING SERVICES AND PUBLIC NOTICE ADVERTISING - PROCUREMENT STAGE 3 REPORT - REQUEST FOR DELEGATED AUTHORITY**  
The Committee considered and approved a report of the Chamberlain which sought delegated authority to the Town Clerk, in consultation with the Chairman and Deputy Chairman, to approve the award of the contract for the Recruitment Advertising and Public Notice Advertising services contract.
25. **FLEET HOUSE / ST. BRIDE'S TAVERN - SURRENDER OF LEASE (CITY FUND)**  
The Committee considered and approved a report of the City Surveyor which sought approval for the surrender of a lease at Fleet House (St Bride's Tavern).
26. **NON-PUBLIC DECISIONS TAKEN UNDER DELEGATED AUTHORITY AND URGENCY PROCEDURES**  
The Committee noted a report of the Town Clerk detailing non-public decisions taken under delegated authority and urgency procedures since the last meeting.
27. **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.

The Committee then expressed their thanks to Peter Bennett, who was leaving the City Corporation after 26 years, including eight years as the City Surveyor. The Chairman led the Committee in thanking him for his achievements and contribution to the City Surveyor's Department. Mr Bennett thanked Members in return for their support and good wishes.

The Committee also expressed their thanks to the Deputy Financial Services Director (and Chief Accountant), Steve Telling, who was leaving the City of London Corporation after 30 years. The Chairman led the Committee in thanking him for his achievements and contribution to the Chamberlain's Department.

In addition, the Chairman advised the Committee that the Head of City Procurement, Chris Bell, had been by awarded the Chartered Institute of Procurement and Supply (CIPS) Procurement and Supply Chain Management Professional of the Year at the CIPS Supply Management Awards. The Committee commended Chris on this prestigious award.

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

There was one item of urgent business which was considered in a Members' Only session.

**The meeting closed at 3.05 pm**

-----  
Chairman

**Contact Officer: Chris Braithwaite  
tel. no.: 020 7332 1427  
christopher.braithwaite@cityoflondon.gov.uk**

## Finance Committee – Outstanding Actions

Item	Date	Item and Action	Officer responsible	To be completed/ progressed to next stage	Progress Update
1.	20 Sept 2016, Item 8	<u>Efficiency Plan</u> Further internal documents setting out in further detail how the Corporation will seek to secure efficiency savings to be submitted to the Efficiency and Performance Sub-Committee.	Chamberlain	January 2017	Reports will be submitted to the Sub-Committee in January 2017.
2.	20 Sept 2016, Item 9	<u>Presentation of Management Accounts</u> The Chamberlain to adjust the presentation of Management Accounts to Committees from the start of the new Financial Year.	Chamberlain	April 2017	No update.
3.	19 July 2016, Item 6	<u>Triennial Valuation of Pension Fund</u> Clare James to serve as Lead Member for the Triennial Valuation of the Pension Fund. Any Members wishing to assist Ms James with the evaluation of the Triennial Valuation of the Pension Fund, prior to recommendations being brought before the Committee, to contact her directly.	Chamberlain	November 2016	A further meeting with the actuary will be scheduled in November 2016.

Item	Date	Item and Action	Officer responsible	To be completed/ progressed to next stage	Progress Update
4.	19 July 2016, Item 7	<u>Review of Sub-Committees</u> a) Police Committee is requested to create a Special Interest Area (SIA) for Information Technology, with the Member appointed to that SIA being a Member of the IT Sub-Committee. b) Policy and Resources Committee is requested to consider an amendment to the Projects Procedure to provide Corporate Asset Sub-Committee with a strategic role in the Projects Procedure for operational property projects. c) Investment Committee is requested to consider an amendment to its Terms of Reference (and subsequently to Standing Orders) to allow Corporate Asset Sub-Committee to be responsible for the disposal of surplus operational properties which are not suitable as investment properties	Town Clerk	September 2016	a) Resolution was submitted to the meeting of Police Committee on 22 September 2016. That Committee appointed Doug Barrow as the SIA for IT and Deputy Barrow is now a Member of IT Sub-Committee. b) Resolution will be submitted to Projects Sub-Committee on 23 November 2016 and to Policy and Resources Committee on 15 December 2016 c) Resolution will be submitted to Property Investment Board on 11 November 2016 and to Investment Committee on 18 January 2017. Following consideration by these Committees, this resolution would also need to be passed to the Policy and Resources Committee and Court of Common Council.
5.	19 July 2016, Item 13	<u>IT Service Provision</u> A report to be submitted to the next meeting regarding the budget pressure in relation to the Police and Corporation IT services.	Chamberlain	October 2016	Report is included in non-public part of agenda.

Item	Date	Item and Action	Officer responsible	To be completed/ progressed to next stage	Progress Update
6.	19 July 2016, Item 15	<u>Information Security</u> A report to be submitted during the autumn regarding proposals to develop the Corporation's Information Security Systems.	Chamberlain	November 2016	Report will be submitted in November 2016.
7.	a) 22 September 2015, Item 9 b) 7 June 2016, Item 13	<u>Purchasing Card Policy</u> a) The Purchasing Card (P-Card) Policy to be reviewed on an annual basis. b) The Committee to be provided with information regarding the holders of P-Cards with a credit level of over £5,000.	Head of City Procurement	October 2016	a) Report is included within agenda. b) Further analysis is being undertaken in relation to this and a report will be submitted to the Committee by the end of 2016.

This page is intentionally left blank



<b>Committee:</b> Finance Committee	<b>Date:</b> 18 October 2016
<b>Subject:</b> Report of the work of the Sub-Committees	<b>Public</b>
<b>Report of:</b> Town Clerk	<b>For Information</b>
<b>Report author:</b> Chris Braithwaite and Fern Aldous, Town Clerk's Department	

## Summary

On 19 July 2016, the Finance Committee agreed that, in addition to draft minutes of Sub-Committee meetings, short reports be provided to advise the Committee of the main issues considered by the Sub-Committees at recent meetings.

Since the last meeting of the Finance Committee, the following Sub-Committees have met:

- Corporate Asset Sub-Committee on 23 September 2016
- Information Technology Sub-Committee on 30 September 2016
- Efficiency and Performance Sub-Committee on 12 October 2016

The Efficiency and Performance Sub-Committee had not met at the time of publishing this agenda and information relating to that meeting will be circulated in an addendum to this report. The main issues considered by the other Sub-Committees in public session were as follows:

### Corporate Asset Sub-Committee on 23 September 2016

- The Accommodation and Ways of Working Project was considered. Members commented about the importance of ensuring that the organisational culture and IT systems were appropriate to allow the project to succeed.

### Information Technology Sub-Committee on 30 September 2016

- The development of the new IT Strategy, based around the revised Terms of Reference approved at the last Finance Committee
- An update on the performance of the IT Service and the ongoing challenges faced by the Division.

A further report is available which advises of the discussions which took place during the non-public session of these meetings.

## Recommendations

The Committee is asked to note the report.

## Main Report

### Background

1. On 19 July 2016, the Finance Committee agreed that future meetings of the Committee should be provided with a report highlighting the main issues which

were considered at recent meetings of the Sub-Committees, in addition to receiving minutes of those meetings.

2. Since the last meeting of the Committee, the following Sub-Committees have met:
  - Corporate Asset Sub-Committee on 23 September 2016
  - Information Technology Sub-Committee on 30 September 2016
  - Efficiency and Performance Sub-Committee on 12 October 2016
3. As noted above, the Efficiency and Performance Sub-Committee had not met at the time of publishing this agenda and information relating to that meeting will be circulated in an addendum to this report.

#### **Corporate Asset Sub-Committee on 23 September 2016**

4. At this meeting, Members considered the Accommodation and Ways of Working project, which aimed to modernise working practices, optimise the use of buildings and facilities to provide focus for improvements to our business processes, skills and assets, and enhance the Wellbeing of staff.
5. Members agreed that it would be vital that the organisational culture and, particularly, the IT systems were appropriate to allow new working practices to be adopted in order for the project to succeed. Members also commented that it was important that the pilot of the project was evaluated in such a way that problems caused by the current IT issues were not used as a reason to not proceed with the project.

#### **Information Technology Sub-Committee on 30 September 2016**

6. Members discussed the four key proposals of the IT Strategy: buy systems and services rather than build them; use fewer systems more effectively; ensure that systems and services are as secure and compliant as possible; and work to drive out complexity and look to commoditise services to get the best value and highest quality. To achieve this, departments must be encouraged to adapt working practices to allow for the effective use of “off-the-shelf” products and the savings associated with them.
7. The Sub-Committee received a report on the current IT Service performance. There had been a significant amount of work actioned on improving change management, resulting in a significant reduction in the number of incidents relating to changes during July and August. However, incidents caused by a number of issues still needed addressing, including ageing infrastructure and applications, poor monitoring of the network, third party faults (eg. Power outages), and customer dissatisfaction. A considerable effort had been made to improve communication with Members and Officers when incidents did occur, which the Committee appreciated
8. The Sub-Committee received the IT Finance update which sought support for the principle of reviewing the base line of the IT department budget. Although Members were understanding of the need for the budget to reflect spending,

there was reserve over supporting a proposal which did not include complete understanding of the overspend or requirements going forward. One part of controlling spending in the long term was for the IT department to have a greater control on cross departmental spending which impacted on the IT budget.

9. An updated version of this reported is included within the non-public section of the agenda for today's meeting. To address the comments by the Sub-Committee, the report provides complete details of the overspend and requirements going forward.

### **Implications and further work**

10. There are no implications or additional work to be conducted as a result of these discussions, beyond those which were already known.

#### **Chris Braithwaite**

Senior Committee and Member Services Officer

T: 020 7332 1427

E: [christopher.braithwaite@cityoflondon.gov.uk](mailto:christopher.braithwaite@cityoflondon.gov.uk)

#### **Fern Aldous**

Committee and Member Services Officer

T: 020 7332 3113

E: [fern.aldous@cityoflondon.gov.uk](mailto:fern.aldous@cityoflondon.gov.uk)

This page is intentionally left blank

## CORPORATE ASSET SUB (FINANCE) COMMITTEE

Friday, 23 September 2016

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

### **Present**

#### **Members:**

Nicholas Bensted-Smith (Chairman)	Gregory Jones QC
Deputy Brian Harris (Deputy Chairman)	Edward Lord
Randall Anderson	Jeremy Mayhew
Alderman Alison Gowman	Deputy John Tomlinson

#### **Officers:**

Christopher Braithwaite	-	Town Clerk's Department
Caroline Al-Beyerty	-	Chamberlain's Department
Andrew Little	-	Chamberlain's Department
Paul Nagle	-	Chamberlain's Department
Sarah Wall	-	Chamberlain's Department
Paul Friend	-	City Surveyor's Department
Chris Hartwell	-	City Surveyor's Department
Alison Hurley	-	City Surveyor's Department
Richard Litherland	-	City Surveyor's Department
Pascale Yart	-	City Surveyor's Department
Peter Young	-	City Surveyor's Department
Dorian Price	-	City Surveyor's Department
Barry Ashton	-	Department of Community and Children's Services

#### **1. APOLOGIES**

Apologies were received from Christopher Boden, Deputy Roger Chadwick, Deputy Alastair Moss and Tom Sleigh.

The Chairman welcomed Alderman Alison Gowman and Gregory Jones to their first meetings of the Sub-Committee.

The Chairman also noted that the papers for this meeting of the Sub-Committee had been particularly voluminous, including some large appendices. He explained that he had requested that, in future, officers reduce the length of reports and, if necessary, provide a separate agenda pack to include large appendices.

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

Gregory Jones declared a non-pecuniary interest in agenda item 21 ("St Lawrence Jewry Church – Issue Report (Gateway 2)") by virtue of being a member of the Guild Council of St Lawrence Jewry Church.

3. **MINUTES**

**RESOLVED** – That the public minutes and non-public summary of the previous meeting held on 19 July 2016 are approved as an accurate record.

4. **OUTSTANDING ACTIONS FROM PREVIOUS MEETINGS**

The Sub-Committee considered a report of the Town Clerk which provided an update on outstanding actions from previous meetings.

Members were also provided a copy of the Work Programme for future meetings of the Sub-Committee. The Town Clerk advised the Sub-Committee that updated versions of this Programme would be presented to all future meetings.

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

5. **REVIEW OF CORPORATE ASSET STRATEGY 2012-16 AND PROPOSAL FOR A NEW STRATEGY 2017-20**

The Sub-Committee considered a report of the City Surveyor which outlined the current status of the review of the Corporate Asset Management Strategy 2012-16 and provides recommendations for the proposed new Corporate Asset Management Strategy 2017-20.

The City Surveyor explained that there were a small number of typographical errors in the report which referred to the "Corporate Asset Strategy", rather than the "Corporate Asset Management Strategy".

The City Surveyor advised Members that the timetable for future reports in relation to the new Strategy was set out within the Work Programme.

**RESOLVED** – That the Sub-Committee

- a) Approves an interim review of the existing Corporate Asset Strategy 2012-16; and
- b) Agrees that the proposed Corporate Asset Strategy 2017-2020 be aligned with the programme for the Asset Management and Facilities Management reviews being undertaken by the Strategic Asset Management Programme Board.

6. **ACCOMMODATION AND WAYS OF WORKING**

The Sub-Committee considered a report of the Town Clerk which informed Members of the Accommodation and Ways of Working project, which aimed to modernise working practices, optimise the use of buildings and facilities to provide focus for improvements to our business processes, skills and assets, and enhance the Wellbeing of our staff.

A Member commented that this report had also been considered by the Establishment Committee and at that meeting Members had commented that it would be vital that the organisational culture and the IT systems were appropriate if the changes to working practices which were proposed in the report were to be achieved. The Member also explained that the Establishment Committee had commented that it would be important that Senior Officers were also willing to adopt new working practices, including, if appropriate, removing their private office provision.

A Member asked for clarification regarding the potential for letting Walbrook Wharf once the new practices were in place. The Member also asked whether such property transactions which could be realised following the implementation of the new practices would realise sufficient income to cover the financial implications of adopting the new practices. The City Surveyor explained that contracts were in place for the use of Walbrook Wharf by third parties until 2019 and 2025, so it was anticipated that a final decision on the long-term letting of that property would be determined in 2025. He explained that the full financial cost of the ways of working project was not yet known and, given the long-term nature of the project and the uncertainty regarding potential property transactions, it was currently difficult to confirm whether such income cover the costs of the project.

**RESOLVED** – That the Sub-Committee notes the Accommodation and New Ways of Working Programme and the implications for improving the efficiency and effectiveness of the Corporation’s operational property.

7. **THE MANSION HOUSE CONSERVATION MANAGEMENT PLAN**

The Sub-Committee considered a report of the City Surveyor which provided Members with information of the policies which were included within the Mansion House Conservation Management Plan.

**RESOLVED** – That the Sub-Committee endorses the implementation of the Mansion House Conservation Management Plan’s policies.

8. **ENERGY EFFICIENCY FUND (EEF) - UPDATE**

The Sub-Committee considered a report of the City Surveyor which provided Members with an update regarding progress in establishing the Energy Efficiency Fund and with current activity by the Corporate Energy Team to support and promote use of the Fund. The report also proposed that the Fund be renamed to Energy Interest-Free Loan Scheme.

Members commented that the Scheme had launched fairly recently, so the amount of applications received in the short period since the Scheme had been launched was quite encouraging.

The Chamberlain explained that energy costs were typically paid from a Department’s local risk budget, so any savings realised by projects funded through the Scheme would result in savings which could be retained by the Department.

**RESOLVED** – That the Sub-Committee:

- a) Notes the report, and the actions being taken to increase take-up of the Energy Efficiency Fund.
- b) Approves the renaming of the fund from ‘Energy Efficiency Fund’ to ‘Energy Efficiency Interest-Free Loan Scheme’.

**9. QUESTIONS ON MATTERS RELATING TO THE WORK OF THE SUB-COMMITTEE**

A Member commented that it was not uncommon that public lifts in the City were out of order and asked whether it would be possible to provide live information regarding any outages on the Corporation’s website.

The City Surveyor explained that outages of public lifts was an issue which was considered on a regular basis by the Planning and Transportation Committee and a Member, also a Member of that Committee, suggested that it may be worthwhile for that Committee to create a small Public Lifts Working Party to consider matters on this subject.

The City Surveyor explained that it was not currently clear whether real-time or near real-time information could be provided regarding outages, but undertook to provide an update to the Sub-Committee’s next meeting.

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

There were no urgent items.

**11. 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.

<b>Item No.</b>	<b>Paragraphs in Schedule 12A</b>
12-25	3

**12. NON-PUBLIC MINUTES**

The non-public minutes of the previous meeting held on 19 July 2016 were approved as an accurate record.

**13. OUTSTANDING ACTIONS FROM NON-PUBLIC MINUTES OF PREVIOUS MEETINGS**

The Sub-Committee noted a report of the Town Clerk which provided an update on outstanding actions from previous meetings.

**14. OPERATIONAL PROPERTY PORTFOLIO - ANNUAL REPORT 2016**

The Sub-Committee noted a report of the City Surveyor which provided Members a view of the range and complexity of the City of London Corporation’s Operational Property Portfolio and advised of changes that had taken place within the last 12 months.



15. **CYCLICAL WORKS PROGRAMME - PROPOSAL FOR 2017/18**  
The Sub-Committee considered and approved a joint report of the City Surveyor and Chamberlain which set out a draft programme of work for 2017/18 in priority order for cyclical repairs and maintenance of the operational property portfolio (circa 600 properties) including the Barbican Centre and Guildhall School.
16. **ADDITIONAL REPAIRS AND MAINTENANCE PROGRAMMES – PROGRESS REPORT**  
The Sub-Committee noted a report of the City Surveyor which provided an overview of the progress and expenditure on the three current Additional Works Programmes as at 30 August 2016.
17. **SECURITY CROSS-CUTTING AGGREGATE REPORT GATEWAY 1/2 - GUILDHALL AND BARBICAN CENTRE**  
The Sub-Committee noted a report of the City Surveyor which provided information regarding a range of security enhancement projects which were proposed for the Guildhall and Barbican Centre. The report also advised the Sub-Committee of proposals which would shortly be brought forward for similar projects for Mansion House and the Central Criminal Court.
18. **POLICE ACCOMMODATION STRATEGY: OVERVIEW & PROGRAMME UPDATE REPORT**  
The Sub-Committee noted a joint report of City Surveyor, Chamberlain and Commissioner of the City of London Police which provided a general update on the interlinked programmes within the Police Accommodation Strategy, advised of further resources which were required to continue workstreams and advised of the latest heads of terms for a proposed joint development Collaboration Agreement.
19. **BUSINESS PLAN PROGRESS 2016-19 - QUARTER 1 2016/17**  
The Sub-Committee noted a report of the City Surveyor which provided details of progress in Quarter 1 2016/17 against the 2016-19 City Surveyor's Departmental Business Plan, an update on the commercial property market, and a financial statement. Additionally the report also provided a brief description of some of the major on-going project activities.
20. **CITY SURVEYOR'S DEPARTMENTAL QUARTERLY RISK REGISTER UPDATE**  
The Sub-Committee noted a report of the City Surveyor which provided a quarterly update on the management of high level risks within The City Surveyor's Department.
21. **ST LAWRENCE JEWRY CHURCH - ISSUE REPORT (GATEWAY 2)**  
The Sub-Committee noted a report of the City Surveyor which provided an update in relation to the project for repairs of St Lawrence Jewry Guild Church.

22. **BRANDON MEWS - DEMISE OF ADJOINING CAR SPACES**

The Sub-Committee considered and approved a report of the Director of Community and Children's Services which sought approval for the demise to long lessees in Brandon Mews of car bays which adjoin their flats.

23. **THE CITY CENTRE - CONTRACT WAIVER**

The Sub-Committee considered and approved a report of the City Surveyor which sought approval for a waiver of the City Corporation's Procurement Regulations to award a 3 year contract from 1 April 2017 for the provision of facilities management services for The City Centre.

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

There were no questions.

25. **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 3.25 pm**

-----  
Chairman

**Contact Officer: Chris Braithwaite  
tel. no.: 020 7332 1427  
christopher.braithwaite@cityoflondon.gov.uk**

## INFORMATION TECHNOLOGY SUB (FINANCE) COMMITTEE

Friday, 30 September 2016

Minutes of the meeting of the Information Technology Sub (Finance) Committee held at Guildhall, EC2 on Friday, 30 September 2016 at 11.30 am

### Present

#### Members:

Deputy Jamie Ingham Clark (Chairman)  
Deputy Roger Chadwick (Deputy Chairman)  
Randall Anderson  
Jeremy Mayhew  
Hugh Morris  
Sylvia Moys  
Graham Packham  
Deputy John Tomlinson

#### Officers:

Fern Aldous	-	Town Clerk's Department
Peter Kane	-	Chamberlain
Kevin Mulcahy	-	Chamberlain's Department
Simon Woods	-	Chamberlain's Department
Fay Sutton	-	Chamberlain's Department

#### 1. APOLOGIES

Apologies were received from Deputy John Chapman, Chris Punter, James Tumbridge and Deputy Douglas Barrow.

#### 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 7 June 2016 be approved as an accurate record.

#### 4. OUTSTANDING ACTIONS

The Sub-Committee considered a report of the Town Clerk which provided details of Outstanding Actions from previous meetings. The following points were noted:

- It was confirmed that the text messaging notifications were functioning well. A Member reminded Officers to use personal email addresses as well as corporation addresses when providing information on outages.
- Approximately 50% of responses to the Member IT survey had been returned.

- One IT workshop had so far taken place and Members had sent suggestions for further sessions, details of which would be included in the work programme.

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

5. **WORK PROGRAMME**

The Sub-Committee considered a report of the Town Clerk outlining the proposal for the new strategic work plan.

**RESOLVED** – That agreement be granted for the revised format of the work programme and the proposed frequency of reporting.

6. **UPDATE ON THE DEVELOPMENT OF A NEW IT STRATEGY**

The Sub-Committee received a report of the Chamberlain which provided information on the development of the new IT strategy, based around the Terms of Reference agreed at the Finance Committee. Members were supportive of the key objectives, but asked that previous strategies be circulated to the Committee for comparison.

In response to a question from a Member, the Chamberlain confirmed that the focus on “Buy not Build” would be considerate to the need for systems to be compatible and integrated, with a few key platforms being procured to support the overall business function. There was a discussion on the potential merits of custom built products, and the costs associated with them, and it was agreed that the responsibility should be on departments to adapt their working practices to the potential limitations of off the shelf products.

The Chamberlain confirmed that the completed strategy would be brought back to the Sub-Committee for decision.

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

7. **IT DIVISION - MEMBER UPDATE**

The Sub-Committee considered a report of the Chamberlain which provided Members with an update regarding recent developments in the Information Technology Division. The Chamberlain advised that there were a number of elements to improving the performance of the service; the development of a long term vision, improved risk management, having determined priorities and greater resources.

In response to reports from Members of ongoing issues they had experienced with the service, it was acknowledged that there were many areas that needed improvement. Outages were still occurring but it was confirmed Officers were now more aware of how to respond to, and resolve issues quickly. Chief Officers were supportive of the need to enhance the skills in the division and were aware of the scale of the challenge.

In response to a query from a Member it was reported that the Solutions Architect role would be replaced with a two year fixed contract position (with a

longer term lower grade position to be determined). Short term interim roles would be used to test new roles in the division and ensure their effectiveness. The learning would inform future job descriptions for the permanent roles that would follow.

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

**8. UPDATE ON IT SERVICE PERFORMANCE**

The Sub-Committee considered a report of the Chamberlain providing an update on the IT service performance since the last meeting. It was felt that ageing infrastructure and old applications played a significant role in the poor performance figures and it was hoped that issues connected to this would be reduced through the Joint Network Refresh.

Members noted that there had been a recent improvement in change management; with Officers better aware of the implications of changes to the IT infrastructure. There had been no outages as a result of formal changes in the two months prior to the meeting. In response to a query from a Member it was confirmed that the position of “Change Manager” sat with Agilisys, and that weekly change management meetings took place.

There was a discussion on the use of focus groups to gather the data on public perception and it was noted that each survey took an hour of Officer’s time to complete

It was asked that the performance statistics be presented graphically as percentages, and that they include data from a longer time period to allow for trends to be drawn out.

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

**9. IT FINANCE UPDATE**

The Sub-Committee considered a report of the Chamberlain seeking support for the proposal to re-baseline the IT Division Budget. The additional funding would contribute to the divisions ability to react with pace to issues as they arose as well as to mitigate any risks.

Members expressed surprise that no revenue costs had been allocated to the Oracle programme, and it was acknowledged that a lesson would be learnt from the assumption that this could be absorbed by the budget.

There was a discussion on how other departments spending impacted on the IT division budget and, the extent to which the division could recharge costs to those departments. It was agreed that the division needed better control over departmental spending which impacted on the IT budget.

A Member asked for clarification on which committee should be responsible for the revaluation of budgets mid-year, and suggested that a change to the Grand Committees Terms of Reference be made to allow for the Sub-Committee to make proposals to the Resource Allocation committee in such circumstances.

The Sub-Committee felt they needed to be better informed of the proposal they were being asked to support, with a full budget proposal and comparisons to the last budget.

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

10. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE SUB COMMITTEE**

There were no questions.

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

There were no items of urgent business.

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 the Schedule 12A of the Local Government Act.

<b>Item No.</b>	<b>Paragraph(s) in Schedule 12A</b>
13-16	3
17	7

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

**RESOLVED** – That the non-public minutes of the meeting held on 7 June 2016 be approved as an accurate record.

14. **OUTSTANDING ACTIONS - NON-PUBLIC**

The Sub-Committee noted a report of the Town Clerk which provided information of the non-public outstanding actions from previous meetings.

15. **TRANSFORMATION PROGRAMMES REPORT**

The Sub-Committee considered a report of the Chamberlain providing an update on the Transformation Programme.

16. **MANAGED SERVICES CONTRACT**

The Sub-Committee received a report of the Chamberlain in relation to the Managed Services Contract.

17. **IT RISK REPORT**

The Sub-Committee considered a report of the Chamberlain providing information on the current level of risk ascribed to the delivery of IT services in the Corporation.

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

There were no non-public questions.

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

There was no other non-public business.

**The meeting ended at 13:07**

-----  
Chairman

**Contact Officer: Fern Aldous  
tel.no.: 020 7332 3113  
fern.aldous@cityoflondon.gov.uk**

DRAFT

This page is intentionally left blank



<b>Committee:</b>	<b>Date:</b>
Finance Committee – For Information	18 October 2016
Establishment Committee – For Information	25 October 2016
<b>Subject:</b>	<b>Public</b>
Chamberlain’s Department Organisation Structure	
<b>Report of:</b>	<b>For Information</b>
Chamberlain	
<b>Report author:</b>	
Matt Lock, Chamberlain’s Department	

## Summary

A number of organisational changes have been made within the Chamberlain’s department over the past 12-18 months. These changes have been implemented to secure operational efficiencies, speed up decision making processes within the department and contribute towards our departmental Service Based Review (SBR) savings.

This report provides Members with an overview of the current staffing structure of the Chamberlain’s department.

## Recommendation

Members are asked to note the report.

## Main Report

### Background

1. There have been a number of changes made to the staffing structure within the Chamberlain’s department over the past 12-18 months.

### Current Position

2. Members of Establishment Committee requested this update report to provide an overview of the current staffing structure of the Chamberlain’s department, the report is also provided to Finance Committee for completeness.

### Rationale

3. In early 2015, having been in post for a year, the Chamberlain conducted a review of of the departmental Senior Leadership Team. The primary motivation for this was to increase the effectiveness and speed of decision making by reducing management layers and bureaucracy with a secondary consideration towards meeting the department’s 15/16 Service Based Review (SBR) savings proposals.

4. A cascade of incremental change followed this as the newly formed Senior Leadership Team reviewed their own requirements in accordance with amended operational responsibilities. The focus on operational effectiveness has been maintained throughout and this will continue for the foreseeable future.

### **Current Structure**

5. The department comprises three main Divisions; Financial Services Division, IT Division and City Procurement, headed by the Deputy Chamberlain, IT Director and Commercial Director respectively, which, together with the Chamberlain, forms the departmental Senior Leadership Team. Also reporting directly to the Chamberlain are the Internal Audit & Risk Management and Directorate teams. Appendix 1 shows in diagrammatical form the overall structure of the Chamberlain's department and the management teams of the Senior Leadership Team.
6. There are no plans at present to make further change to the organisation structure of the Chamberlain's department, although the Senior Leadership Team will continue to review this to ensure that the department is positioned to provide effective finance, IT and procurement services. Attention is focussed on securing improvements to the IT service, examining the balance of resources between the internal team and our partner organisation Agilisys; this may impact some operational elements of the IT Division.

### **Conclusion**

7. This report provides Members with an overview of the staffing structure of the Chamberlain's department. While there are no current plans for further change, the departmental Senior Leadership Team will continue to monitor operational requirements and take steps as necessary to ensure that the workforce is in alignment with these.

### **Appendices**

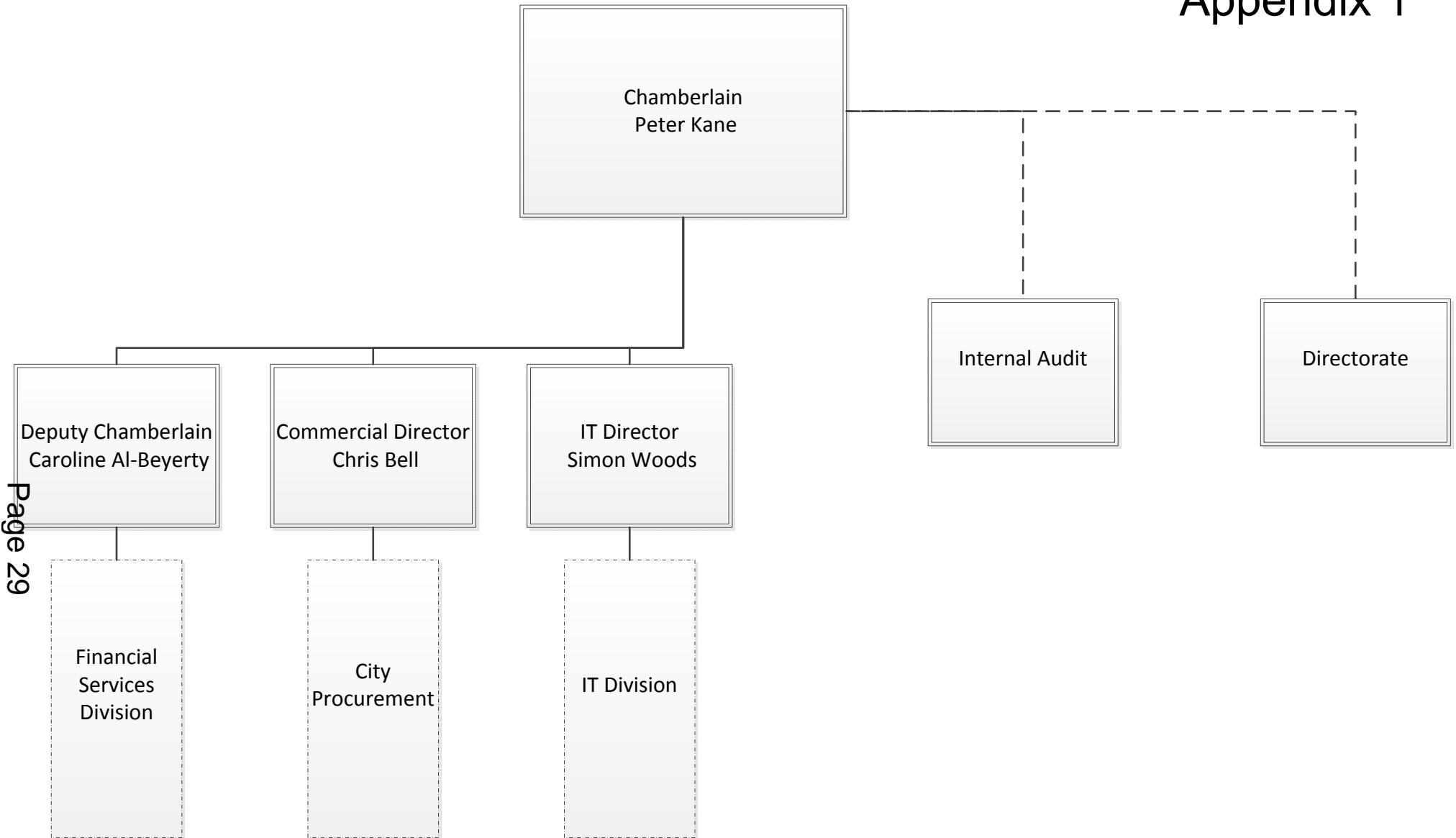
Appendix 1 – Chamberlain's Department Organisation Chart

#### **Matt Lock**

Assistant Director – Strategic Resources, Chamberlain's Department

T: 020 7332 1276

E: [matt.lock@cityoflondon.gov.uk](mailto:matt.lock@cityoflondon.gov.uk)



Deputy Chamberlain  
Caroline Al-Beyerty

Deputy Financial Services Director

Corporate Treasury

Head of Finance – Cultural Services

Head of Finance – City Surveyors

Head of Finance – Community Services

Head of Finance – Built Environment

Head of Finance - Projects

Head of Finance - Charity

Chamberlain's Court



IT Director  
Simon Woods



<b>Committees:</b> Finance Committee	<b>Date:</b> 28 September 2016
<b>Subject:</b> IT Division – Quarterly Update	<b>Public</b>
<b>Report of:</b> The Chamberlain	<b>For Information</b>
<b>Report author:</b> Simon Woods, IT Director	

## Summary

There has been a major effort on re-focussing the team around a risk-based approach to the delivery of the IT service.

Work to develop a proposal for IT Sub Committee on the potential contract extension with Agilisys has been on-going. The discussions have been constructive and we will progress over the coming weeks.

Our first workshop with Members from the IT Sub Committee took place over the summer and focussed on the options for contract extension. We are grateful for the input from the Chairman, Deputy Chairman and Deputy Morris.

The core transformation projects have progressed since the last committee and the re-set of the previously named joint network refresh programme (now Network Transformation Programme) is enabling the Division to ensure that the delivered service provides the end-to-end solution the organisation needs for the future. The work will be quantified to a much greater detail and a revised approach to implementation brought back to Members.

The thinking around the next iteration of the IT strategy has started and a draft vision statement has been created to describe the core themes at a high level. The core themes have been shared with the IT Sub Committee and various Chief Officer meetings.

Work over the summer has also confirmed that we have underinvested in our IT service and that we will need to re-baseline the budget to ensure we can manage the level of risk and change required whilst moving the organisation to an improved IT service operating model.

## Recommendation

Members are asked to note the report.

## Main Report

### Key Performance Indicators

1. **Risk Management.** The work to embed a risk management regime into the IT Division continues with a significant number of risks now identified. The effort has involved building a method of risk capture that we can migrate into the Corporate “Covalent” system over the coming months. We have worked with the risk lead for the organisation as we have established the new approach. A full report on the current risk position has been shared with the IT Sub Committee. The Committee will now receive a regular report on our management of risk to enable Members to track progress.
2. **High Impact Outages.** The number of priority 1 and 2 issues has remained at similar levels to what we have seen over the past 12 months. However, the focus by the team on ensuring the minimal impact to business processes has meant that the disruptive nature of most events has been kept to a minimum. Communication efforts when faults have occurred have also been far more proactive.
3. One significant issue that occurred since the last meeting was the loss of an area of the email system in the Police that is used to engage with external contacts. The impact was contained as a result of significant efforts by the Division and the Police Information Directorate. Reassurances have since been sought and given by Agilisys on adherence to standard change control processes.
4. **IT Budget.** The IT Division is projecting significant spend over the budget that was set for 2016/17. Many factors have led to this position with key elements being additional costs from network connections and licencing, increased storage costs, compliance activities, and additional costs for resources.
5. Along with setting a revised budget, the IT Division are requesting additional funds to allow the teams to focus on lowering significant risk, driving more value from our managed service partnership and funding tactical changes to IT infrastructure that will improve the service for users before the full impact of the transformation programme is realised and help reduce costs in the medium term.
6. Fuller detail of the financial position will be presented in the non-public report provided at this meeting.
7. **Managed Services Partnership with Agilisys.** Work on our approach to the potential extension of the managed service contract with Agilisys has been a key focus over the summer.
8. Building on our first IT Sub Committee Member workshop that considered our approach to the possible extension of the managed service partnership, we will be seeking to create further opportunities for Member workshops.



9. **Engagement between IT Division and the organisation.** The IT Division has been discussing the culture and behaviours of the organisation in relation to the impact it has on the delivery of IT services. Discussions have taken place with the Chamberlain, Town Clerk and Director of HR. The initiative came from thinking about what will be required to bring the organisation up to date and how we can ensure that the change required will be supported across the organisation. The core themes of developing trust and receiving consistent support have been accepted and further work will be done to ensure we create the best environment we can, to support positive change. There will be a meeting with HR in October to maintain momentum on this.
  
10. **Key Transformation Programmes.** Following a deep-dive into the core requirements of the joint network refresh programme (JNRP) we have recommended a full reset of the approach being taken as the delivered service would not have provided the end-to-end solution the organisation needs. Work is now focussed on a fuller requirement that aims to deliver a full network refresh, and that will align to all known initiatives that are a dependency upon the new network. We are proposing a new title of “Network Transformation Programme” for the work. When we have a complete view of the requirements we will put the revised approach to implementation to Members.
  
11. **IT Strategy.** The IT Division has been testing some of the core themes for the future direction of IT services over the summer and a draft vision paper that describes the journey for the IT service has been developed. We will continue to build on this thinking and bring back a version that has had appropriate scrutiny to the next IT Sub Committee for Members to consider. We plan to complete a full revised strategy based on this initial thinking by the end of the financial year.

## **Appendices**

None

**Simon Woods**, IT Director

T: 020 7332 3275

E: [simon.woods@cityoflondon.gov.uk](mailto:simon.woods@cityoflondon.gov.uk)

This page is intentionally left blank

<b>Committee:</b> Finance Committee – For Information	<b>Date:</b> 18 October 2016
<b>Subject:</b> Chamberlain’s Department Risk Management – Quarterly Report	<b>Public</b>
<b>Report of:</b> Chamberlain	<b>For Information</b>
<b>Report author:</b> Matt Lock, 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 four 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)**

The Senior Leadership Team continues to monitor closely the progress being made to mitigate these IT related risks. Additional funding has been requested, set out in more detail in another report to this Committee, to support and strengthen the IT service.

## Recommendation

Members are asked to note the report and the actions taken in the Chamberlain's department to monitor and 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.

### **Identification of new /emerging risks**

4. New and emerging risks are identified through a number of channels:
  - 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**

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

#### **CR19 – IT Service Provision (Current Risk: Red – no change)**

The primary focus of the team is on stabilisation, a more robust approach to managing change has been adopted, reducing the risk of service interruption. Team level approach to risk management is now aligned fully to the top level approach. IT Division is seeking additional budget to undertake more risk mitigation activity. The risk is expected to reduce to Amber by December 2017 followed by steady progress to Green in the following months.

#### **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.

Mitigating actions have been successful in raising awareness of information security risk and in promoting accountability for safeguarding information held.

#### **CR14 – Funding Reduction (Current Risk: Green – reduced)**

Current modelling shows an improving budget position on City Fund due to business rates growth and increased rates retention from 2017/18 onwards. There is currently no perceived risk to the City of London Corporation over the short term from reduced government funding; it is anticipated that the focus of this risk will move more towards securing value for money and effective use of resources.

**CHB002 – Oracle ERP Business Benefits (Current Risk: Amber – no change)**

The upgrade to Oracle R12 and implementation of Oracle Property Manager secured organisational benefits through the consolidation of major systems; one billing system, one main property management system and the technology infrastructure to support this.

The Oracle Benefits Realisation project is nearing completion; recommendations have been made to the project Steering Group (comprising senior stakeholders), which will meet on 10<sup>th</sup> October to agree the implementation plan. The capacity of the Oracle Support and Development teams is limited, which restricts the pace at which system developments and enhancements can be delivered, because of this, the risk remains AMBER, although this is expected to reduce over the next 6 months.

**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 (eg network/technology infrastructure failure). Changes have been made to the core transformation programmes to ensure that we deploy complete solutions, although this will mean that some ageing infrastructure is in place longer than we would wish. IT Division has requested additional funding to help mitigate against the increased likelihood of failures. This will continue to be a focus until the transformation works deliver a more robust platform during 2017/18.

**CHB008 – Resourcing (Current Risk: Amber – no change)**

While there are a small number of specialist posts to be recruited to, the position is currently stable. A more dynamic corporate process for agreeing Market Forces Supplements will, in future, reduce delays in recruiting to key posts where salary negotiations are critical.

Some of the underlying issues remain and will be addressed within the 2016/17 refresh of the department's workforce plan, taking place in autumn, which will focus on improving succession planning and development of existing staff.

**CHB011 – Corporate Contract management (Current Risk: Amber – reducing)**

Approval has now been obtained for the creation of a Commercial Unit within City Procurement, this is a key milestone in mitigating this risk. A contract management toolkit is nearing completion, to be deployed across the organisation following consultation over autumn.

**Conclusion**

6. 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

**Matt Lock**

Chamberlain's Department

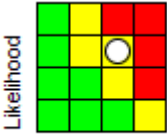
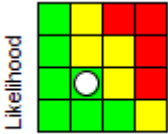

T: 020 7332 1276

E: [matt.lock@cityoflondon.gov.uk](mailto:matt.lock@cityoflondon.gov.uk)



Action no, Title,	Description	Latest Note	Managed By	Latest Note Date	Due Date
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.	The purchase order has been raised and work to design the full managed service desktop is underway. Delivery of the new solution will take place throughout 2017.	Simon Woods	06-Oct-2016	31-Dec-2017
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	IT Division has submitted a request for a budget uplift to allow more mitigations to be actioned and lower risks in the CoLP infrastructure.	Simon Woods	06-Oct-2016	31-Dec-2016
CR19e Network Transformation Requirements	This is the first phase of the revised project to fully replace ageing unsupported networking hardware from the City and City Police's infrastructure.	The joint network refresh programme was reviewed and limitations discovered with the approach being taken. A full requirements gathering exercise will now be undertaken and report back in early 2017 with the full assessment of what needs to be done.	Simon Woods	06-Oct-2016	28-Feb-2017
CR19f Network Transformation	The full delivery of a new network for the Corporation and city Police.	This work will follow-on from CR19e and lead to a completely new network for both organisations that is fully supportable. The full roll-out will take place throughout 2017/18.	Simon Woods	06-Oct-2016	31-Mar-2018

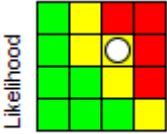
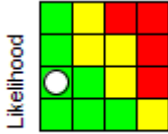



Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
<b>CHB002</b> <b>Oracle ERP Business Benefits</b>  09-Mar-2015 Peter Kane	<b>Cause:</b> Plan not in place/not validated by the business users. Inadequate governance arrangements in place. <b>Event:</b> 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. <b>Effect:</b> Efficiencies not delivered. System developments not controlled, resulting in proliferation of customisation or developments that deviate from core strategy.	 Likelihood Impact	12	The Business benefits realisation project is nearing completion with a draft outcome report submitted to the Steering Group. A series of new actions will be required to implement recommendations made, there will be resource implications.  <b>29 Sep 2016</b>	 Likelihood Impact	4	31-Mar-2017	  No change

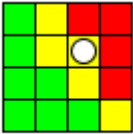
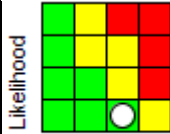

Action no, Title, Page No	Description	Latest Note	Managed By	Latest Note Date	Due Date
CHB002j Feedback analysis	Review feedback and formulate recommendations for improvements.	Complete. User feedback and issues with the Oracle Support team for resolution.	Matt Lock	29-Sep-2016	31-Aug-2016
CHB002k Process analysis	Walk through key processes to identify potential efficiency gains.	Complete.	Matt Lock	29-Sep-2016	31-Aug-2016
CHB002l Final report on findings	Full report to be made to Oracle Benefits Realisation Steering Group.	Draft report issued to Steering Group for consideration – to be signed off at meeting on 10 <sup>th</sup> October.	Matt Lock	05-Jul-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
CHB008 Resourcing  13-May-2015 Peter Kane	<p><b>Cause:</b> Possible growing gap between COL's pay and reward package compared to other organisations.</p> <p><b>Event:</b> Difficult to recruit and retain staff across the department.</p> <p><b>Effect:</b> Recruitment and retention of staff can take longer and causes gaps in capacity. Capability gaps impact on service delivery and ability to improve future performance.</p>	<p>Likelihood</p> <p>Impact</p>	12	<p>While there are a small number of specialist posts to be recruited to, the position is currently stable. A more dynamic corporate process for agreeing Market Forces Supplements will reduce delays in recruiting to key posts where salary negotiations are critical. The Department's workforce plan for 2016/17 will also focus on improving succession planning and development of existing staff.</p> <p><b>29 Sep 2016</b></p>	<p>Likelihood</p> <p>Impact</p>	4	31-Mar-2017	↔  No change

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, Workforce plan to be refreshed in alignment with the departmental business plan preparation.	Matt Lock	29-Sep-2016	30-Nov-2016

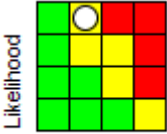
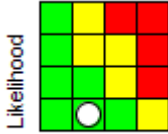
Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
<b>CHB011 Corporate Contract Management</b>  26-Feb-2016 Peter Kane	<b>Cause:</b> CoL has no corporate contract management policy or procedures. <b>Event:</b> Strategic corporate contracts will fail to be monitored and managed in a consistent and planned manner. <b>Effect:</b> Corporate contracts not delivering the commercial benefits and quality expected at contact letting, escalating prices, scope creep.	 Likelihood	<b>12</b>	Commercial team structure now agreed by Committee, monitoring ongoing using targeted approach to identify key contracts, pending full implementation of the proposed new Contract Management regime.  <b>30 Sep 2016</b>	 Likelihood	<b>2</b>	01-Apr-2017	  No change

Action no, Title,	Description	Latest Note	Managed By	Latest Note Date	Due Date
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.	All approvals have now been achieved via Committee and Transformation Fund for the establishment and budgets to resource the new Commercial unit. All newly created posts are going through the corporation's Job Evaluation process with recruitment commencing early October.	Christopher Bell	30-Sep-2016	31-Jan-2017
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.	Programme Consultant was appointed in July with the draft Framework and toolkit due to be presented in the 14th October to Chamberlain's leadership for review and further consultation within the Corporation.	Christopher Bell	30-Sep-2016	30-Sep-2016

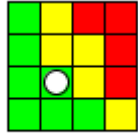
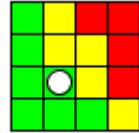
Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
<b>CR16 Information Security</b>  22-Sep-2014 Matt Lock; Simon Woods	<b>Cause:</b> Breach of IT Systems resulting in unauthorised access to data by internal or external sources. Officer/ Member mishandling of information. <b>Event:</b> Cybersecurity attack - unauthorised access to COL IT systems. Loss or mishandling of personal or commercial information. <b>Effect:</b> 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.	 Likelihood	12	Initial paper taken to Summit Group outlining a number of options for improving technical security. Further work to be done to shape the proposal and bring before Members.  <b>06 Oct 2016</b>	 Likelihood	4	31-Dec-2016	  No change

Page 46

Question 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.	A Chief Officer Cyber workshop, delivered by Templar Executives, on 23 June, significantly raised awareness and helped to identify priority areas for action. There will be continued engagement throughout the summer to with a view to building a culture of information ownership both corporately and across departments. Work is well underway and Senior Information Asset Owners and Information Asset Owners have now been identified and communicated with in a number of departments.	Christine Brown	05-Jul-2016	31-Dec-2016
CR16h	Online Training for Members	Online training to be made available to Members following workshop in February 2016.	Online training options are still being explored to identify the most training package.	Simon Woods	06-Oct-2016	30-Nov-2016
CR16i	Technical security infrastructure	The development and implementation of more technical security infrastructure	Initial proposals for improvements to the technical security infrastructure in use have been shared with Summit Group. Further work to be done to ensure that the proposals are appropriate, funded, and the on-going impact in terms of IT support is understood.	Gary Brailsford-Hart / Simon Woods	06-Oct-2016	31-Mar-2017

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 Simon Woods	<b>Cause:</b> Major information systems outage, eg network/technology infrastructure failure. Interruption to Power supply. <b>Event:</b> Disruption to IT service delivery. <b>Effect:</b> Provision of service operations compromised.	 Likelihood	8	The change to the core transformation programmes that will ensure we deploy complete solutions will mean that some ageing infrastructure is in place longer than we would wish. IT Division has requested additional funding to help mitigate against the increased likelihood of failures. This will continue to be a focus until the transformation works deliver a more robust platform during 2017/18. <b>06 Oct 2016</b>	 Likelihood	2	31-Dec-2016	↔  No change

Action no, Title,	Description	Latest Note	Managed By	Latest Note Date	Due Date
CHB006a Telephony changes	Mitigations to the existing telephony infrastructure to lower the risk of outages.	IT Division has recently met with Mitel and Daisy (our telephony providers) to review options to improve the supportability of the telephone systems in use. Options will be written up over the coming month.	Simon Woods	06-Oct-2016	31-Dec-2016
CHB006b Network infrastructure	Renewal of network infrastructure.	As a result of the changes to the approach we are taking to network replacement, we have been assessing tactical changes to lower the risk of the ageing infrastructure we will need to maintain until the new network is in place. Ideas for improving the stability of the Guildhall West Wing are being progressed at the current time.	Simon Woods	06-Oct-2016	31-Dec-2016
CHB006c Incident Response	The way which we respond to major outages.	Our IT Service Management Consultant has been working to improve our approach to the way we respond to major incidents. This new approach will be embedded before the end of the year.	Simon Woods	06-Oct-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
<p><b>CR14 Funding Reduction</b></p> <p>22-Jun-2015 Peter Kane</p>	<p><b>Cause:</b> Reduced funding from Central Government.  <b>Event:</b> Reduced funding available to the City Corporation and City of London Police.  <b>Effect:</b> City Corporation will be unable to maintain a balanced budget and healthy reserves in City Fund, significantly impacting on service delivery levels and reputation.</p>	<p>Likelihood</p>  <p>Impact</p>	<p>4</p>	<p>Current modelling shows gains made from growth in business rates income now outweigh the cost of appeals. This will be reflected in higher business rate retention from 2017/18 onwards. This is likely to continue in the short term.</p> <p>The impact of Brexit on business rates income is not yet determinable, but if businesses leave the City and empty premises increase this would have a downward pressure on retained business rates income.</p> <p>Revaluation of rateable values (RV) is likely to increase the business rates paid by businesses, but as such increases do not count as growth, there is no financial benefit to the City. Additional income from an increase in RV will continue to be redistributed nationally through the mechanism of tariffs and top ups.</p> <p>The overall risk score has therefore improved and we consider that there is no longer a risk of reduced government funding in the short term.</p> <p>A detailed report explaining the likely funding impact is being prepared and will be discussed with members as part of our medium term financial planning.</p> <p><b>03 Oct 2016</b></p>	<p>Likelihood</p>  <p>Impact</p>	<p>4</p>	<p>31-Mar-2017</p>	<p>↓</p> <p>Improved</p>

Action no, Title,	Description	Latest Note	Managed By	Latest Note Date	Due Date
CR14b SBR implementation – Departmental Savings and cross-cutting reviews.	SBR proposal implementation within Departments and with cross cutting workstreams to identify further efficiencies in strategic asset management, income generation, and reviews of grants and hospitality. Scrutiny by the Officer Strategic Resources Group and Efficiency and Performance Sub-Committee.	SBR proposal implementation within Departments is going well. Cross cutting workstreams to identify further efficiencies in strategic asset management, income generation, and grants. Scrutiny by the Officer Strategic Resources Group and Efficiency and Performance Sub-Committee.	Caroline Al-Beyerty	03-Oct-2016	31-Mar-2017
CR14h Develop Efficiency Plan	Efficiency Plan to be developed and approved by Finance and Policy & Resources Committee which sets out a framework that would incorporate continuous improvement savings and a rolling review programme to secure more radical changes in efficiency and effectiveness.	Efficiency Plan approved for publication	Peter Kane	03-Oct-2016	14-Oct-2016
CR14i Develop strategy to address projected Police deficits	City Police is forecasting deficits in 2017/18 and 2018/19 which need to be addressed.	City Police are developing a saving programme following a fundamental review of activity and cost drivers. However it is likely that this programme of savings will be unable to cover the full deficit. Further work to be carried out and proposals to be made to Finance Committee and Resource Allocation Sub Committee.	Caroline Al-Beyerty	03-Oct-2016	31-Mar-2017

2016-10-03 09:49

This page is intentionally left blank



<b>Committee:</b> Finance Committee	<b>Date:</b> 18 October 2016
<b>Subject:</b> Chamberlain's Departmental Business Plan – Half Year Update	<b>Public</b>
<b>Report of:</b> Chamberlain	<b>For Information</b>
<b>Report author:</b> Matt Lock, Chamberlain's Department	

## Summary

This report provides Members with a brief update of assurance that the Chamberlain's department is making good progress in the delivery of the 2016/17 Departmental Business Plan.

Performance is broadly in line with expectations with the exception of the overall effectiveness of the IT service, which is currently under review, and the progress in delivering the annual Internal Audit Plan, which is progressing slower than anticipated.

## Recommendation

Members are asked to note the report.

## Main Report

### Background

1. The Chamberlain's Department Business Plan for 2016-2017 was approved by Finance Committee on 12<sup>th</sup> April 2016. This report has been produced to provide Members with a summary of progress against key deliverables and performance in the first half 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. The Committee cycle has results in this update falling very close to the period end and, as such it has not been possible to obtain quarter 2 performance statistics against our departmental key performance indicators (KPIs), shown in our departmental Performance Scorecard at Appendix 1 to this report. These KPIs will be updated and provided with the next quarterly report.

## **Service Delivery and Key Improvement Objectives**

3. Progress in the delivery of our key improvement objectives is good, the following is flagged at this stage in recognition of the challenges to delivery:
  - IT Support to City Corporation and Police – While our departmental scorecard shows very good performance against our KPI for the availability of IT applications, engagement with departments and internal review of the service has identified the need for significant service improvements; current focus is on developing a 2020 vision and IT strategy, a revised operating model and aligning budget to requirements, all of which is the subject of separate, fuller, reports to this and the IT Sub-Committee. The IT Director is working closely with the IT Sub-Committee, which has endorsed emerging proposals.
4. Progress against the remaining milestones for delivery of key improvement objectives is in accordance with agreed timescales and will be reported against as objectives become due or where timescales are amended.

## **Delivery against Key Performance Indicators**

5. The Chamberlain's Performance Scorecard is shown as Appendix 1 to this report. This shows good performance in the first quarter across the range of KPIs in place. The timing of this meeting and report deadline has not allowed quarter 2 performance to be captured and analysed for all KPIs, verbal update will be given by exception at the meeting.
6. One area to highlight is Internal Audit Plan Delivery; Delivery of the Audit Plan for the first six months of 2016/17 has been adversely impacted by the loss of one member of staff and the maternity absence of another, both of which occurred early in the year. In addition, resources have been employed to complete the remainder of audit work for 2015/16 following the achievement of the target of 94%. There have also been a number of audits which have been delayed due to prioritisation of workloads by auditees, the rescheduling of which are under discussion. The resources required for the remaining six months are currently being reviewed. Delivery at the end of September is estimated to be 28% of projects at draft and final report stage against the target of 43% with 22% of the audit plan as work in progress.

## **Conclusion**

7. Members are asked to note the progress made in the delivery of the Chamberlain's business plan. Performance for the first half of the year is in line with expectations.

## **Appendices**

- Appendix 1 – Chamberlain's Department Scorecard

**Matt Lock**, Assistant Director – Strategic Resources, Chamberlain's Department  
T: 020 7332 1276m E: [matt.lock@cityoflondon.gov.uk](mailto:matt.lock@cityoflondon.gov.uk)

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 measured quarterly	96%	97%	97%	97%		
Accounts Payable invoice turnaround for SME (10 day)	% paid measured quarterly	86%	88%	87%	88%		
% of Invoices Received Electronically by the AP team	measured quarterly	Profile:		88%	91%	94%	97%
		80%	97%	85%	91%		
Annual Procurement Savings (cumulative)	Savings achieved	Target Profile:		£2.14m	£4.18m	£5.81m	£7.90m
		£8.47m	£7.90m	£2.14m	Tbc		
Commercial rent collection rates	% collected	97%	98%	98.03%	Tbc		
Business Rates collection rates (cumulative)	% collected	99%	99.75%	30.35%	Tbc		
IT service availability	Percentage Measured quarterly	n/a new KPI	99.89%	99.91%	Tbc		
Internal Audit Performance (cumulative)	Audit Plan delivery (%)	90%	100%	24%	43%	74%	100%
				11%	28%		
Publication of City Fund Accounts within Statutory Deadline				<b>Status:</b>			On track
Delivery of a balanced budget and Medium Term Financial Plan for City Fund, approved by Court of Common Council by 31 March				<b>Status:</b>			On track
Effective financial management: Expenditure against Departmental Local Risk Budgets within $\pm 5\%$ (year-end target)				<b>Status:</b>			
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%		

This page is intentionally left blank

# Agenda Item 12

<b>Committee:</b>	<b>Date:</b>
Finance Committee	18 October 2016
<b>Subject:</b>	<b>Public</b>
Revenue Outturn 2015/16 – Finance Committee Operational Services	
<b>Report of:</b>	<b>For Information</b>
The Chamberlain	
<b>Report author:</b>	
John James, Chamberlain’s Department	

## Summary

This report compares the revenue outturn for the operational services overseen by your Committee in 2015/16 with the budget for the year. It also details the carry forward requests which have now been approved. It does not cover the overall outturn for the City which is reported separately with the financial statements. Total net expenditure on the operational services overseen by the Committee was £51.007m, whereas the total budget was £52.931m, representing a favourable variance of £1.924m, as summarised in the table below.

<b>Summary Comparison of 2015/16 Revenue Outturn with Budget</b>			
	Budget	Revenue Outturn	Variations Increase/ (Decrease)
	£000	£000	£000
Cost of Collection	882	799	(83)
Chamberlain’s Court	149	174	25
Gresham	178	163	(15)
Chamberlain’s – General	9,124	8,917	(207)
Chamberlain’s – City Procurement	3,141	3,053	(88)
Chamberlain’s – Insurance	11,883	11,099	(784)
Chamberlain’s – IT	8,224	8,220	(4)
Central Criminal Court	4,304	4,113	(191)
Corporate Services – Town Clerk	706	571	(135)
Secondary’s Office	431	389	(42)
Mayor’s Court	111	76	(35)
Guildhall Complex - Surveyors	12,264	12,490	226
Corporate Services – Remembrancer	331	335	4
Guildhall Complex –Remembrancer	(438)	(930)	(492)
Mansion House Premises	1,641	1,538	(103)
<b>Total Net Expenditure</b>	<b>52,931</b>	<b>51,007</b>	<b>(1,924)</b>

The overall favourable position against the budget of £1.924m comprises variations on a number of services, the main ones being reduced requirements for Cost of Collection, Chamberlain’s General, City Procurement, Corporate Services (Town Clerk), Mansion House Premises and increased income in Insurance, Central Criminal Court and Guildhall Complex (Remembrancer); partly offset by increased requirements in Guildhall Complex (Surveyors).

Members should note that this report has been prepared using the existing format. We are currently considering how financial management information will be presented going forward and changes will be reflected in future reports.

### **Recommendation**

Members are asked to note the revenue outturn for 2015/16 and the budgets totalling £347,000 to be carried forward to 2016/17 as set out in Appendix 2.

### **Main Report**

#### **Revenue Outturn for 2015/16**

1. The 2015/16 actual net expenditure for the operational services overseen by your Committee totalled £51.007m, a favourable variance of £1.924m compared to the budget of £52.931m. A comparison with the budget for the year is set out in the Summary above and Appendix 1 provides a further analysis between Chief Officer's local risk budgets, central risk budgets and support services.
2. The most significant variations were:-
  - Insurance £784,000 decrease;
    - the number and value of claims settled during the year within the policy excesses met by the City Corporation were £179,000 less than budget;
    - expenditure on premises and transport insurance premiums was £94,000 less than budgeted;
    - the employee budget was underspent by £42,000 due to a vacancy; and
    - income for the dividend from the City's Reinsurance Captive Company was higher than budgeted by £469,000. In 2014/15 a prudent accrual of £400,000 was made on the basis of information available in March 2015, however the actual position was confirmed in June 2015 and has meant the benefit was received in 2015/16.
  - Guildhall Complex – Remembrancer £492,000 increase in income – primarily due to increased usage for meetings and functions;
  - Chamberlain's General £207,000 decrease – relates to an underspend on the employee budget of £69,000 due to a number of vacant posts during the year and an underspend of £150,000 against a carry forward budget from 2014/15 for Oracle system work which was not in the end required;
  - Central Criminal Court £191,000 decrease – largely relates to higher than budgeted recovery of costs from Her Majesty's Courts and Tribunals Services of £199,000;
  - Corporate Services – Town Clerks £135,000 decrease – relates to an underspend on a carry forward request for a Cultural Hub. Funding was

agreed to cover a two year period, therefore the balance will be utilised in 2016/17;

- Mansion House Premises - £103,000 decrease – due to the re-phasing of the Additional Works Programme within the year, resulting in works being undertaken in future years of the programme;
- City Procurement £88,000 decrease – primarily relates to a number of vacant posts during the year;
- Cost of collection £83,000 decrease – primarily relates to a number of vacant posts during the year;

partly offset by;

- Guildhall Complex – Surveyors £226,000 increase - additional repairs and maintenance, higher energy and cleaning costs and increased security all as a result of increased usage of the building, partly offset by an underspend on Surveyor's Additional Works Programme due to a number of Guildhall projects not being completed on time. The City Surveyor was able to meet the increase in requirements from budgetary savings under other committees.

### **Local Risk Carry Forward to 2016/17**

3. Chief Officers can request underspendings of up to 10% or £500,000 (£1m for the City Surveyor) of their local risk budgets, whichever is the lesser, to be carried forward so long as the underspendings are not clearly fortuitous and the resources are required for a planned purpose. These thresholds apply to Chief Officer's total local risk budgets and many Chief Officers manage services overseen by a number of committees. Consequently, the outturn on services overseen by one committee may not represent the total position for a Chief Officer. Requests for carry forwards are considered by the Chamberlain in consultation with the Chairman and Deputy Chairman of the Resource Allocation Sub Committee.
4. The Chamberlain, Remembrancer and Town Clerk requested to carry forward £274,000, £40,000 and £33,000 respectively. Details of the proposed use of the carry forwards are set out in Appendix 2.
5. These proposals were agreed, and the amounts have been added to the Chamberlain, Remembrancer and Town Clerk's budgets for 2016/17.

### **Appendices**

Appendix 1 – Comparison of 2015/16 Revenue Outturn with Budget

Appendix 2 – Agreed Carry Forwards to 2016/17

### **John James**

Interim Deputy Financial Services Director, Chamberlain's Department

T: 020 7332 1284

E: [john.james@cityoflondon.gov.uk](mailto:john.james@cityoflondon.gov.uk)

## Appendix 1

<b>Comparison of 2015/16 Revenue Outturn with Budget</b>			
	<b>Budget</b>	<b>Revenue Outturn</b>	<b>Variations Increase/ (Decrease)</b>
	<b>£000</b>	<b>£000</b>	<b>£000</b>
<b>By Chief Officer</b>			
<b>Local Risk</b>			
The Chamberlain	20,318	20,043	(275)
The Town Clerk	1,466	1,350	(116)
The City Surveyor	8,615	8,865	250
The Remembrancer	(311)	(806)	(495)
The Private Secretary to the Lord Mayor	1,359	1,208	(151)
<b>Total Local Risk</b>	<b>31,447</b>	<b>30,660</b>	<b>(787)</b>
<b>Central Risk</b>			
The Chamberlain	10,616	9,780	(836)
The Town Clerk	1,289	996	(293)
The City Surveyor	3,787	3,726	(61)
The Remembrancer	177	180	3
The Private Secretary to the Lord Mayor	58	67	9
Director of Community & Children's Services	83	64	(19)
<b>Total Central Risk</b>	<b>16,010</b>	<b>14,813</b>	<b>(1,197)</b>
<b>Support Services &amp; Capital Charges</b>	<b>5,474</b>	<b>5,534</b>	<b>60</b>
<b>Committee Totals</b>	<b>52,931</b>	<b>51,007</b>	<b>(1,924)</b>
<b>By Division of Service</b>			
Cost of Collection	882	799	(83)
Chamberlain's Court	149	174	25
Gresham	178	163	(15)
Chamberlain's – General	9,124	8,917	(207)
Chamberlain's – City Procurement	3,141	3,053	(88)
Chamberlain's – Insurance	11,883	11,099	(784)
Chamberlain's – IT	8,224	8,220	(4)
Central Criminal Court	4,304	4,113	(191)
Corporate Services – Town Clerk	706	571	(135)
Secondary's Office	431	389	(42)
Mayor's Court	111	76	(35)
Guildhall Complex - Surveyors	12,264	12,490	226
Corporate Services – Remembrancer	331	335	4
Guildhall Complex – Remembrancer	(438)	(930)	(492)
Mansion House Premises	1,641	1,538	(103)
<b>Division of Service Totals</b>	<b>52,931</b>	<b>51,007</b>	<b>(1,924)</b>

Figures in brackets indicate income or in hand balances, increase in income or decreases in expenditure.



## Appendix 2

<b>Agreed Carry Forwards</b>	<b>£000</b>
<b>By Chief Officer</b>	
<u>The Chamberlain</u>	
To assist with the migration of the Capita Revenues System.	83
To provide short term assistance while a review of IT operations is being undertaken to establish the full extent of the resource requirements, and options identified to address the on-going budget shortfall	191
<b>Total Chamberlain</b>	<b>274</b>
<u>The Remembrancer</u>	
To help implement the Guildhall Marketing Strategy. Proposals include promoting the venue through a number of commercial showcases, attending trade shows and associated material	14
One year placement to provide additional business support which will primarily include a review of the Remembrancer's Office filing system, including data cleansing and archiving to LMA	26
<b>Total Remembrancer</b>	<b>40</b>
<u>The Town Clerk</u>	
Purchase of equipment to enhance the capability to deliver income generating events within the Central Criminal Court. This would include seating, staging and audio visual equipment	18
Funding for a detailed review of security staffing following on from the Corporate review of security conducted last financial year	15
<b>Total Town Clerk</b>	<b>33</b>

This page is intentionally left blank

<b>Committee:</b>	<b>Date:</b>
Finance Committee	18 October 2016
<b>Subject:</b> Review of the Corporate Purchase Card Policy after 12 months	<b>Public</b>
<b>Report of:</b> The Chamberlain	<b>For Information</b>
<b>Report author:</b> Chris Bell and Geoff Parnell, Chamberlain's Department	

## Summary

The report provides Members with a review of the City of London Purchase Card (P-card) Policy one year after it was approved.

The P-card Policy came into effect on 1 October 2015. Since the Policy went live, City Procurement has received feedback from a number of departments and as part of the annual review several amendments to the Policy were approved at June 2016's Finance Committee. Over the last year the P-card Policy has given the 826 cardholders and 200 approvers much improved guidance on how P-cards should be used.

### Main impacts since introduction of the P-card Policy:

- a) A reduction in the number of cardholders from 900 down to 826
- b) Increased mitigation against potential card misuse
- c) Improved guidance and information on P-card usage
- d) A new P-Card Management System (CityCard) launched
- e) A new quarterly Chief Officers P-card Report giving a holistic view on P-card spend and compliance by department
- f) An annual review process of cardholders and their credit limits
- g) A plan for further Improvement initiatives in relation to P-card use.

### Recommendation

Members are asked to:

- a) Note the impact of the P-card Policy
- b) Note the analysis of the cardholder community and credit limits
- c) Note the proposed trial to re-route purchases of less than £100 to a P-Card to review potential efficiencies, savings and investigate risks of a permanent intervention of this nature.

### Main Report

#### Background

1. The P-card Policy came into effect on 1 October 2015 after being approved at September 2015 Finance Committee. The new Policy was developed to provide Corporation Officers clarity on the rules of P-card use developed in line

with industry best practice. There was no corporate P-card policy in place prior to October 2015.

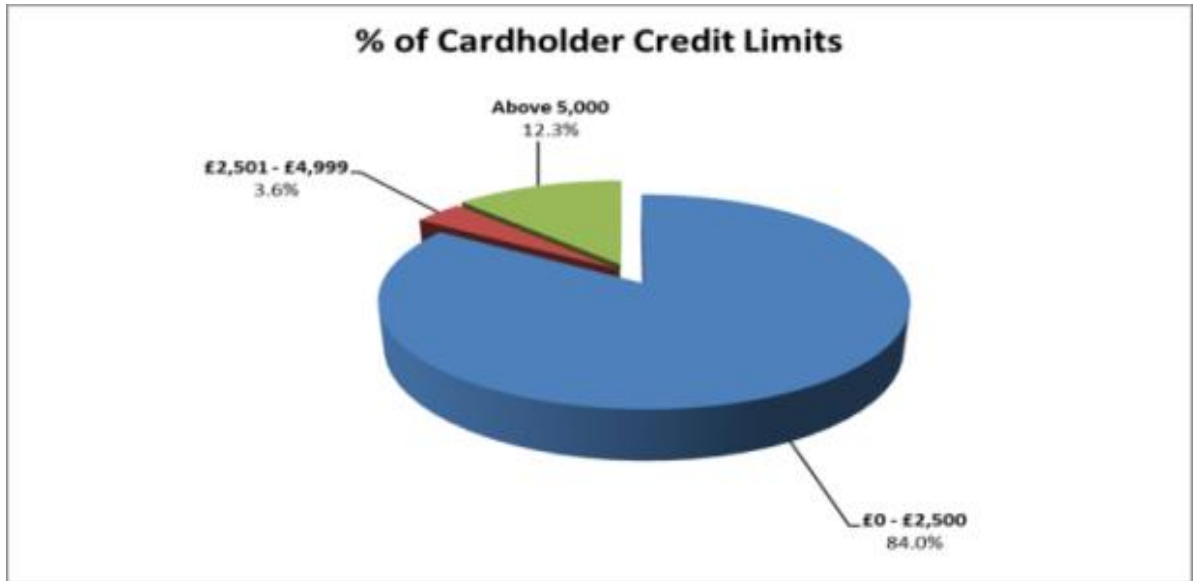
2. P-cards are mainly used to buy goods or services, online or by telephone, that cannot be purchased easily by traditional purchase order methods, such as business travel, low value one-off purchases and other ad hoc expenses.
3. CityCard, a completely new P-card management system, was developed with Lloyds Bank and went live for Corporation staff in January 2016.
4. When the Policy was introduced in October 2015 there were circa 900 cardholders, but a focus on justification of cardholders against business need since that time has resulted in a reduction in the number of cardholders to 826.
5. For the period of January 2016 - August 2016 the total P-card spend was £2.6 million through 27,443 individual transactions with an average spend per transaction value of £94.

#### **Profile of current P-card Holders and spend since January 2016.**

6. A review of P-card holders shows that we currently have 826 active cardholders with 665 users having made purchases during the first quarter of 2016/17. During that period the average transaction amount was £94.
7. The City of London Police is the most substantive users of P-cards with 330 cardholders accounting for 40% of the cardholder population. Other departments that hold a significant number of cardholders are Open Spaces (11%), The Barbican Centre (9.5%) and Town Clerk's (6%). A breakdown of the cardholder by department can be found at Appendix 2.
8. The total spend in 2016 so far via P-cards is £2.6M, with the main spenders being the City of London Police spending £494k (19%), Barbican Centre £444k (17%), GSMD £273k (11%), Mansion House £214k (8%) and Open Spaces £169k (7%). A full list and breakdown of spend can be found at Appendix 1.

#### **Analysis of existing Cardholder spend limits**

9. City Procurement's recommended individual and default cardholder limit is £2.5k. Currently 84% of individual cardholder's limit is this amount or below.
10. There are currently 12% of cardholders with a credit limit of £5,000 or above amounting to 102 users who have higher spend limits, these have been set by the Chief Officer of the individual cardholder.



11. City Procurement will produce a report sent to Heads of Finance and Chief Officer detailing all active cardholders within his/her area of responsibility, their existing credit limit and the total spent on each card. Departments will be required to review the report and advise if there are any cards to be cancelled or credit limits lowered to reduce financial exposure.

#### **Impact to date of the City of London Purchasing Card Policy**

12. The aim of the Policy was to improve compliance and minimise misuse, thereby mitigating the risk of fraud, poor value for money and reputational damage. The impacts below are evidenced from monitoring, report tracking, analysis, user feedback and observations during the last twelve months since:

##### **a) Mitigation of potential card misuse**

- i. The first time a cardholder or approver logs onto CityCard they are required to read and agree to the P-card Policy before they can proceed.
- ii. Each P-card now has the ability to be limited to certain specific types of spend.
- iii. The Policy links P-card misuse to the Corporation's Code of Conduct and disciplinary procedure.
- iv. A mechanism is in place to recoup spend classified as misuse, from the officer via payroll.

##### **b) Improved guidance and information for P-card holders, approvers and Chief Officers**

- i. The P-card Policy provides officers with detailed guidance on legitimate use of a P-card.
- ii. The responsibilities of cardholders and approvers are clearly outlined. If cardholders misuse their card and make a purchase

outside the Policy the P-card Policy states that these actions can be referred to relevant HR policies that deal with misconduct.

- iii. Chief Officers are also given specific guidance in the Policy supported by a new quarterly Chief Officers' P-card Report which provides visibility to each Chief Officer of his/her department's P-card spend and highlights potential non-compliance with the Policy.

### **c) The introduction of a new P-card Management System (CityCard)**

CityCard, a new P-card management system developed with Lloyds Bank went live in January 2016. Below are some of the key benefits of CityCard:

- i. **Online Approval Workflow** - An electronic approval process replacing paper expense reports. This reduces risk of misuse, fraudulent signatures, lost receipts and unauthorised spend going unchallenged.
- ii. **The upload of Receipts and Invoices** - Receipts and invoices are now required to be uploaded and stored electronically for each transaction. Since CityCard was introduced in January cardholders have improved attaching valid VAT receipts by a volume of 20%.
- iii. **An Image Library facility** - Receipts and invoices can be emailed directly to a user's personalised image library so that they can be attached to a transaction when coding and submitting a claim.
- iv. **Clearer VAT Options** - VAT is automatically calculated and there are clearer VAT options for users to ensure correct coding.
- v. **Improved Business Rules** - System Rules ensure mandatory fields are completed.
- vi. **Improved Reporting and Monitoring options** – Bespoke reporting available to officers for analysing spend on card transactions.
- vii. **VAT reclamation** - The introduction of CityCard has seen a 10% increase in the amount of VAT claimed since January 2016.

### **Further Improvement initiatives in relation to P-card use**

13.A P-card e-learning module has been developed and is currently being trialled will be rolled out to all cardholders and approvers with the module being mandatory training.

14. A Chief Officers' P-card Report which provides each Chief Officer with an overall view of spend on P-cards within their department. These reports provide details of transactions that Chief Officers should review for potential misuse.
15. City Procurement will undertake a trial to use P-cards for all spend under £100. The purchase-to-pay (P2P) average cost to process an invoice is around £25 while the cost of a P-card transaction is £5. The trial will see P-cards used as default for spend under £100 instead of purchase orders. Appendix 2 shows based on last year's volume we could have saved circa £183k on processing costs alone, minus any rebate negotiable with Lloyds.

### **Conclusion**

16. City Procurement implemented the P-card Policy a year ago providing cardholders, approvers and Chief Officers with clear guidance on P-card usage and the associated responsibilities. The clarity provided by the Policy, together with the improved system functionality, controls, an e-learning module and greater visibility of has increased compliance and minimised the risk of maverick spend, misuse and reputational damage to the Corporation. There are continued improvement projects underway to further enhance risk mitigation and to explore commercial opportunities.

### **Report Authors**

**Christopher Bell**

Head of City Procurement

T: 020 7332 3961

E: [christopher.bell@cityoflondon.gov.uk](mailto:christopher.bell@cityoflondon.gov.uk)

**Geoff Parnell**

Head of Accounts Payable

T: 020 7332 1675

E: [Geoff.parnell@cityoflondon.gov.uk](mailto:Geoff.parnell@cityoflondon.gov.uk)

## Cardholders and spend by Department

Department	No. of Cardholders	% of Cardholders	Spend between 19th Jan - 17th Aug (£)	% of Spend
City of London Police	330	40.0%	494,058.21	19.0%
Open Spaces	89	10.8%	169,910.61	6.5%
Barbican Centre	78	9.4%	444,322.14	17.1%
Town Clerk's	47	5.7%	151,849.71	5.8%
CoL Freeman's School	40	4.8%	138,892.75	5.3%
Guildhall School	39	4.7%	278,782.80	10.7%
Community and Children's Services	38	4.6%	65,433.31	2.5%
Markets & Consumer Protection	33	4.0%	72,033.01	2.8%
CoL School for Boys	25	3.0%	134,631.63	5.2%
CoL School for Girls	19	2.3%	126,253.66	4.8%
Culture, Heritage & Libraries	18	2.2%	53,435.08	2.1%
Chamberlain's	18	2.2%	23,694.73	0.9%
Built Environment	16	1.9%	44,075.72	1.7%
Mansion House	9	1.1%	214,239.26	8.2%
Tower Bridge	8	1.0%	60,101.74	2.3%
City Surveyor's	6	0.7%	28,359.42	1.1%
Remembrancer's	5	0.6%	35,231.81	1.4%
Central Criminal Court	4	0.5%	16,202.77	0.6%
Comptroller & City Solicitor's	2	0.2%	6,287.08	0.2%
Sir John Cass School	1	0.1%	29,222.78	1.1%
London Councils	1	0.1%	18,911.58	0.7%
<b>Total</b>	<b>826</b>	<b>100%</b>	<b>2,605,929.80</b>	<b>100%</b>

## Annual transactions processed by purchase order under £100

Month	Total No of Orders under £100	Total Value of Orders under £100	Total No of Orders over £100	Total Value of Orders over £100	Total No of Orders	Total Value of Orders	P-card Transaction Cost (On average £5 per transaction)	P2P Transaction Cost (On average £25 per transaction)	Potential Savings
Sep-15	791	£37,738	2,785	£16,775,591	3,576	£16,813,329	£3,955	£19,775	£15,820
Oct-15	868	£39,209	3,162	£21,499,737	4,030	£21,538,946	£4,340	£21,700	£17,360
Nov-15	809	£38,235	2,851	£17,847,288	3,660	£17,885,523	£4,045	£20,225	£16,180
Dec-15	599	£26,961	2,304	£10,504,962	2,903	£10,531,924	£2,995	£14,975	£11,980
Jan-16	805	£38,236	2,804	£10,175,672	3,609	£10,213,908	£4,025	£20,125	£16,100
Feb-16	827	£38,457	3,081	£10,215,389	3,908	£10,253,846	£4,135	£20,675	£16,540
Mar-16	761	£37,168	3,739	£17,974,676	4,500	£18,011,844	£3,805	£19,025	£15,220
Apr-16	773	£35,920	3,126	£29,235,508	3,899	£29,271,427	£3,865	£19,325	£15,460
May-16	776	£36,589	3,035	£19,091,143	3,811	£19,127,731	£3,880	£19,400	£15,520
Jun-16	795	£37,821	2,926	£27,898,034	3,721	£27,935,855	£3,975	£19,875	£15,900
Jul-16	753	£36,485	3,213	£16,448,818	3,966	£16,485,303	£3,765	£18,825	£15,060
Aug-16	603	£29,087	2,502	£17,067,123	3,105	£17,096,210	£3,015	£15,075	£12,060
<b>Grand Total</b>	<b>9,160</b>	<b>£431,906</b>	<b>35,528</b>	<b>£214,733,941</b>	<b>44,688</b>	<b>£215,165,847</b>	<b>£45,800</b>	<b>£229,000</b>	<b>£183,200</b>





This page is intentionally left blank

<b>Committee:</b> Finance Committee	<b>Date:</b> 18 October 2016
<b>Subject:</b> London Collective Investment Vehicle (CIV) – Admission to The Local Government Pension Scheme with the City of London Corporation	<b>Public</b>
<b>Report of:</b> The Chamberlain and Comptroller and City Solicitor	<b>For Decision</b>
<b>Report authors:</b> Kate Limna and Charlie Partridge, Chamberlain’s Department Jillian Bradbeer, Comptroller’s Department	

## Summary

The City of London Corporation has, together with all other London boroughs, formed the London Collective Investment Vehicle (CIV) to pool pension fund assets. The CIV has approached the City Corporation to admit its staff into the Local Government Pension Scheme (LGPS).

The CIV has now taken on nine staff with the expectation that the staffing establishment will increase to 12 full-time equivalent posts (FTE) by March 2017. It is envisaged that up to 25 FTE staff could be employed in the future, once the CIV is managing all potential pension fund assets. This report considers the pension arrangements for those staff.

There are 33 individual London authorities in the CIV, each of which is a pension scheme employer and an administering authority in its own right, but the City Corporation is the best placed to act as the Administering Authority for the CIV.

In the event that CIV staff are to be admitted to the City Corporation fund, it will be necessary to secure adequate arrangements for the fund in order to protect the pension scheme from the risk of financial loss in the event of liquidation or of default on the part of the CIV. Officers will seek advice on the manner in which this can be secured. This could be by securing an indemnity or bond from the CIV if the existing shareholder’s agreement does not already make provision for the necessary protection.

## Recommendation

The Committee is requested to approve:

- (a) in principle, the proposal to allow CIV employees to access the City Corporation’s pension scheme;
- (b) that advice is sought from Eversheds LLP in relation to legal issues described in the report below;
- (c) that the estimated expenditure on external legal fees of up to £6,250 is paid from the Finance Committee’s contingency fund.

## **Main Report**

### **Background**

1. The City Corporation, in conjunction with all other London boroughs, has formed the London Collective Investment Vehicle (CIV) in order to pool pension fund assets. This complies with the current Government strategy, which is aimed at reducing the costs of administering the Local Government Pension Scheme (LGPS) without adversely impacting on the performance of funds.
2. The CIV has now taken on staff and has approached the City Corporation to enquire whether the staff can enter the City Corporation's LGPS fund. They have been advised that this should be possible, subject to the precise method being determined, minimum cost and risk being placed on the City Corporation, and subject to Committee approval. This report deals with the pension arrangements for those staff.

### **Current Position**

3. There are currently nine staff employed by the CIV with the expectation that the staffing establishment will increase to 12 full-time equivalent posts (FTE) by March 2017. A revised business plan is being considered by the CIV Member Joint Committee in October, and it is envisaged that up to 25 FTE staff could be employed over the 18 month period from April 2017.
4. Advice has been sought from the City Corporation's actuaries, Barnett Waddingham. They recommend that, if the decision is to allow entry into the City Corporation scheme, an employer contribution rate of 17.5% should be set initially, and a bond or indemnity to the value of £2-3m should be sought from the CIV to protect the fund against future liabilities if the CIV should become insolvent or cease to exist. The precise value of the bond or indemnity would depend upon projections of employee numbers, but should be set at a maximum level to avoid the need for repeated reviews.
5. As a result of drafting inconsistencies within the Local Government Pension Scheme Regulations 2013 (the 2013 Regulations), the correct route for managing the pensions of CIV staff is not clear and requires clarification.
6. However, it is likely that the CIV meets the definition of an 'Admission Body' under the 2013 Regulations, which would enable the CIV to access the LGPS under Paragraph 1 of Part 3 of Schedule 2 to the 2013 Regulations. This would then allow staff to remain in (and new staff to join) the LGPS. In this case, a single Administering Authority will need to be selected.

### **Options**

7. The London Pensions Fund Authority and/or London Councils may, at first glance, appear to be the logical choice to act. Neither, however, are an option in this case as they are not part of the CIV and therefore not Scheme Employers.

8. The City Corporation, as lead authority and as payroll provider to the CIV, seems to be the obvious choice out of the 33 London authorities.
9. In adopting this role, if the correct route is found to be the Admitted Body route, the CIV would be required to enter into an Admission Agreement with the City Corporation. This is a legal document and will need to be drawn up by the Comptroller and City Solicitor and signed on behalf of both parties.

### **Proposals**

10. It is proposed that Finance Committee approves, in principle, the proposal to allow CIV employees to access the City Corporation's pension scheme and that specialised external advice be sought in relation to legal issues as described below. Further, it is proposed that Finance Committee approves funding the expenditure on external legal advice from the Committee's contingency. Officers will report back when the advice has been received.
11. Eversheds LLP were retained by the CIV for the purposes of the company formation, including preparing and arranging for execution of the shareholder agreement. They have indicated they are able to assist the City Corporation, there being no conflict of interest, and it is proposed to seek their advice in relation to:
  - i) the correct method in the Pension Scheme Regulations to secure the CIV staff entry to the City Corporation's scheme; and
  - ii) the best way of managing the financial risk to the pension fund in the event of liquidation or of default on the part of the CIV, and the need to avoid the City Corporation fund adopting a disproportionate risk as compared to the other 32 local authorities. In particular, whether the existing shareholder agreement makes sufficient provision and, if not, what alternative provision can be made, such as a separate agreement with the 32 local authorities to spread risk, or the securing of an indemnity or bond from the CIV.
12. Eversheds have provided a quote of £6,250 for the work in relation to this. The non-public appendix to this report provides some information regarding the work which will be carried out.

### **Corporate and Strategic Implications**

13. The proposal to enable the CIV employees to enter the City Corporation's pension fund would provide further support for the CIV and the City Corporation's policy of developing the concept of the CIV in conjunction with all London local authorities.

### **Financial and Risk Implications**

14. Pension provision is always a key issue and, accordingly, advice has been sought on this, particularly from the Pension Fund Actuary. Should there be a deficit, the City Corporation will not bear the cost, other than its share as one of

the members of the CIV. The City Corporation Employer contribution rate is currently 17.5%. Our Actuary has stated that, on the basis that the employer will remain in the fund on an ongoing basis, given the small number of members it may be sensible to set a rate of 17.5% rather than the calculated theoretical rate of 15.1% (based on employee details currently held and on the assumption that any transfers received will be on an individual basis). Additionally the CIV will need to pay the capital costs of any early retirements, or excess ill health retirements.

## **Conclusion**

15. The report seeks in-principle approval to the entry of CIV employees to the City Corporation's pension scheme. If the Committee give that approval, then it is intended to obtain external legal advice as to the technical method by which entry would be achieved, and the best method of managing financial risks to the pension fund should the CIV default on its obligations to the fund or become insolvent. The Committee is also requested to approve funding of the external legal advice from the Committee contingency.

## **Appendices**

Appendix 1 – Eversheds' quote for legal advice

### **Contacts:**

Jill Bradbeer

[Jill.bradbeer@cityoflondon.gov.uk](mailto:Jill.bradbeer@cityoflondon.gov.uk)

020 7332 1669

Kate Limna

[Kate.limna@cityoflondon.gov.uk](mailto:Kate.limna@cityoflondon.gov.uk)

020 7332 3952

Charlie Partridge

[Charlie.Partridge@cityoflondon.gov.uk](mailto:Charlie.Partridge@cityoflondon.gov.uk)

020 7332 1133

<b>Committee:</b> Finance Committee	<b>Date:</b> 18 October 2016
<b>Subject:</b> Central Contingencies	<b>Public</b>
<b>Report of:</b> Chamberlain	<b>For Information</b>
<b>Report author:</b> John James, 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 to support humanitarian disaster relief efforts both nationally and internationally. The available balance of £130,000 on this contingency includes funds brought forward from 2015/16.
3. The uncommitted balances that are currently available are set out in the table below. At the time of preparing this report, there was one request for use of the contingencies included on the agenda. This is a request for £6,250 for legal fees in relation to the admittance of London Collective Investment Vehicle (CIV) to the Corporation's Local Government Pensions Scheme, contained within a report elsewhere in the the agenda.

2016/17 Contingencies – Uncommitted Balances at 03 October 2016				
	City's Cash	City Fund	Bridge House Estates	Total
	£'000	£'000	£'000	£'000
General Contingencies	858	800	50	1,708
National and International Disasters	130	0	0	130
<b>Uncommitted Balances</b>	<b>988</b>	<b>800</b>	<b>50</b>	<b>1,838</b>

4. The sums which the Committee has previously allocated from the 2016/17 contingencies are listed in Appendix 1.
5. Members will also note that on 4 October 2016, Hurricane Matthew struck Haiti, causing in excess of 1,000 deaths and affecting at least one million people. The British Red Cross have launched an emergency appeal and, at the time of writing, the process to make a donation to this appeal is underway. An update will be provided at the meeting.

## 6. Recommendations

Members are asked to note the report.

**John James, Interim Deputy Financial Services Director**

T: 020 7332 1284, E: John.James@cityoflondon.gov.uk

This page is intentionally left blank



## 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	
11 July 2016	£16,800 to fund the staffing of the Central Grants Unit for a total of 3 months.	TC	16,800	
01 Aug 2016 (Urgency)	Additional £75,000 to fund emergency repair works to the glass panels of the Guildhall West wing staircase.	CS	75,000	
	<b>Total allocations agreed to date</b>			<b>401,800</b>
	<b>Balance remaining prior to any requests that may be made to this meeting</b>			<b>858,200</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

This page is intentionally left blank

<b>Committee:</b> Finance Committee	<b>Date:</b> 18 October 2016
<b>Subject:</b> Decisions taken under Delegated Authority or Urgency since the last meeting of the Committee	<b>Public</b>
<b>Report of:</b> Town Clerk	<b>For Information</b>
<b>Report author:</b> Chris Braithwaite, Town Clerk's Department	

## 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:

- Response to Department for Communities and Local Government consultations on 100% Business Rates Retention and Fair Funding Review: Call for evidence on Needs and Evidence

## Recommendation

Members are asked to note the report.

## Main report

### **Response to Department for Communities and Local Government consultation on the Devolution of Business Rates**

#### Background

1. In July 2016 the Department for Communities and Local Government (DCLG) commenced consultations on the following:
  - Self-sufficient local government: 100% Business Rates Retention
  - Fair Funding Review: Call for evidence on Needs and Redistribution
2. The deadline for responses to the consultation to be sent to DCLG is 23 September 2016.

#### Reason for Urgency

3. Due to the complexity of the consultation response, it was not possible to finalise these for approval by the Finance Committee at its meeting on 20 September 2016. The responses have now been finalised and due to the deadlines of 23 September 2016 for submission of the responses to DCLG, approval is required under urgency procedures to ensure that the Corporation is able to respond to the consultations.

### Action Taken

4. The Town Clerk, following consultation with the Chairman and Deputy Chairman, approved responses to the DCLG's consultations. The responses are attached at Appendices 1 and 2 to this report.

### **Appendices**

Appendix 1 – Response to DCLG Consultation - Self-sufficient local government: 100% Business Rates Retention

Appendix 2 – Response to DCLG Consultation - Fair Funding Review: Call for evidence on Needs and Redistribution

### **Contact:**

Chris Braithwaite

Senior Committee and Member Services Officer, Town Clerk's Department

020 7332 1427

[Christopher.braithwaite@cityoflondon.gov.uk](mailto:Christopher.braithwaite@cityoflondon.gov.uk)

## DCLG Consultation

### Self-sufficient local government: 100% Business Rates Retention

1. The City of London Corporation welcomes the opportunity to respond to the Department's consultation on 100% business rates retention.
2. The City Corporation's general position is represented by a joint response submitted by all of London's billing authorities under the auspices of London Councils. The Greater London Authority is also a party to that response. It calls for a broad package of business rates devolution to the capital, in some respects going beyond the reforms proposed by the Government in the consultation paper.
3. The reason for this separate response is to draw attention to the specific position of the City Corporation in the context of the reforms suggested, and some of the questions posed, in the consultation paper.

#### The City Corporation as a 'special authority'

4. A preliminary point concerns the arrangements for the City Corporation as a 'special authority'. That term is defined in section 144(6) of the Local Government Finance Act 1988 by reference to an authority's rateable value compared with its residential population. The intention is to identify areas with an exceptional disparity between their business rates tax base and their council tax base. The City is the only area which satisfies the definition. Its unique circumstances are demonstrated by the fact that 415,000 people are currently estimated to work there, while its residential population is estimated at around 7,000.
5. The two main features of treatment as a special authority are the ability to set a separate multiplier (which, when set, produces what is commonly known as the City Premium), and the allocation of a fixed annual sum commonly known as the City Offset. Both of these fall outside the system of business rates distribution.
6. The underlying rationale for these arrangements is that the costs of providing local government services to a dedicated commercial district (which cannot be properly reflected in a resident-based needs formula) should be met largely through business rates rather than the imposition of an unrealistically high council tax burden on a small number of residents. The arrangements also recognise that some the activities of the City Corporation are carried on for the benefit of London as a whole, for instance its work in support of the Crossrail scheme, its provision of cultural services such as the Barbican Centre and the Museum of London and its educational outreach programme. The ability to raise a supplemental rate also provides a cushion for council tax payers where alterations to central government grants made in the expectation that additional money will be raised locally would create a disproportionate increase in individual council tax bills owing to the small tax base.

7. During the passage of the Bill for the Local Government Finance Act 2012, the Government confirmed its commitment to maintaining the City's arrangements as a special authority after the introduction of the rates retention system: *House of Lords Official Report*, 10<sup>th</sup> October 2012, columns 1075–1077. In the absence of any contrary indication in the consultation paper, we assume that there has been no change in this policy. We draw attention to the point at this stage in case to make sure that the Department is aware of the issue when considering the design of a reformed system.

#### Response to consultation questions

##### *Questions 1 and 2:*

8. The City Corporation welcomes the criteria set out in paragraph 3.7 of the consultation paper. The particular grants identified paragraph 3.11 do not, however, appear to take account of criterion 2 (supporting the drive for local growth) to the extent that the City Corporation would hope.
9. The City Corporation's view is that the additional responsibilities which would be most appropriately funded from retained business rates are those which are closely connected to business needs. London's businesses are set to bear an increasing share of the national tax burden and it is important that they see some benefit from the rates they pay. If local retention of rates income were coupled with greater local accountability for dealing with key business challenges such as employability and skills, affordable housing, and communications and transport infrastructure, it would increase confidence in the system. Such an approach would also lead to improved economic outcomes and reinforce the incentive effect of the retention system. The Square Mile's economic outcomes are important for the UK as a whole; in 2014 the City produced £48.1bn in output.
10. The City Corporation would therefore encourage the greater devolution of funding and functions in these areas, assuming that suitable revenue-streams and powers can be identified.
11. The devolution of additional responsibilities may raise questions in London about distribution between the two tiers of government. Any model should aim to harness the complementary strengths of the two tiers—the strategic capability of the Greater London Authority, and the local knowledge and experience of service provision possessed by the boroughs and the City Corporation—and detract from neither. The City Corporation recognises the possibility that some devolved services will most effectively be delivered at a level between that of the GLA and individual councils. This would require consideration of the appropriate governance structures for collaboration among the boroughs and the City Corporation. The City Corporation considers that such collaboration should be pursued on a flexible and consensual basis, recognising that different services may best be delivered through different groupings, rather than through the creation of fixed legal structures such as combined authorities, which would effectively create a 'third tier' of London government. The City Corporation sees no reason why this approach cannot



be combined with clear and robust accountability mechanisms, and is happy to contribute to discussions about how this could be achieved

*Questions 6 to 8:*

12. The City Corporation considers that resets undermine the incentive effect of the retention system, but recognises that trade-offs are required in order to make sure that needs do not become too far out of step with income-generating capacity. A system of partial resets would appear to strike the best balance between the competing objectives.

*Questions 17 and 18:*

13. The City Corporation welcomes the prospect of changes the way in which valuation appeals are treated. As well as generating volatility, as noted in the consultation paper, the current treatment of appeals undermines the incentive effect of the system by falsifying the individual income baselines. Moreover, it is inappropriate that the risk of appeals should be borne locally, when valuation is a national function over which local authorities have no control. The City Corporation, overseeing an area with a large volume and high value of appeals, has experienced the complexities in trying to predict appeal outcomes and the consequent difficulty in forecasting business rates income and making appropriate provisions. In practice the impact of appeals and timing of baseline calculations have meant that there has been no real correlation between economic growth and retained business rates.
14. The logical solution is to provide for individual top-up and tariff payments to be adjusted (retrospectively where appropriate) to 'compensate' individual authorities for the reduced income-generating capacity which results from a successful appeal. This would mean that the extraneous effects of the valuation process would no longer impinge on the incentive effect of the retention system. Funding for these adjustments would probably have to be provided through a 'top-slice' of rates income (whether national or regional) determined at the beginning of the retention period.
15. The City Corporation would also ask the Government to consider the transitional arrangements for dealing with appeals. The introduction of the retention system in 2013 left individual authorities bearing 50 per cent of the cost of refunds even where the original payment preceded the introduction of the system and thus was transmitted in its entirety to the central pool. The Government should instead put in place appropriate transitional arrangements to make sure that any liability to repay over-collected rates is borne by central and local government in the same share as the original overpayment was received.

This page is intentionally left blank

## DCLG Consultation

### Fair Funding Review: Call for evidence on Needs and Redistribution

1. The City of London Corporation welcomes the opportunity to respond to your call for evidence on needs and redistribution. The City Corporation's general position is represented by a joint response submitted by all of London's billing authorities under the auspices of London Councils, together with the Greater London Authority.
2. The City Corporation's arrangements as a 'special authority', as described in response to the consultation on 100% rates retention, recognise that no general formula for relative need can readily cater for an 'outlier' area such as the City. These arrangements (whose continuation is assumed) make it unnecessary to offer proposals as to how the relative service needs of a global commercial district could be properly reflected through a formulaic approach applicable to local authorities generally. The City Corporation also endorses London Councils' comments to the effect that the unique circumstances of the City would need to be recognised as part of any devolved distribution system in London.

This page is intentionally left blank

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A  
of the Local Government Act 1972.

Document is Restricted

This page is intentionally left blank

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A  
of the Local Government Act 1972.

Document is Restricted

This page is intentionally left blank



By virtue of paragraph(s) 3 of Part 1 of Schedule 12A  
of the Local Government Act 1972.

Document is Restricted

This page is intentionally left blank

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A  
of the Local Government Act 1972.

Document is Restricted

This page is intentionally left blank

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A of the Local Government Act 1972.

Document is Restricted

This page is intentionally left blank

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A  
of the Local Government Act 1972.

Document is Restricted

This page is intentionally left blank



By virtue of paragraph(s) 3 of Part 1 of Schedule 12A of the Local Government Act 1972.

Document is Restricted

This page is intentionally left blank

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A of the Local Government Act 1972.

Document is Restricted

This page is intentionally left blank

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A  
of the Local Government Act 1972.

Document is Restricted

This page is intentionally left blank

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A  
of the Local Government Act 1972.

Document is Restricted

This page is intentionally left blank



By virtue of paragraph(s) 3 of Part 1 of Schedule 12A  
of the Local Government Act 1972.

Document is Restricted

This page is intentionally left blank

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A of the Local Government Act 1972.

Document is Restricted

This page is intentionally left blank

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A of the Local Government Act 1972.

Document is Restricted

This page is intentionally left blank

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A  
of the Local Government Act 1972.

Document is Restricted

This page is intentionally left blank



By virtue of paragraph(s) 3 of Part 1 of Schedule 12A  
of the Local Government Act 1972.

Document is Restricted

This page is intentionally left blank