Finance Committee

Date: **TUESDAY, 2 MAY 2017**

Time: **1.45 pm**

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

Members: Subject to the approval of the Court of Common Council on 27 April 2017, the Membership of the Committee will be as follows:

Randall Anderson	Oliver Lodge
Nicholas Bensted-Smith	Paul Martinelli
Chris Boden	Jeremy Mayhew
Mark Bostock	Deputy Robert Merrett
Deputy Roger Chadwick	Hugh Morris
Dominic Christian	Deputy Henry Pollard
Karina Dostalova	William Pimlott
Simon Duckworth	Jason Pritchard
Sheriff & Alderman Peter Estlin	Alderman Matthew Richardson
Sophie Anne Fernandes	Sheriff & Alderman William Russell
Alderman Timothy Hailes	James de Sausmarez
Caroline Haines	Ian Seaton
Christopher Hayward	Sir Michael Snyder
Deputy Tom Hoffman	Deputy James Thomson
Michael Hudson	Philip Woodhouse
Wendy Hyde	Mark Boleat (Ex-Officio Member)
Deputy Jamie Ingham Clark	Deputy Catherine McGuinness (Ex-Officio Member)
Deputy Clare James	
Gregory Lawrence	Andrew McMurtrie (Ex-Officio Member)
Tim Levene	Deputy Alastair Moss (Ex-Officio Member)

Enquiries: **Chris Braithwaite**
tel. no.: 020 7332 1427
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. **ORDER OF THE COURT OF COMMON COUNCIL**
   To receive the Order of the Court of Common Council from 27 April 2017.

   For Information
   (To follow)

4. **ELECTION OF CHAIRMAN**
   To elect a Chairman in accordance with Standing Order 29.

   For Decision

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

   For Decision

6. **MINUTES OF THE PREVIOUS MEETING**
   To agree the public minutes and non-public summary of the meeting held on 21 February 2017.

   For Decision
   (Pages 1 - 12)

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

   For Information
   (Pages 13 - 16)

8. **REPORT OF THE WORK OF THE SUB-COMMITTEES**
   Report of the Town Clerk.

   For Information
   (Pages 17 - 18)

9. **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 10 February 2017 (Pages 19 - 26)

   b) Draft public minutes of the Efficiency and Performance Sub-Committee held on 17 February 2017 (Pages 27 - 32)

   c) Draft public minutes of the Finance Grants Sub-Committee held on 21 February 2017 (Pages 33 - 36)

   d) Draft public minutes of the Information Technology Sub-Committee held on 22 February 2017 (Pages 37 - 40)

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

For Decision
(Pages 187 - 200)

20. **DECISIONS TAKEN UNDER DELEGATED AUTHORITY AND URGENCY PROCEDURES**
Report of the Town Clerk.

For Information
(Pages 201 - 202)

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

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

23. **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

24. **NON-PUBLIC MINUTES OF THE PREVIOUS MEETING**
To agree the non-public minutes of the meeting held on 21 February 2017.

For Decision
(Pages 203 - 208)

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

For Information
(Pages 209 - 210)

26. **REPORT OF THE WORK OF THE SUB-COMMITTEES - NON-PUBLIC ISSUES**
Report of the Town Clerk.

For Information
(Pages 211 - 214)

27. **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 10 February 2017 (Pages 215 - 222)

b) Draft non-public minutes of the Efficiency and Performance Sub-Committee held on 17 February 2017 (Pages 223 - 226)

c) Draft non-public minutes of the Finance Grants Sub-Committee held on 21 February 2017 (Pages 227 - 228)

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

For Information
(Pages 279 - 284)

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

37. **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

38. **REORGANISATION OF A TEAM WITHIN THE CHAMBERLAIN'S DEPARTMENT**
Report of the Chamberlain.

For Decision

FINANCE COMMITTEE

Tuesday, 21 February 2017

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

Present

Members:

Jeremy Mayhew (Chairman)	Deputy Brian Harris
Deputy Roger Chadwick (Deputy Chairman)	Tom Hoffman
	Wendy Hyde
Randall Anderson	Deputy Jamie Ingham Clark
Deputy John Barker	Alderman Professor Michael Mainelli
Nicholas Bensted-Smith	Deputy Henry Pollard
Nigel Challis	James de Sausmarez
Dominic Christian	Ian Seaton
Simon Duckworth	David Thompson
Deputy Anthony Eskenzi	Philip Woodhouse
Sheriff & Alderman Peter Estlin	Mark Boleat (Ex-Officio Member)
Alderman Timothy Hailes	

Officers:

Peter Lisley	-	Assistant Town Clerk
Christopher Braithwaite	-	Town Clerk's Department
Sacha Than	-	Town Clerk's Department
Peter Kane	-	Chamberlain
Caroline Al-Beyerty	-	Chamberlain's Department
Christopher Bell	-	Chamberlain's Department
Sean Green	-	Chamberlain's Department
John James	-	Chamberlain's Department
Victoria Lord	-	Chamberlain's Department
Geoff Parnell	-	Chamberlain's Department
Michael Cogher	-	Comptroller and City Solicitor
Paul Wilkinson	-	City Surveyor
Sam Cook	-	Remembrancer's Department

1. **APOLOGIES**
   Apologies for absence were received from Chris Boden, Sophie Fernandes, Chris Hayward, Clare James, Paul Martinelli, Deputy Catherine McGuinness, Deputy Robert Merrett, Sheriff & Alderman William Russell, Deputy Dr Giles Shilson, Sir Michael Snyder, Deputy James Thomson and Deputy John Tomlinson.

2. **MEMBERS' DECLARATIONS UNDER THE CODE OF CONDUCT IN RESPECT OF ITEMS ON THE AGENDA**
    Jeremy Mayhew and Brian Harris declared interests in respect of item 35 due to being on the Council of the London Chamber of Commerce and Industry.

    Tom Hoffman declared an interest in respect of item 35 due to being a Governor of the Museum of London.

3. **MINUTES OF THE PREVIOUS MEETING**
    RESOLVED – That the public minutes and summary of the meeting held on 31 January 2017 be approved as an accurate record.

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

    RESOLVED – That the Committee notes the report.

5. **REPORT OF 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 during recent meetings of the Committee's Sub-Committees.

    The Chairman explained that the Efficiency and Performance Sub-Committee met on 17 February 2017, when the implementation of the Efficiency and Sustainability plan had been considered; Members had discussed the importance of ensuring ongoing value for money and continuous improvement, but had also showed that this should not preclude bigger transformative projects.

    The Chairman updated the Committee on the discussion which had taken place on Departmental Business Planning and the development of the Corporate Plan. At the Sub-Committee meeting, Members had agreed that the new Corporate Plan should be developed in consultation with Members, that future Departmental Business Plans would need to demonstrate how they contributed to the Corporate objectives, not just the Departmental objectives.

    RESOLVED – That the Committee notes the report.

6. **DRAFT PUBLIC MINUTES OF THE INFORMATION TECHNOLOGY SUB-COMMITTEE HELD ON 20 JANUARY 2017**
    RESOLVED – That the draft public minutes and non-public summary of the Information Technology Sub-Committee meeting held on 20 January 2017 be noted.

7. **DRAFT MINUTES OF THE JOINT MEETING OF THE RESOURCE ALLOCATION SUB-COMMITTEE, EFFICIENCY AND PERFORMANCE SUB-COMMITTEE AND SERVICE COMMITTEE CHAIRMEN, HELD ON 19 JANUARY 2017**
    RESOLVED – That the draft public minutes and non-public summary of the joint meeting of the Resource Allocation Sub-Committee, Efficiency and Performance Sub-Committee and Service Committee Chairmen held on 19 January 2017 be noted.

8. **DRAFT NOTES OF THE BUSINESS RATEPAYERS CONSULTATION EVENT**
    The Chairman explained that business rates were becoming a prominent issue for City businesses. The Chairman commented that the City Corporation should support City businesses in seeking low taxation rates and, in relation to business rates, a more prolonged transition phase.

    RESOLVED – That the notes of the Business Ratepayers Consultation Event held on 10 February 2017 be received.

9. **REVENUE AND CAPITAL BUDGETS 2016/17 AND 2017/18**
    The Committee considered a report of the Chamberlain which provided the 2016/17 and 2017/18 budgets for each of the City of London Corporation's three main funds. It was noted that these would be submitted to the Court of Common Council, subject to any amendments arising from the decisions made by the Committee at agenda item 10.

    The Chamberlain advised that there were still challenges to the Police budget in future years. Some Members noted that increased efficiencies should be an area of focus for the Police. A Member commented that a number of cuts had been made within the Police and efficiency savings could only been carried out to a certain level before affecting front-line services. The Chairman explained that consultants were being commissioned in order to see how further efficiency savings could be achieved.

    In response to a Member's question on whether inflation would affect the accounts, the Chamberlain confirmed that an allowance of 1% had been made in the budget, to reduce the effects of inflation, and this would be kept under review.

    RESOLVED - That:-
    - the latest revenue budgets for 2016/17 be noted;
    - the 2017/18 revenue budgets be agreed;
    - the capital budgets be agreed;
    - authority be delegated to the Chamberlain to determine the financing of the capital budgets; and
    - the report be submitted to the Court of Common Council for its approval.

10. **CITY FUND 2017/18 BUDGET REPORT AND MEDIUM TERM FINANCIAL STRATEGY**
The Committee considered a report of the Chamberlain which presented the Committee with the overall financial position of the City Fund. The report set out the overall financial framework and Medium Term Financial Plan and the City Fund Budget requirement. The report requested that Members recommend to the Court of Common Council that both the Council Tax level and Business Rates Premium for 2017/18 remain unchanged.

RESOLVED – That the Committee recommends that the Court of Common Council:
- Approves the overall financial framework and the revised Medium Term Financial Strategy (paragraph 2)
- Approves the City Fund Net Budget Requirement of £119.3m (paragraph 14)
- Approves the following changes from the previous forecast (paragraphs 3 and 11):
  o Allowances for pay and prices are factored in at 1% for 2017/18 and zero thereafter (paragraph 11c);
  o 2% cashable efficiency savings for City Fund from 20181/9 are included in line with the published Efficiency Plan (paragraph 12d);
  o A 3.5% increase, for both City Fund and non-uniformed staff in the Police in, employers' pension contribution to tackle the pension fund deficit (paragraph 3a);
  o Additional provision of £2.9m pa from 2017/18 for IT (split £1.8m City Fund and £1.1m for Police**)** (paragraph 3c); and
  o A provision of £400k p.a. from 2017/18 onwards for Rough Sleepers and £400k p.a. for Adult Social Care, subject to a further report to Policy and Resources Committee (paragraphs 3g and 3h).
- Approves the following investment opportunities being included, subject to further reports:
  o Additional provision of £2m in 2017/18 and £4m pa thereafter to fund the investment in tackling the 'bow wave' for City Fund properties and, in particular, focused on some substantial refurbishment works at specific properties eg Old Bailey (paragraph 3f)
  o Provision for spending on the Cultural Hub, including £5m from City Fund for the 'Look & Feel' strategy (paragraph3e)
  o Substantial provision for the Museum of London relocation project (paragraph 3k), amounting to £81.2m across the planning period.
- Notes that the forecast includes items already agreed by the Policy and Resources Committee:
  o Provision in the City Fund forecast for the £2.5m to complete the design work for the Centre for Music, together with a provision of £1.25m for the City Surveyor to develop a full commercial scheme for the site if the Centre for Music doesn't go ahead; and
  o Substantial additional City Fund support for City Police, pending the result of the external review; this amounts to £9m revenue funding across the planned period (including £0.9m for the 2017/18 deficit) and to a further c£11m funding for the Police capital schemes.

- Notes that the revenue estimates, for 2017/18, assumes the City will be in a 'growth' position under the business rates retention scheme.
- Notes the Local Council Tax Reduction Scheme, set by the Court of Common Council on 12 January 2017 and as set out at paragraph 31.

Key decisions
The key decisions to make are in setting the levels of Non Domestic Rates and Council Tax.

Business Rates
- Sets, exclusive of the Business rate premium, a Non-Domestic Rate multiplier of 47.9p for 2017/18 together with a Small Business Non-Domestic Rate multiplier of 46.6p (paragraph 17).
- Notes that the Greater London Authority is, in addition, levying a Business Rate Supplement in 2017/18 of 2p in the £ on properties with a rateable value greater than £70,000 (paragraph 23).
- As in previous years, delegate to the Chamberlain the award of the discretionary rate reliefs under Section 47 of the Local Government Finance Act 1988 as set out in paragraph 21.

Council Tax
- Recommendation is for the City's Council Tax (excluding the Greater London Authority precept) to remain unchanged.
- Based on a zero increase from 2016/17, determine the provisional amounts of Council Tax for the three areas of the City to which are added the precept of the Greater London Authority (appendix A).
- Determine that the relevant (net of local precepts and levies) basic amount of Council tax for 2017/18 will not be excessive in relation to the requirements for referendum.
- Approve that the cost of highways, transportation planning, waste collection and disposal, drains and sewers, open spaces and street lighting functions for 2017/18 be treated as special expenses to be borne by the City's residents outside the Temples (appendix A).

Other recommendations
All other recommendations are largely of a technical and statutory nature; the only one to highlight for particular attention is that it is proposed that the City of London Corporation remains debt free for 2017/18.

Capital expenditure
- Notes the proposed financing methodology of the capital programme in 2017/18 (paragraph 34).
- Approves the Prudential Code indicators (Appendix B).
- Approves the following resolutions for the purpose of the Local Government Act 2003 (paragraph 37 and Appendix E) that:
  - ➤ at this stage, the affordable external borrowing limit (which is the maximum amount which the Corporation may have outstanding by way of external borrowing) be zero.

> ➢ the prudent amount of Minimum Revenue Provision (MRP) for 2017/18 is £896,000, which equals the amount of deferred income released from the premiums received for the sale of long leases in accordance with the MRP Policy at Appendix E.

- Any potential external borrowing requirement and associated implications will be subject to a further report to Finance Committee and the Court of Common Council.
- Notes that the funding for the £200m contribution from City Fund to Crossrail has been accrued to the 2016/17 financial year as the payment is anticipated to be in made in March 2017.

   Chamberlain's assessment
- Takes account of the Chamberlain's assessment of the robustness of estimates and the adequacy of reserves (paragraphs 40 and 41; and Appendix D)

11. **CHAMBERLAIN'S DEPARTMENT - DRAFT HIGH LEVEL BUSINESS PLAN**
The Committee received a report of the Chamberlain, setting out the Department's high level business plan.

In response to a Member's question on the new local government proposals in relation to the business rates charged by surrounding local authorities, the Chamberlain explained that the proposal would allow the local authorities to reduce their rates, but not increase them.

RESOLVED – That the Committee notes the report.

12. **LOCAL GOVERNMENT FINANCE BILL**
The Committee received a joint report of the Chamberlain and the Remembrancer informing Members of the relevant provisions of the Local Government Finance Bill, which had been recently introduced in Parliament. The Remembrancer noted that the financial consequences of the Bill would depend on circumstances in the coming years, but that the changes were thought to carry more up-side potential for the City than down-side. The Chamberlain added that proposals for further devolution to London would, if pursued, bring a different set of opportunities and risks for the City.

RESOLVED – That the Committee receives the report, and notes the provisions of the Bill and the actions anticipated in respect of it.

13. **CITY FUND AND PENSION FUND FINAL ACCOUNTS 2016/17 AND 2017/18 - UPDATE**
The Committee received a report of the Chamberlain which set out the steps being taken to achieve faster closure, to meet the new statutory deadlines, for the City Fund and Pension Fund accounts. The report also provided an overview of the main changes to the local authority accounting framework for 2016/17 and outlined the anticipated impact of a change to the accounting treatment of local authority highways networks, due to be implemented in 2017/18.

RESOLVED – That the Committee notes the report.

14. **REVENUE BUDGET MONITORING TO DECEMBER 2016**
The Committee received a report of the Chamberlain which set out the overall forecast year end position at quarter three, which was £7.9m better than budget.

In response to a Member's query on the budget figures set out in Appendix Two, the Chamberlain confirmed that information on current actual budgets was missing from the paper and this would be re-issued to Members.

The Chairman commented that, for the purposes of transparency, budgets should not be changed during the year, but instead the variances should be recorded, with commentary provided.

RESOLVED – That the Committee notes the report.

15. **IRRECOVERABLE NON-DOMESTIC RATES AND COUNCIL TAX**
The Committee considered a report of the Chamberlain proposing the write-off of a number of non-domestic rates debts in excess of £5,000 and council tax debts in excess of £1,000, which had been deemed irrecoverable.

RESOLVED – That the Committee:
a) approves the write-off of irrecoverable non-domestic rates in the sum of £1,121,145, noting that £321,526 will be met by the City Corporation and £9,052
from the premium; and
b) approves the write-off of irrecoverable council tax in the sum of £7,064.

16. **CITY PROCUREMENT QUARTERLY UPDATE - FEBRUARY 2017**
The Committee received a report of the Chamberlain which provided an update on the work of City Procurement and the key areas of progress since April 2016.

RESOLVED – That the Committee notes the report on improvement projects and performance.

17. **RISK MANAGEMENT - TOP RISKS**
The Committee considered a report of the Chamberlain which provided updates regarding the top risks within the Departmental Risk Register.

The Chamberlain explained that an emerging risk had been identified regarding a potential withdrawal of European Social Fund grant funding, up to a maximum of £300k due to a non-compliant procurement. The risk had been identified by the GLA who act as an auditor for the European Social Fund to ensure the terms of the grant agreements are met. A meeting would be taking place with the GLA in March to assess the likelihood of the grant being withdrawn and the Committee would be kept informed.

RESOLVED – That the Committee notes the report.

18. **CENTRAL CONTINGENCIES**
The Committee considered a report of the Chamberlain which provided Members with information regarding the balance of the Finance Committee Contingency Funds for the current year.

RESOLVED – That the Committee notes the report.

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

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

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

Item No.	Paragraphs in Schedule 12A
22-36, 38,40	3
37	1 and 3

22. **NON-PUBLIC MINUTES OF THE LAST MEETING**
The non-public minutes of the meeting held on 31 January 2017 were approved as an accurate record.

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

24. **REPORT OF THE WORK OF THE SUB-COMMITTEES - NON-PUBLIC ISSUES**
The Committee noted a report of the Town Clerk which advised Members of the key discussions which had taken place during the non-public sessions at recent meetings of the Committee's Sub-Committees.

25. **DRAFT NON-PUBLIC MINUTES OF THE INFORMATION TECHNOLOGY SUB-COMMITTEE HELD ON 20 JANUARY 2017**
The draft non-public minutes of the Information Systems Sub-Committee meeting held on 20 January 2017 were noted.

26. **DRAFT NON-PUBLIC MINUTES OF THE JOINT MEETING OF THE RESOURCE ALLOCATION SUB-COMMITTEE, EFFICIENCY AND PERFORMANCE SUB-COMMITTEE AND SERVICE COMMITTEE CHAIRMEN, HELD ON 19 JANUARY 2017**

The draft non-public minutes of the joint meeting of the Resource Allocation Sub-Committee, Efficiency and Performance Sub-Committee and Service Committee Chairmen held on 19 January 2017 were noted.

27. **BUILDINGS REPAIRS AND MAINTENANCE - PROCUREMENT STAGE 3 CONTRACT AWARD REPORT**
   The Committee considered and approved a report of the Chamberlain proposing the award of contracts for the provision of Building Repairs and Maintenance services.

28. **CCTV SUPPLY, INSTALLATION AND MAINTENANCE CONTRACT - PROCUREMENT STAGE 3 CONTRACT AWARD REPORT**
   The Committee considered and approved a report of the Chamberlain proposing the award a contract associated with the CCTV Supply, Installation and Maintenance Services for the City of London Corporation.

29. **IT TRANSFORMATION - LAN HARDWARE PROCUREMENT STAGE 1 REPORT**
   The Committee considered and approved a report of the Chamberlain which sought approval for the recommended evaluation criteria to be used in the selection of a preferred supplier for the provision of Local Area Network hardware for the City of London Police and City of London Corporation.

30. **IT TRANSFORMATION - LOCAL AREA NETWORK SERVICES - PROCUREMENT EVALUATION CRITERIA**
   The Committee considered and approved a report of the Chamberlain which sought approval for a direct award to be used in the selection of a preferred supplier for the provision of a Local Area Network for the City of London Police and City of London Corporation.

31. **CITY OF LONDON FREEMEN'S SCHOOL CATERING, CLEANING AND HOUSEKEEPING SERVICES - PROCUREMENT STAGE 1 EVALUATION CRITERIA**
   The Committee considered and approved a joint report of the Chamberlain and the Headmaster of the City of London Freemen's School which set out the strategy for the procurement of cleaning, catering and housekeeping services at the School and sought approval for the recommended evaluation criteria to be used in the selection of a preferred supplier.

32. **EARLY PAYMENT DISCOUNT PROGRAMME PROJECT**
   The Committee considered and approved a report of the Chamberlain concerning the potential outcomes of introducing an Early Payment Discount Programme, to achieve savings by receiving discounts for paying suppliers before their contracted payment terms.

33. **REVIEW OF METRICS USED IN MAKING MAJOR PROPERTY DECISIONS**
   The Committee considered and approved a joint report of the Chamberlain and the City Surveyor which reviewed the metrics utilised in appraising major Property Investment decisions.

34. **COMPUTER AIDED FACILITIES MANAGEMENT (CAFM) PROJECT - ADDITIONAL FUNDING FOR DRAWINGS**
The Committee considered and approved a report of the City Surveyor which sought approval to fund work on the Computer Aided Facilities Management system.

35. **NON-DOMESTIC RATES - REVIEW OF DISCRETIONARY RATE RELIEF**
The Committee considered and approved a report of the Chamberlain which set out the results of the annual review of discretionary non-domestic rate relief being granted under Section 47 of the Local Government Finance Act 1988 and proposing the levels for 2017/18.

36. **FORMER COMMERCIAL TENANT RENT ARREARS - WRITE OFF**
The Committee considered a joint report of the Comptroller and City Solicitor and the City Surveyor proposing the write-off of a debt owed by a former commercial tenant.

37. **BARBICAN ESTATE - WRITE OFF OF RENT ARREARS**
The Committee considered and approved a report of the Director of Community & Children's Services proposing the write-off of a debt owed by a former tenant on the Barbican Estate.

38. **REPORT ON WAIVERS AT £50K AND OVER GRANTED SINCE THE LAST FINANCE COMMITTEE**
The Committee noted a report of the Chamberlain, which updated Members on non-urgent waivers over £50,000 approved by the relevant Spending Committee, in accord with the Waiver Approval Process set out within the Corporation's Procurement Code.

39. **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.

40. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT AND WHICH THE COMMITTEE AGREE SHOULD BE CONSIDERED WHILST THE PUBLIC ARE EXCLUDED**
The Committee considered and approved an item of urgent business relating to the Queen's Commonwealth Woodland Trust.

The meeting closed at 3.12 pm

Chairman

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

This page is intentionally left blank

Finance Committee – Outstanding Actions

Item	Date	Item and Action	Officer responsible	To be completed/ progressed to next stage	Progress Update
1.	21 Feb 2017, Item 14	Revenue and Budget Monitoring to December 2016 The Chamberlain informed Members that Appendix Two to the report should have included information regarding the current forecasted spending in each budget area. He agreed to provide this information following the meeting.	Chamberlain	Completed	This information was circulated to Members on 11 April.
2.	31 Jan 2017, Item 7	Appointment of Chairmen of Sub-Committees Members request further clarification regarding the resolution from Policy and Resources Committee about the appointment of Sub-Committee Chairmen	Town Clerk	Completed	A further report on this matter was considered by the Policy and Resources Committee in March 2017. A resolution from the Policy and Resources Committee is included within the agenda.
3.	31 Jan 2017, Item 9	Electoral Services Team Budget The Town Clerk to provide information of the outturn position of the Electoral Services Team budget, including information of the spend against budgets over a four year period.	Town Clerk	June 2017	Information regarding this will be provided within the Budget Outturn report, which will be submitted to the Committee in June 2017.
4.	31 Jan 2017, Item 12	Corporate Purchase Cards A report to be provided in one year's time to provide an update on progress with reducing the number of rarely-used Purchase Cards and in reducing the use of purchase cards for expenses.	Chamberlain	January 2018	A report will be provided in January 2018.

Item	Date	Item and Action	Officer responsible	To be completed/ progressed to next stage	Progress Update
5.	31 Jan 2017, Item 16	Disaster Relief Donations Members requested to be provided with updates regarding disaster relief donations which have been agreed by the Committee.	Town Clerk	Ongoing	An update regarding the DEC's Yemen Appeal was circulated with the agenda. Future updates will be circulated in the same manner.
6.	13 Dec 2016, Item 13	IT Strategy Members were advised that the IT Strategies for the Corporation and the Police will be considered by the Finance Committee in May 2017.	Chamberlain	May 2017	A. report regarding this is included within the agenda.
7.	13 Dec 2016, Item 14	Members Financial Loss Allowance Scheme Members commented that it may be appropriate to review the Scheme after the Common Council elections, to ensure that it remains fit for purpose.	Town Clerk	May 2017	A resolution on this matter is to be submitted to the Policy and Resources Committee on 4 May 2017.
8.	13 Dec 2016, Item 15	Christmas donations A report to be submitted to explain how it will be possible to make such grants in future years.	Chief Grants Officer	July 2017	A report on this issue was be considered by the Finance Grants Oversight and Performance Sub-Committee in February 2017. A further report will be considered at the Sub-Committee's next meeting.
9.	15 Nov 2016, Item 9	Financial Statements The Chamberlain to review whether it is advisable to include more information in relation to operational risk within the Financial Statements.	Deputy Chamberlain	June 2017	This will be considered as part of the development of the Financial Statements for the City Fund Accounts for 2016/17.
10.	15 Nov 2016, Item 15	Central Contingencies The Committee to consider the appropriate level for the Committee's Contingencies.	Chamberlain	May 2017	A report regarding the Central Contingencies is included within this agenda.

Item	Date	Item and Action	Officer responsible	To be completed/ progressed to next stage	Progress Update
11.	18 Oct 2016, Item 11	<u>Chamberlain's Departmental Business Plan – KPI for Information Technology</u> The Chamberlain to replace the existing IT KPI with a revised KPI which will provide a more accurate measure of performance.	Chamberlain	May 2017	The revised KPIs are included within the Chamberlain's Departmental Business plan for 2017/18, which is included within this agenda.

This page is intentionally left blank

Committee:	Date:
Finance Committee	2 May 2017
Subject: Report of the work of the Sub-Committees	**Public**
Report of: Town Clerk	**For Information**
Report authors: Chris Braithwaite and Julie Mayer, 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:

- Finance Grants Oversight and Performance Sub-Committee on 21 February 2017
- Information Technology Sub-Committee on 22nd February

The main issues considered by these Sub-Committees in public session were as follows:

Finance Grants Oversight and Performance Sub-Committee – 21 February 2017
Members considered two reports on the Central Grants Programme (CGP) which included an update on previous recipients of City of London Corporation Grants, which fell outside the scope of the new CGP criteria the CPG's budget and management fee.

Information Technology Sub-Committee on 22nd February 2017
All significant issues considered at this meeting were considered during non-public session.

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:

   - Finance Grants Oversight and Performance Sub-Committee on 21 February 2017
   - Information Technology Sub-Committee on 22 February 2017

Finance Grants Oversight and Performance Sub-Committee on 21 February 2017

3. At the last meeting, Members had requested an update on previous recipients of City of London Corporation Grants, which fell outside the scope of the new criteria. Members agreed to receive a further report, addressing any funding gaps identified under the current criteria and, if appropriate, make a recommendation to the relevant service committee(s).

4. The Sub Committee also received an interim financial report of the Chief Grants Officer in respect of the Central Grants Programme (CGP) budget and management fee. Members noted that less funding was likely to be available next year. Policy and Resources Committee on 16 March 2017 subsequently agreed: (1) to continue to second staff from CBT to manage the CGP, for a one year period (April 2017 – March 2018); (2) that the CGU can recharge up to £60,000 to manage the CGU over this 12 month period; and (3) noted that an evaluation report of the CGU pilot will be submitted to the Policy and Resources Committee in December 2017 to agree the 2018/2019 delivery approach.

Information Technology Sub-Committee on 22 February 2017

5. All of the significant issues which were considered at this meeting were considered during the non-public session.

Chris Braithwaite
Senior Committee and Member Services Officer
T: 020 7332 1427
E: christopher.braithwaite@cityoflondon.gov.uk

Julie Mayer
Committee and Member Services Officer
T: 020 7332 1410
E: Julie.mayer@cityoflondon.gov.uk

CORPORATE ASSET SUB (FINANCE) COMMITTEE

Friday, 10 February 2017

Minutes of the meeting of the Corporate Asset Sub (Finance) Committee held at the Guildhall EC2 at 11.30 am

Present

Members:

Nicholas Bensted-Smith (Chairman)	Edward Lord
Deputy Brian Harris (Deputy Chairman)	Jeremy Mayhew
Randall Anderson	Deputy John Tomlinson
Chris Boden	

Officers:

Christopher Braithwaite	-	Town Clerk's Department
Neil Davies	-	Town Clerk's Department
John Galvin	-	Town Clerk's Department
Richard Horner	-	Town Clerk's Department
Kate Smith	-	Town Clerk's Department
Andrew Little	-	Chamberlain's Department
Dianne Merrifield	-	Chamberlain's Department
Paul Nagle	-	Chamberlain's Department
Paul Wilkinson	-	City Surveyor
Peter Collinson	-	City Surveyor's Department
Paul Friend	-	City Surveyor's Department
Richard Litherland	-	City Surveyor's Department
Dorian Price	-	City Surveyor's Department
Mansi Sehgal	-	City Surveyor's Department
Will Wright	-	City Surveyor's Department
Peter Young	-	City Surveyor's Department
Alan Bennetts	-	Comptroller and City Solicitor's Department
Sue Ireland	-	Director of Open Spaces
Jonathan Poyner	-	Barbican Centre
Jim Turner	-	Barbican Centre

1. **APOLOGIES**
   Apologies were received from Alderman Alison Gowman.

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

3. **MINUTES**
   RESOLVED – That the public minutes and non-public summary of the previous meeting held on 18 November 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 information of outstanding actions from previous meetings.

   In relation to item 1 within the list of outstanding actions, the City Surveyor confirmed that the lift contractor was unable to provide a live link to the Corporation's Website. However, he explained that the Corporation was working with Thames Valley Controls (TVC), who monitored the City's lifts, to determine whether it would be possible to provide live information of lift outages on the Corporation's website. The City Surveyor explained that such information was provided by the Department of the Built Environment for road closures, so it may be possible for that page of the website to also include information about lift outages. He explained that the feasibility of this was still being explored, and he hoped that a further update could be given at the Sub-Committee's May 2017 meeting.

   RESOLVED – That the Sub-Committee notes the report.

5. **WORK PROGRAMME FOR FUTURE MEETINGS**
   The Sub-Committee considered a joint report of the Town Clerk and City Surveyor which provided information of the Work Programme for future meetings.

   RESOLVED – That the Sub-Committee notes the report.

6. **STANDING ORDER 55 (EFFICIENT AND EFFECTIVE USE OF OPERATIONAL PROPERTY ASSETS)**
   The Sub-Committee considered a report of the Town Clerk which provided information of Standing Order 55 (which requires Committees to consider the efficient and effective use of operational property assets) and how effective the integration of a mandatory element within business plans had been in identifying assets that were surplus to requirements.

   The Sub-Committee noted that this process had not been entirely successful, although it had been seriously explored by some of the Departments. Members were extremely concerned that no operational property assets were identified as surplus through this process. Members agreed that they would expect to see operational property assets being released through the embedding of this process within the business planning process for this and future years.

   The City Surveyor explained that Standing Order 55 had been effective in ending some poor facilities management practices, but was yet to deliver the assets which had been hoped for. He explained that Departments did not always possess the skills to understand and assess their space and asset use, but the City Surveyor's Department was able to assist in this.

Members commented that, at their previous meeting, they had discussed options to incentivise Departments to declare assets as surplus when they were no longer required for the Department's operations. The Chairman explained that officers were preparing a report regarding the possible incentives which could be put in place to encourage the efficient use of operational property assets throughout the organisation, and to ensure that Departments were more proactive in declaring operational assets as surplus.

The Chairman explained that this issue was due to be discussed by the Summit Group in February 2017, and a report would be submitted to the Corporate Asset Sub-Committee in May 2017. Members commented that charging imputed rent to Departments for the use of operational property should be one of the options which was explored within this report. The Chairman confirmed that imputed rent would be one of the options.

RESOLVED – That the Sub-Committee notes the report and the proposals to improve departmental interaction through a revised business planning process.

7. **THIRD PARTY AGREEMENTS - OPERATIONAL PROPERTY PORTFOLIO**
The Sub-Committee considered a report of the City Surveyor which provided an overview of third party agreements across the operational property portfolio, to give Members a broad understanding of the type and nature of such agreements.

The City Surveyor explained that further detail on this matter would be provided to the Sub-Committee at its May 2017 meeting.

RESOLVED – That the Sub-Committee notes the report.

8. **ACCOMMODATION AND WAYS OF WORKING - ISSUE REPORT (GATEWAY 2)**
The Sub-Committee considered a report of the Comptroller and City Solicitor which provided information of a re-focusing of the Accommodation and Ways of Working Project.

The City Surveyor explained that the key reason for the delay to the project was to ensure that the IT Infrastructure was able to support the project. He explained that the preparatory work thus far in the project had been useful and work provide ongoing value to the organisation.

RESOLVED – That the Sub-Committee notes the report.

9. **HERITAGE AT RISK REGISTER REPORT 2016**
The Committee considered a report of the City Surveyor which explains the circumstances and issues for each of the City Corporation's heritage assets which were listed within the Heritage At Risk Register and set out the plans of action implemented to eventually remove those that the City wholly or partly owns from the HARR.

RESOLVED – That the Committee notes the report.

10. **GUILDHALL GREAT HALL STONEWORK DEFECT - GATEWAY 2 PROJECT PROPOSAL**
The Sub-Committee considered a report of the City Surveyor which proposed a Project to access the west gable pinnacle of the Guildhall, by specialist scaffolding, and undertake any necessary repairs to prevent falling masonry.

RESOLVED – That the Sub-Committee notes the report.

11. **QUARTER 3 ENERGY PERFORMANCE REPORT (2016/17)**
The Sub-Committee considered a report of the City Surveyor which provided a performance update on energy reduction targets set out in the Carbon Descent Plan 2015 (CDP-15), covering the nine-month period from April to December 2016. The report indicated that there had been an overall energy consumption increase of 0.8% (absolute performance) compared to the same period in 2015/16.

A Member commented that it would be beneficial for future targets to be focused around energy consumption efficiency, rather than solely consumption. The City Surveyor agreed that this should be a KPI.

A Member asked that the Sub-Committee be provided with an update regarding progress in implementing the recommendations of the AECOM review, which were set out within the report., The City Surveyor agreed that an update on progress with these recommendations could be provided to the Committee at its May 2017 meeting.

RESOLVED – That the Sub-Committee notes the report.

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

Item No.	Paragraphs in Schedule 12A
15-34	3

15. **NON-PUBLIC MINUTES**
The non-public minutes of the previous meeting held on 18 November 2016 were approved as an accurate record.

16. **OUTSTANDING ACTIONS FROM NON-PUBLIC MINUTES OF PREVIOUS MEETINGS**
    The Sub-Committee noted a report of the Town Clerk which provided information of outstanding actions from previous meetings.

17. **CITY SURVEYOR'S DEPARTMENT BUSINESS PLAN 2016-19 - PROGRESS - QUARTER 3 2016/17**
    The Sub-Committee noted a report of the City Surveyor which provided details of progress in Quarter 3 2016/17 against the 2016-19 City Surveyor's Departmental Business Plan.

18. **THE CITY SURVEYOR'S DEPARTMENT - DRAFT HIGH LEVEL BUSINESS PLAN 2017/18**
    The Sub-Committee noted a report of the City Surveyor which provided a draft high-level City Surveyor's Departmental Business plan for review and feedback, before the Common Council elections in March 2017. The report explained that the final version of both the high-level Business plan and detailed Business plan would be presented to the Sub-Committee for approval after the elections.

19. **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.

20. **GUILDHALL COMPLEX FUNDING**
    The Sub-Committee noted a report of the City Surveyor which highlighted the 2015/16 Guildhall complex budgetary overspend of £707k, with anticipated projected overspend of £372k for 2016/17.

21. **SURPLUS LODGES IN THE NORTH LONDON OPEN SPACES TO BE DECLARED SURPLUS TO THE CITY CORPORATION REQUIREMENTS**
    The Sub-Committee considered and approved a report of the City Surveyor which identified City's Cash properties within the North London Open Spaces which had been identified as surplus to the operational requirements of the Open Spaces Department.

22. **OPERATIONAL PROPERTY PORTFOLIO: CAPITAL PROJECTS 2016/17**
    The Sub-Committee noted a report of the City Surveyor which provided information of the live and planned capital projects across the operational property portfolio.

23. **NATIONAL LOTTERY FUNDING MONITORING REPORT 2017**
    The Sub-Committee considered and approved a report of the City Surveyor which presented the monitoring update on City of London Corporation (the City) bids for National Lottery Funding (NLF) grant-aid, to provide visibility and coordination of future bid submissions in order to prevent City applications failing by directly competing with each other.

24. **FIRST REGISTRATION OF THE CITY CORPORATION'S FREEHOLD TITLES - PROGRESS SINCE JANUARY 2016**
The Sub-Committee noted a report of the City Surveyor which provided an update on the City Corporation's title registration project, which was integral to the City Corporation fulfilling its property asset management responsibilities.

25. **SERVICE BASED REVIEW - STRATEGIC ASSET MANAGEMENT - FACILITIES MANAGEMENT REVIEW - UPDATE**
The Sub-Committee noted a joint report of the Town Clerk, Comptroller and City Solicitor, City Surveyor and Chamberlain which provided an update on the Strategic Asset Management (SAM) Programme. The report informed Members that the SAM Programme was making steady progress towards rationalising and consolidating service resource and contracts across the City Corporation to achieve greater collaboration, savings and better service outcomes.

26. **BUILDING, REPAIRS AND MAINTENANCE CONTRACT RE-TENDER**
The Sub-Committee noted a report of the City Surveyor which provided an update regarding progress in the procurement of the Buildings Repairs and Maintenance Contract. The report was supplemented by a presentation at the meeting.

27. **ADDITIONAL REPAIRS AND MAINTENANCE PROGRAMMES - PROGRESS REPORT**
The Sub-Committee considered and approved a report of the City Surveyor which provided an overview of the progress and expenditure of the three current Additional Works Programmes (AWP) as at 31 December 2016; the end of the third quarter.

28. **GUILDHALL WEST WING NORTH STAIRCASE WINDOW REPAIRS - ISSUE REPORT (GATEWAY 5)**
The Sub-Committee noted a report of the City Surveyor which advised of a delay to the Guildhall West Wing North Staircase Repairs Project.

29. **GUILDHALL GREAT HALL LEVEL ACCESS - GATEWAY 7 OUTCOME REPORT**
The Sub-Committee considered a report of the City Surveyor which provided information of the outcomes from the Project to create level access into the Great Hall for disabled access.

A Member commented, and the Sub-Committee agreed, that this report could be considered in public session.

RESOLVED – That the lessons learnt be noted and the project be closed.

30. **GUILDHALL IMPROVEMENT PROJECT - NORTH WING & OLD LIBRARY - GATEWAY 7 OUTCOME REPORT**
The Sub-Committee noted a report of the City Surveyor which provided information of the outcomes from the Project for extensive modernisation of the North Wing of the Guildhall.

31. **BARBICAN CENTRE - UPDATE ON CAPITAL WORKS**
The Sub-Committee noted a report of the Managing Director, Barbican Centre which provided an update on the Centre's projects, both Capital Cap and non-Capital Cap

32. **REVIEW OF PUBLIC CAR PARK PROVISION IN THE CITY**
The Sub-Committee noted a report of the Director of the Built Environment which provided information of proposals, agreed by the Markets Committee and Planning and Transportation Committee in November 2016, regarding the Corporation's public car parks.

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

34. **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.

The meeting closed at 1.20 pm

Chairman

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

This page is intentionally left blank

EFFICIENCY AND PERFORMANCE SUB (FINANCE) COMMITTEE

Friday, 17 February 2017

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

Present

Members:
Jeremy Mayhew (Chairman)
Deputy Roger Chadwick (Deputy Chairman)
Randall Anderson
Nigel Challis

Dominic Christian
Sheriff & Alderman Peter Estlin
Deputy Jamie Ingham Clark
Deputy John Tomlinson

Officers:

Christopher Braithwaite	-	Town Clerk's Department
Neil Davies	-	Town Clerk's Department
Richard Horner	-	Town Clerk's Department
Kate Smith	-	Town Clerk's Department
Amanda Thompson	-	Town Clerk's Department
Peter Kane	-	Chamberlain
Christopher Bell	-	Chamberlain's Department
Mark Jarvis	-	Chamberlain's Department
Paul Nagle	-	Chamberlain's Department
Sarah Wall	-	Chamberlain's Department
Paul Wilkinson	-	City Surveyor
Sir Nicholas Kenyon	-	Director of the Barbican Centre
Sandeep Dwesar	-	Barbican Centre

1. **APOLOGIES**
    Apologies were received from Ian Seaton and Philip Woodhouse.

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 30 November 2016 be agreed as an accurate record.

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

RESOLVED – That the outstanding references be noted and updated as appropriate.

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

RESOLVED – That the report be noted.

6. **EFFICIENCY AND SUSTAINABILITY PLAN - IMPLEMENTATION**
The Sub-Committee received a report of the Chamberlain outlining the next steps to be taken regarding the implementation of the Efficiency and Sustainability Plan.

The Chamberlain advised that the plan needed to be viewed in the context of the overall Medium Term Financial Strategy to have a five year plan with sufficient cashable savings to present a balanced budget for all four funds, and to assist with this context and messaging, the set of core messages on the City of London Corporation's Finances had been reviewed and updated.

The Chamberlain reported that the principles of how the Peer Review programme was anticipated to work had been agreed with the Chief Officer Summit Group, however the actual approach adopted would be revised in-light of the experience gained from the first pilot review. Chief Officers would be invited to suggest key focus areas and approximate timing for Peer Review of their Departments so that a full programme could be developed.

A Member suggested that the reviews should avoid looking at each department individually and aim to be more thematic and cross-cutting so as to be more strategically focussed. It was further suggested that consideration be given to the communicating of the core messages to members during the member Induction programme.

In response to questions the Chamberlain explained that the reviews would be kept relatively light touch and draw on models/approaches developed elsewhere. Each review would seek to identify and utilise an appropriate reference point to help shape the key lines of enquiry. He explained that this process would assist with the embedding of the principle of continuous improvement across the organisation.

The Head of Corporate Performance and Strategy also reported that the Corporate Strategy Network was about to be launched, the purpose of which was to provide support for the Chief Officers leading on strategic workstreams and link to the development of the new corporate plan and revised business plans.

RESOLVED – That the core messages on the City of London Corporation Finances and the timetable and approach for implementing the Efficiency and Sustainability Plan be noted.

7. **CORPORATE AND DEPARTMENTAL BUSINESS PLANNING - UPDATE**
   The Sub-Committee received a report of the Town Clerk updating on progress to the corporate and business planning process since the last meeting.

   The Town Clerk advised that a refreshed Corporate Plan was being developed for 2018-23 which would set out a new vision and specific outcomes against which to monitor performance. Members would be invited to comment on the draft plan after the Common Council elections, before it was presented to the Court of Common Council for final approval prior to publication.

   The Town Clerk advised that during January consultation meetings were held to offer Service Committee Chairmen early sight of the proposals for revising corporate and business planning, including the new template for high-level departmental plans. The proposals were generally received very positively, and a number of helpful suggestions and comments were made. These have been fed back to Chief Officers and their business planners working on the high-level plans.

   Draft high-level departmental plans would be presented to Service Committees before the elections in March, where possible, or circulated to the current Chairmen and Deputy Chairmen. Following the elections, Service Committees would receive the high-level plans for approval, supported by detailed business plans.

   The Town Clerk further advised that during 2017/18 further development work would take place, including the re-formatting of detailed business plans and arrangements for monitoring and reporting performance. Regular updates would be provided to the Sub Committee as the work progressed.

   A Member commented that it would be helpful to see the existing Corporate Plan so that any fundamental changes included in the new one were easily identifiable and any implications arising as a result could be considered appropriately. Members also commented that departmental business plans should be revisited after the agreement of the new Corporate Plan.

   Members noted that the output from the People, Place and Prosperity Chief Officer Groups would be used in the development of the Corporate Plan, and that Members would be involved in consultation on the draft plan and future priorities.

   It was agreed that a copy of the current Corporate Plan should be circulated to Sub-Committee Members.

   RESOLVED – That the report be noted.

8. **IMPLEMENTATION OF NEW SERVICE BASED REVIEW CONTRACT MANAGEMENT INTERVENTIONS - PROGRESS REPORT**

The Sub-Committee received a report of the Chamberlain updating on the implementation of the Service Based Review recommendations approved at the Efficiency and Performance Sub-Committee in March 2016.

The Sub-Committee was advised that the implementation of the SBR contract management recommendations was progressing in line with the plan to launch the service in April 2017. Members of the newly established commercial unit had started joining the Corporation and a framework and supporting toolkit was in draft format and projected to be finalised by the end of February 2017. Overall the status of the implementation was green with the only challenge being able to secure an Assistant Director to run the service, a role which might not be recruited to in advance of the April go live date.

RESOLVED – That the report be noted.

9. **CHARTERED INSTITUTE OF PUBLIC FINANCE AND ACCOUNTANCY VALUE FOR MONEY INDICATORS 2015/16**
   The Sub-Committee received a report of the Chamberlain outlining the CIPFA Public Sector Corporate Services Value for Money (VFM) Indicators for Finance and Human Resources (HR) and 2015/16 (the latest available statistics) and comparing movements to the previous two years. The comparator base used was London Boroughs.

   The Chamberlain reported that overall both Finance and HR scored well on embedding modern practices and on impact in the organisation, reflecting the high quality of the service provided. Both departments were relatively high cost compared to the local authorities in the comparator group due to the nature of the corporate structure and the mix of work undertaken. However, the relative cost, compared to the size of the organisation, of both services had fallen from the previous year.

   The Chamberlain advised that he was focusing on securing further efficiencies through process re-engineering and system improvements, improving the financial management information to service users and ensuring appropriate professional development of staff.

   The Director of HR was focusing on a number of areas to reduce costs going forward as part of the City Corporation's efficiency plan.

   The Chairman questioned the usefulness of the data provided, particularly the comparisons to very different local authorities, and suggested that the inclusion of more trend-analysis and graphic content would be more useful.

   The Chamberlain acknowledged that while the data provided limited value, any externally validated data was always helpful if the Corporation were to be challenged.

   RESOLVED – That the report be noted.

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 Schedule 12A of the Local Government Act.

13. **NON-PUBLIC MINUTES OF THE PREVIOUS MEETING**
RESOLVED - That the non-public minutes of the meeting held on 30 November 2016 be agreed as an accurate record.

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

RESOLVED – That the non-public outstanding references be noted and updated as appropriate.

15. **SERVICE BASED REVIEW - STRATEGIC ASSET MANAGEMENT - FACILITIES MANAGEMENT REVIEW - UPDATE**
The Sub-Committee noted a joint report of the Town Clerk, Comptroller and City Solicitor, City Surveyor and Chamberlain which provided an update on the Strategic Asset Management (SAM) Programme. The report informed Members that the SAM Programme was making steady progress towards rationalising and consolidating service resource and contracts across the City Corporation to achieve greater collaboration, savings and better service outcomes.

16. **BARBICAN CENTRE SERVICE BASED REVIEW UPDATE**
The Sub-Committee noted a report of the Managing Director of the Barbican Centre which provided an update on the Barbican Centre service based review.

17. **SERVICE BASED REVIEW MONITORING**
The Sub-Committee noted a joint report of the Town Clerk and the Chamberlain which provided an update on the Service Based Review, including cross-cutting reviews, key departmental projects and the monitoring of financial savings.

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

19. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT AND WHICH THE COMMITTEE AGREE SHOULD BE CONSIDERED WHILST THE PUBLIC ARE EXCLUDED**
There was no other business.

The meeting closed at 3.30 pm

Chairman

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

FINANCE GRANTS OVERSIGHT AND PERFORMANCE SUB COMMITTEE

Tuesday, 21 February 2017

Minutes of the meeting of the Finance Grants Oversight and Performance Sub
Committee held at Guildhall on Tuesday, 21 February 2017 at 3.20 pm

Present

Members:

Simon Duckworth (Chairman)	Nigel Challis
Randall Anderson	Alderman Professor Michael Mainelli
Deputy John Barker	Jeremy Mayhew
Nicholas Bensted-Smith	

In Attendance

Officers:

David Farnsworth	-	Chief Grants Officer, Town Clerk's
Karen Atkinson	-	Head of Charity & Social Investment Finance
Emily Rimington	-	Comptroller and City Solicitor
Anne Pietsh	-	Comptroller and City Solicitor
Julie Mayer	-	Town Clerk's
Jack Joslin	-	Town Clerk's
Scott Nixon	-	Town Clerk's

1. **APOLOGIES**
    Apologies were received from Philip Woodhouse, Roger Chadwick, Jamie
    Ingham Clark and Sheriff and Alderman William Russell.

2. **MEMBERS DECLARATIONS UNDER THE CODE OF CONDUCT IN
    RESPECT OF ITEMS ON THE AGENDA**
    Jeremy Mayhew declared a non-pecuniary interest in respect of agenda item 5
    as he had once received hospitality from 'Prisoners of Conscience'.

3. **MINUTES**
    The public minutes and non-public summary of the meeting held on 15th
    November 2016 were approved.

4. **OUTSTANDING ACTIONS LIST**
    Members received the Sub Committee's outstanding actions list.

5. **CENTRAL GRANTS PROGRAMME (CGP) - UPDATE**
    The Sub Committee considered a report of the Chief Grants Officer, which
    provided an update on the Central Grants Programme. At the last meeting,
    Members requested an update on previous recipients of City of London
    Corporation Grants, which fell outside the scope of the new criteria, and this
    information was set out in paragraph 9 of the report.

Members were asked to consider whether any of these organisations might warrant further discussion; both in terms of their historic relationships with the City of London Corporation and the social-economic value of previous and future grants. The Chairman asked Members to consider visible patronage rather than just quantum. The Chief Grants Officer suggested that, for some recipients, it might be more appropriate to insert new budget lines, subject to agreement by the relevant Service Committee/Resource Allocation Sub Committee, as opposed to encouraging a reliance on grants.

Members noted that if they were to consider a case for on-going support for any or all of the previous grant recipients, falling outside the scope of the new criteria, they could report this to the relevant Service Committees to consider, as appropriate, in any review of the policies which had been adopted to guide grant-making. The Chief Grants Officer advised that the outcome of these reports could provide the Finance Grants Oversight and Performance Sub Committee with a further gap analysis and inform a decision of the Service/Resource Allocation Sub Committee, if appropriate.

RESOLVED, that – The Finance Grants Oversight and Performance Sub Committee receive a report at their next meeting addressing any funding gaps which have been identified under the current criteria and, if appropriate, the report may include a recommendation relating to funding gaps and reference to the relevant service committees.

6. **CENTRAL GRANTS PROGRAMME (CGP) INTERIM FINANCIAL REPORT (RECOMMENDATIONS FOR CITY'S CASH ALLOCATIONS TO PROGRAMME THEMES)**
The Sub Committee received an interim financial report of the Chief Grants Officer in respect of the Central Grants Programme (CGP) budget and management fee. Members noted that less funding was likely to be available next year and that a report would be presented to the March meeting of the Policy and Resources Committee; providing an analysis of running costs and justification for any additional resources.

RESOLVED, that – the report be noted.

7. **CENTRAL GRANTS PROGRAMME (CGP) WORK PROGRAMME**
Members received the Sub Committee's Work Programme for 2017.

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

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

10. **EXCLUSION OF THE PUBLIC**
RESOLVED, that – Under Section 100(A) of the Local Government Act 1972, the public be excluded from the meeting for the following items of business on the grounds that they involve the likely disclosure of exempt information, as defined in Part 1, Schedule 12A, of the Local Government Act.

Item No	Paragraph No
12	3

11. **NON-PUBLIC MINUTES**
The non-public minutes of the meeting held on 15th November 2016 were approved.

12. **BENEFITS IN KIND REPORTING**
The Sub Committee considered and approved a report of the Chief Grants Officer in respect of Benefits in Kind (BIK) reporting.

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

14. **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.

The meeting ended at 4.05 pm

Chairman

Contact Officer: Julie Mayer
tel. no.: 020 7332 1410
julie.mayer@cityoflondon.gov.uk

This page is intentionally left blank

INFORMATION TECHNOLOGY SUB (FINANCE) COMMITTEE

Wednesday, 22 February 2017

Minutes of the meeting of the Information Technology Sub (Finance) Committee held at Guildhall, EC2 on Wednesday, 22 February 2017 at 11.00 am

Present

Members:
Deputy Jamie Ingham Clark (Chairman)
Deputy Roger Chadwick (Deputy Chairman)
Randall Anderson
Deputy Douglas Barrow
Nigel Challis
Deputy John Chapman
Jeremy Mayhew
Hugh Morris
Sylvia Moys
Graham Packham
Chris Punter

Officers:

Fern Aldous	-	Town Clerk's Department
Peter Kane	-	Chamberlain
Sean Green	-	Director of IT
Matt Gosden	-	Chamberlain's Department
Victoria Lord	-	Chamberlain's Department
Kevin Mulcahy	-	Chamberlain's Department
Fay Sutton	-	Chamberlain's Department
Adrian Moody	-	Chamberlain's Department
Sean Grimes	-	Agilisys
Eugene O'Driscoll	-	Agilisys

1. **APOLOGIES**
   Apologies were received from James Tumbridge and John Tomlinson.

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

3. **MINUTES**
   RESOLVED: That the public minutes and non-public summary of the meeting held on 20 January 2017 be approved as an accurate record, subject to Chris Punter being added to those who had given apologies.

4. **OUTSTANDING ACTIONS FROM PREVIOUS MEETINGS**
The Sub-Committee considered a report of the Town Clerk which provided updates on the actions outstanding from previous meetings. The proposed work plan for forthcoming meetings was tabled; it was felt that an additional meeting in June would be beneficial to manage the forecast workload of the Committee

RESOLVED – That the report be noted.

5. **IT DIVISION - MEMBER UPDATE**
The Sub-Committee received a report of the Chamberlain outlining the recent operational and management activity undertaken since the last meeting. Members were informed of the following points:

- Active disaster recovery mitigation was ongoing and a test of backup servers was scheduled to take place on 22 February.
- A tendering exercise had been undertaken for the appointment of a consultant to assist with the development of the IT strategy, with the award due to take place in the following week.
- It was acknowledged that the timing of the Sub-Committee in relation to the Grand Committee, as well as Projects Sub-Committee, had not allowed for Members to comment on reports before they were submitted for approval. The Town Clerk undertook to investigate the timing of meetings in future.

Members queried the development of the objective to migrate to Apple Devices, and Officers confirmed the project was in its initial stages. Members asked for a report on the rationale behind the move to be brought to the next meeting of the Sub-Committee.

RESOLVED – That the report be noted.

6. **IT DIVISION SERVICE PERFORMANCE**
The Sub-Committee received a report of the Chamberlain providing Members with an update on the performance of the IT service for the City Corporation and City of London Police. It was reported that the service had remained stable without a change freeze being imposed unlike the previous reporting period. User Desk satisfaction was also seen to be at its highest level.

Members discussed the benefits of producing an exceptions only report for future meetings. Some Members felt this would not allow for adequate scrutiny; however the suggestion that an annual summary report be produced was supported.

RESOLVED – That the report be noted.

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

8. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT**
The Chairman thanked Nigel Challis for his work on the Committee over the past years, ahead of his approaching retirement from the Court.

9. **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.

Item No.	Paragraph(s) in Schedule 12A
11-18,21-24	3
19-20	7

10. **NON-PUBLIC MINUTES**
The Sub-Committee approved the non-public minutes of the meeting held on 20 January 2017 as an accurate record.

11. **OUTSTANDING ACTIONS FROM NON-PUBLIC MINUTES OF PREVIOUS MEETINGS**
The Sub-Committee noted a report of the Town Clerk which provided information on outstanding actions from previous meetings.

12. **JOINT NETWORK REFRESH PROGRAMME - ISSUES REPORT**
The Sub-Committee considered a report of the Chamberlain providing Members with an update on the Joint Network Refresh Programme.

13. **IT TRANSFORMATION - WIDE AREA NETWORK (WAN) REPLACEMENT**
The Sub- Committee considered a report of the Chamberlain updating them on the Wide Area Network Replacement Project.

14. **MICROSOFT LICENSING RENEWAL AND OFFICE 365 IMPLEMENTATION**
The Sub-Committee considered a report of the Chamberlain in relation to the Microsoft Office Licensing Renewal and Office 365 Implementation.

15. **NOTE OF THE IT SUB COMMITTEE WORKSHOP HELD ON 3 FEBRUARY 2017**
The Sub-Committee received a report of the Chamberlain providing details of a recent IT workshop.

16. **SITE SURVEY PHOTOGRAPHS**
The Sub-Committee discussed photographs taken during a recent site survey.

17. **IT TRANSFORMATION - LAN HARDWARE PROCUREMENT STAGE 1 REPORT**
Members discussed a report of the Chamberlain outlining Stage 1 of the procurement process for Local Area Network (LAN) hardware.

18. **IT TRANSFORMATION LOCAL AREA NETWORK PROCUREMENT STAGE 1 REPORT**
The Sub-Committee considered a report of the Chamberlain concerning the procurement of LAN provider.

19. **IT DIVISION RISK UPDATE**
The Sub-Committee considered a report of the Chamberlain concerning the management of risk within the department.

20. **IT SECURITY UPDATE**
The Sub-Committee received an oral update from the Director of IT concerning security measures in the department.

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

22. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT AND WHICH THE SUB COMMITTEE AGREE SHOULD BE CONSIDERED WHILST THE PUBLIC ARE EXCLUDED**
The Sub-Committee received the non-public appendix to agenda item 13, circulated as a supplementary agenda.

23. **IT ROADMAP DESIGN PRINCIPLES - CITY OF LONDON CORPORATION & CITY OF LONDON POLICE - COL IT STRATEGY -COLP IT STRATEGY DRAFT**
This Item was taken at the conclusion of Item 11.

The Sub-Committee considered a report of the Chamberlain outlining the City Corporation and City of London Police IT Strategies.

24. **CONFIDENTIAL MINUTES**
The Sub-Committee received the confidential minutes from the previous meeting.

The meeting ended at 12.10 pm

Chairman

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

TO: **FINANCE COMMITTEE**   Tuesday, 2 May 2017

FROM: **POLICY AND RESOURCES COMMITTEE**   Thursday, 16 March 2017

4. **APPOINTMENT OF SUB-COMMITTEE CHAIRMEN**
    The Committee considered a report of the Town Clerk concerning the process for appointing chairmen of sub-committees.

    The Chairman stated that the purpose of a sub-committee was to deal with matters referred to it by its parent committee. It was noted that whilst the Policy and Resources Committee was responsible for governance, without a change to standing orders, its recommendation regarding the appointment of chairmen of sub-committees was on the basis of the adoption of a convention only. Detailed discussion ensued during which the following comments were made:-

    - The Chairman advised that the resolution to committees from the December meeting aimed to set a convention which enabled the Chairman of a grand committee who did not wish to chair a sub-committee to identify and nominate for the role another Member with the necessary experience and qualities, for approval of that Committee. In the interests of clarity the initial resolution would have benefited from being circulated with the substantive report.

    - Members questioned the need for the convention particularly given the different nature of some committees, for example some were quasi-judicial and therefore required a different approach.

    - As the intention of the convention was to clarify the process it might be better for grand committees to set out its approach to appointments in its terms of reference.

    - Rather than seeking the adoption of a convention, Committees should be provided with some general guidance instead. Without being too prescriptive, could also include reference to the length of time a chairman could serve. Several Members supported this.

    RESOLVED: that the following guidance be given to all Grand Committees:

    1. in the event of a Grand Committee having no prior arrangement or custom in place for the way in which the chairmen of its sub-committees are selected, it should be usual practice for the Chairman of the relevant Grand Committee, should they not wish to serve themselves, to nominate an individual to serve in that capacity for the approval of the Grand Committee; and

    2. that the term of office of a chairman of a sub-committee would usually be no longer than the term of office of the Chairman of the Grand Committee e.g. three, four or five years, subject to the relevant Grand Committee being able to extend the term of the sub-committee's chairman on an annual basis.

This page is intentionally left blank

Committees:	Date:
Finance Committee	2 May 2017
Subject: Appointment of Sub-Committees and representatives on other Committees	**Public**
Report of: Town Clerk	**For Decision**
Report author: Chris Braithwaite, Town Clerk's Department	

Summary

The purpose of this report is to consider the appointment of the Committee's Sub-Committees for 2017/18, to approve their composition and Terms of Reference and to appoint representatives to a number of other City Corporation positions.

The Finance Committee currently appoints to four Sub-Committees:
- Corporate Asset Sub-Committee
- Efficiency & Performance Sub-Committee
- Finance Grants Oversight and Performance Sub-Committee
- Information Technology Sub-Committee

The Committee completed a review of its Sub-Committees in July 2016, which included changes to the Terms of References of the Sub-Committees. Details of the composition and Terms of Reference of these Sub-Committees are set out in Appendix 1. The Committee agreed that it would not be appropriate for any of the Sub-Committees to extend beyond a total of 15 Members.

There are no proposals for changes to Terms of References of Sub-Committees.

In addition to the appointment of Members to its own Sub-Committees, the Committee also has the opportunity to make appointments to other Grand Committees and Sub-Committees. These are:
- Establishment Committee (1 Member)
- Barbican Centre Board (1 Member)
- Projects Sub (Policy & Resources) Committee (2 Members)
- Streets and Walkways Sub (Planning & Transportation) Committee (2 Members)

Recommendations

Members are asked to:

a) Agree the composition and Terms of Reference of the following Sub-Committees as set out in Appendix A;

b) Agree that the Chairman and Deputy Chairman of the Grand Committee are appointed to the following Sub-Committees:
   i. Corporate Asset Sub-Committee
   ii. Efficiency & Performance Sub-Committee

    iii. Finance Grants Oversight and Performance Sub-Committee
    iv. Information Technology Sub-Committee

c) Agree the appointment of the Chairman and Deputy Chairman of each of the following Sub-Committees:
    i. Corporate Asset Sub-Committee
    ii. Efficiency & Performance Sub-Committee
    iii. Finance Grants Oversight and Performance Sub-Committee
    iv. Information Technology Sub-Committee

d) Notes the appointment of the following members of other Committees to Sub-Committees:
    i. Corporate Asset Sub-Committee – up to three Members each of the Policy and Resources Committee and of the Property Investment Board
    ii. Information Technology Sub-Committee – one Member of the Police Committee, as the Special Interest Area holder for IT.

e) agree the appointment of Members to the following Sub-Committees, between the following minimum and maximum total number of Members (including the Chairman and Deputy Chairman of the Grand Committee and any Members appointed as Chairmen or Deputy Chairmen of the Sub-Committee):
    i. Corporate Asset Sub-Committee – **a minimum of four and maximum of seven total Members of the Finance Committee**
    ii. Efficiency & Performance Sub-Committee – **a minimum of nine and maximum of 15 Members total of the Finance Committee**
    iii. Finance Grants Oversight and Performance Sub-Committee – **a minimum of ten and maximum of 15 Members total of the Finance Committee**
    iv. Information Technology Sub-Committee – **a minimum of 12 and maximum of 14 Members, drawn from the Finance Committee and Court of Common Council**

f) agree the appointments of representatives to the following Committees and Sub-Committees:
- Establishment Committee - **1 vacancy**
- Barbican Centre Board - **1 vacancy**
- Projects Sub (Policy & Resources) Committee - **2 vacancies**
- Streets and Walkways Sub (Planning & Transportation) Committee - **1 vacancy**

g) agree the appointments of representatives for informal consultation with the Court of Aldermen and the Policy and Resources Committee on Mayoralty and Shrievalty Allowances – **3 vacancies**

h) note that the Chairman and Deputy Chairman of the Finance Committee will be Members of the Resource Allocation Sub (Policy and Resources) Committee.

i) note that the Chairman and Deputy Chairman will be ex-officio Members of the following Committees:

- Policy & Resources Committee
- Investment Committee
- Audit and Risk Management Committee
- Hospitality Working Party (Policy and Resources)

j) Note that the Chairman (or his nominee) will be an ex-officio Member of the following Committees:
- Social Investment Board
- Public Relations and Economic Development Sub (Policy and Resources) Committee

k) agree that the Committee should continue to meet "every fourth week on Tuesdays" with the exception of recess periods.

Main Report

Background

1. This report asks Members to consider the appointment and composition of the Finance Committee's Sub-Committees. It also details the representatives that the Committee is requested to appoint to serve on other City Corporation Committees or in other positions.

2. As set out in its Terms of Reference, there are a number of areas of the Finance Committee's work which require greater focus and therefore the following Sub-Committees have been created to manage those areas:
    - Efficiency & Performance;
    - Finance Grants Oversight and Performance
    - Information Technology; and
    - Corporate Assets

3. Each of these Sub-Committees is considered in turn below. Details of their proposed composition and Terms of Reference are set out in Appendix 1 of this report.

Finance Committee Sub-Committee appointments

(A)   Corporate Asset Sub-Committee

4. The Terms of Reference of the Corporate Asset Sub-Committee were extensively amended as part of the review of the Finance Committee's Sub-Committees in July 2016. The Sub-Committee is responsible for:
    - the effective and sustainable management of the City of London Corporation's operational property portfolio;
    - the maintenance of operational properties which do not fall with the remit of another Service Committee;
    - monitoring major capital projects relating to operational assets;
    - recommending the annual programme of repairs and maintenance works and monitoring progress in these works;

- strategies, performance and monitoring initiatives in relation energy;
- monitoring and advising on bids for Heritage Lottery Funding.

5.	The Committee comprises four Members of the Finance Committee, three members of the Policy and Resources Committee and three members of the Property Investment Board. Should any vacancies remain following the first meeting of each of these Committees, these vacancies will be made available to all Members to the Court of Common Council, to be appointed by the Finance Committee at its next meeting.

6.	The Sub-Committee's is working well and it is suggested that it continues to be scheduled to meet six times per year.

7.	Due to the election recess, the Sub-Committee met five times in 2016/17. Membership and attendance from Finance Committee representatives was as follows:

Nick Bensted-Smith (Chairman of the Sub-Committee)	4/4
* Brian Harris (Deputy Chairman of the Sub-Committee)	3/5
Randall Anderson	5/5
* John Tomlinson	5/5
Jeremy Mayhew	5/5
Deputy Roger Chadwick	1/5
No longer a Member of the Finance Committee.

Note: In addition, Christopher Boden attended four out of five meetings as the representative of the Property Investment Board.

## (B)	Efficiency and Performance Sub-Committee

8.	The role of the Efficiency and Performance Sub-Committee was created in to advise the Grand Committee on matters relating to value for money in all aspects of the City of London Corporation's activities. The Sub-Committee is working well and it is proposed that it should continue to meet under its present arrangements, with meetings scheduled to take place six times per year.

9.	Due to the election recess, the Sub-Committee met five times in 2016/17 and the membership and attendance was as follows:-

Jeremy Mayhew (Chairman)	5/5
Deputy Roger Chadwick (Deputy Chairman)	3/5
Randall Anderson	4/5
* Nigel Challis	4/5
Dominic Christian	1/1
* Deputy Anthony Eskenzi CBE	3/5
Alderman and Sheriff Peter Estlin	5/5
Deputy Jamie Ingham Clark	5/5
* Alderman Alastair King	2/3
Ian Seaton	4/5

* Deputy John Tomlinson   5/5
Philip Woodhouse   2/5

No longer a Member of the Finance Committee.

(C)   Finance Grants Oversight and Performance Sub-Committee

10.   Following the Strategic Review of Grants which took place during 2015/16, the role of the Finance Grants Oversight and Performance Sub-Committee changed to that of providing strategic oversight of the Corporation's Charitable Grants Programme (excluding the City Bridge Trust).

11.   The Sub-Committee's is working well and it is suggested that it continues to be scheduled to meet three times per year.

12.   The Sub-Committee met three times in 2016/17 and the membership and attendance was as follows.

Simon Duckworth (Chairman)   3/3
Philip Woodhouse (Deputy Chairman)   2/3
Randall Anderson   3/3
* Deputy John Barker OBE   2/3
Nicholas Bensted-Smith JP   3/3
Deputy Roger Chadwick   0/3
* Nigel Kenneth Challis   3/3
Deputy Jamie Ingham Clark   2/3
Gregory Lawrence   0/3
* Alderman Professor Michael Mainelli   3/3
Jeremy Mayhew   3/3
Alderman and Sheriff William Russell   2/3

(D)   Information Technology Sub-Committee

13.   The role of the Information Technology Sub-Committee is to:
   - oversee the risk management and risk assessment of IT services to ensure that the service is appropriate and effective;
   - to ensure that all appropriate actions are taken to assure the security, resilience and sustainability of all IT systems.
   - to operate as an intelligent client for all major IT outsourcing arrangements which have been contracted to third parties.

14.   The Committee comprises the Chairman and Deputy Chairman of the Finance Committee, a member of the Police Committee (holder of the Special Interest Area for IT) together with a further 10 to 12 Members. These Members are comprised of Members of Finance Committee and Members of the Court of Common Council, all appointed by the Finance Committee. The Committee agreed in 2014 that there need not be a balance between the number of Finance Committee representatives and Court of Common Council representatives.

15. The Sub-Committee is working well and it is suggested that it continue as present and meet six times a year. These meetings may be supplemented by informal workshop meetings, to allow those Members who wish to provide their technical expertise from within the IT industry to assist officers in developing proposals to be brought before the Sub-Committee.

16. Due to the election recess, the Sub-Committee met five times in 2015/16. The membership and attendance was as follows:-

Finance Committee Representatives

Deputy Jamie Ingham Clark (Chairman)	5/5
Deputy Roger Chadwick (Deputy Chairman)	4/5
Randall Anderson	5/5
* Nigel Challis	3/5
Jeremy Mayhew	5/5
* Deputy John Tomlinson	4/5

Court of Common Council Representatives

John Chapman^	4/5
Hugh Morris^	2/5
Sylvia Moys^	5/5
Graham Packham^	5/5
Chris Punter^	2/5
James Tumbridge^	2/5

Police Committee representative

Deputy Doug Barrow	2/2

^ *Court of Common Council representatives*
* *No longer a Member of the Finance Committee*

Representatives on other Committees etc.

(E) One representative to serve on the Establishment Committee
The Committee met nine times in 2016/17 and the representative was Deputy Jamie Ingham Clark. Deputy Ingham Clark attended eight meetings. Deputy Ingham Clark also served on the Joint Consultative Committee, which met twice, with Deputy Ingham Clark attending both meetings.

(F) One representative to serve on the Barbican Centre Board
Deputy Wendy Hyde was appointed to the Barbican Centre Board part-way through 2016/17, to fill a vacancy created after Lucy Frew left the Court of Common Council. Following her appointment, the Barbican Centre Board met three times and Deputy Hyde attended all three meetings.

(G) Two Representatives to serve on the Projects Sub (Policy & Resources) Committee
Due to the election recess, the Sub-Committee met nine times in 2016/17 and the representatives were Deputy Roger Chadwick and Deputy John Tomlinson. In addition, other members of the Finance Committee served on the Committee after being appointed by other Committees: Sir Michael Snyder (Chairman), Hugh Morris (Deputy Chairman) and Jeremy Mayhew were appointed to the Sub-Committee by the Policy and Resources Committee,

while Chris Hayward was co-opted as a member of the Sub-Committee. The attendance for these Members was as follows:

Deputy Roger Chadwick	1/9
Christopher Hayward	8/9
Jeremy Mayhew	3/9
Hugh Morris	4/9
Sir Michael Snyder	8/9
*Deputy John Tomlinson	8/9

* No longer a Member of the Finance Committee

(H)   One representative on the Streets and Walkways Sub (Planning & Transportation) Committee
The Sub-Committee met seven times in 2016/17 and the representative was Deputy John Barker OBE. Deputy Barker attended all four of the seven meetings.

(I)   Representatives for Consultation with the Court of Aldermen and Representatives of the Policy & Resources Committee on Mayoralty and Shrievalty Allowances
This deputation is responsible for giving detailed consideration to the allowance for expenses for the offices of the Lord Mayor and the Sheriffs for the coming year.   In 2016/17, the Committee's representatives were the Chairman and Deputy Chairman, along with one other representative (Deputy Anthony Eskenzi). This Committee met once in 2016/17. All Members attended that meeting.

(J)   Membership on other Committees
The Committee is asked to note that the Chairman and Deputy Chairman of the Finance Committee are appointed as Members of the following Committees:-

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

(K)   Ex-officio representation on other Committees
The Committee is asked to note that the Chairman and Deputy Chairman of the Finance Committee are ex-officio Members of the following Committees:-

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

Frequency of meetings

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

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

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

Chris Braithwaite
Town Clerk's Department
T: 020 7332 1427, E: christopher.braithwaite@cityoflondon.gov.uk

Corporate Asset Sub-Committee Terms of Reference

Composition
- Chairman of the Finance Committee
- Deputy Chairman of the Finance Committee
- Three Members from the Policy and Resources Committee
- Three Members from the Property Investment Board
- Two to five additional Members from the Finance Committee
  (Should any vacancies remain following the first meeting of each of these Committees, these will be made available to all Members to the Court of Common Council, to be appointed by the Finance Committee)

Chairmanship
- Chairman – To be nominated by the Chairman of the Finance Committee for approval by the Finance Committee.
- Deputy Chairman – To be appointed by the Chairman of the Sub-Committee for approval by the Finance Committee.

Terms of Reference
- To be responsible for the effective and sustainable management of the City of London Corporation's operational property portfolio, to help deliver strategic priorities and service needs, including;
  - agreeing the Corporate Asset Management Strategy;
  - responsibility for reviewing and providing strategic oversight of the Corporation's Asset Management practices and activities and advising Service Committees accordingly;
  - responsibility for reviewing and providing strategic oversight of the Corporation's Facilities Management practices and activities and advising Service Committees accordingly;
  - To maintain a comprehensive Property Database and Asset Register of information which can be used in the decision making process;
  - In line with Standing Orders 53 (Asset Management Plans) and 55 (Disposal of Surplus Properties) and the duties set out within legislation, including the Localism Act 2011 and the Housing and Planning Act 2016, to monitor the effective and efficient use of all operational property assets; and
  - Oversight of the management of operational leases with third parties, occupation by suppliers and those granted accommodation as benefits-in-kind.
- To be responsible for the upkeep, maintenance and, where appropriate, furnishing for operational properties (including the Guildhall Complex) which do not fall within the remit of another Service Committee;
- To monitor major capital projects relating to operational assets to provide assurance about value for money, accordance with service needs and compliance with strategic plans;
- To recommend to the joint meeting of the Resource Allocation Sub-Committee and the Efficiency and Performance Sub-Committee the annual programme of repairs and maintenance works (including surveys, conservation management plans, hydrology assessments and heritage

landscapes) planned to commence the following financial year, and to monitor progress in these works (when not included within the Project procedure).

- To be responsible for strategies, performance and monitoring initiatives in relation to energy;
- To monitor and advise on bids for Heritage Lottery funding.

Efficiency and Performance-Sub Committee Terms of Reference

Composition
- Chairman of the Finance Committee
- Deputy Chairman of the Finance Committee
- 9 to 13 Members of the Finance Committee appointed by the Finance Committee

Chairmanship
- Chairman – To be nominated by the Chairman of the Finance Committee for approval by the Finance Committee.
- Deputy Chairman – To be appointed by the Chairman of the Sub-Committee for approval by the Finance Committee.

Terms of Reference
- To consider and advise the Grand Committee on matters relating to value for money in all aspects of the City of London Corporation's activities

- In accordance with Standing Orders to consider, with the Resource Allocation Sub Committee, the resource allocation plans for subsequent financial years prior to their approval by the Policy and Resources Committee

- To review periodically the performance of each Chief Officer in order to promote efficiency and value for money and to ensure, over a period of time, full Member level scrutiny of all expenditure planned.

- To be responsible for overseeing and monitoring the agreed programme of work arising from the Service Based Review programme and other saving and efficiency programmes ensuring the achievement of savings, and suggesting further areas for examination as appropriate.

- To review and to monitor performance against the Chamberlain's Departmental Business Plan and related corporate initiatives in order to promote efficiency and value for money.

- To make recommendations, where necessary, to bring about improvements in performance

Finance Grants Oversight and Performance Sub-Committee Terms of Reference

Composition
- Chairman of the Finance Committee
- Deputy Chairman of the Finance Committee
- 10 to 13 Members of the Finance Committee appointed by the Finance Committee.

Chairmanship
- Chairman – To be nominated by the Chairman of the Finance Committee for approval by the Finance Committee.
- Deputy Chairman – To be appointed by the Chairman of the Sub-Committee for approval by the Finance Committee.

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

IT Sub-Committee Terms of Reference

Composition
- Chairman of the Finance Committee
- Deputy Chairman of the Finance Committee
- One Member appointed by the Police Committee as a Special Interest Area holder.
- Between 10 and 12 further Members, made up of:
  - Members of the Finance Committee, appointed by the Finance Committee.
  - Members of the Court of Common Council, appointed by the Finance Committee. (It is not necessary for there to be a balance between the number of Finance Committee representatives and Court of Common Council Representatives)

Chairmanship
- Chairman – To be nominated by the Chairman of the Finance Committee for approval by the Finance Committee.
- Deputy Chairman – To be appointed by the Chairman of the Sub-Committee for approval by the Finance Committee.

Terms of Reference
- To oversee the risk management and risk assessment of all IT services to ensure that the services provided allow the effective delivering of the Corporation's and the Police's business operations.
- To ensure the appropriateness and effectiveness of the IT infrastructure and services for the City of London Corporation and the City of London Police.
- To ensure that all appropriate actions are taken to assure the security, resilience and sustainability of all IT systems.
- To operate as an intelligent client for all major IT outsourcing arrangements which have been contracted to third parties.
- To oversee effectiveness and value for money of the IT department.
- Where appropriate, to hold informal workshop meetings to provide an opportunity to give in-depth scrutiny to projects.
- To report back as necessary to the Finance Committee.

This page is intentionally left blank

Committee:	Date:
Finance Committee	2 May 2017
Subject: Departmental Business Plan: Chamberlain's Department 2017/18	**Public**
Report of: The Chamberlain	**For Decision**
Report author: Matt Lock, Chamberlain's Department	

Summary

This report presents, for approval, the business plan for the Chamberlain's Department for the year 2017/18.

The business plan sets out the key priorities of the department and describes the specific actions that we will undertake during the next year to deliver against these priorities and to improve the value of the services that we provide.

In 2017/18 we continue to work towards our strategic aims:

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

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

This report also presents an early draft of the Corporate Plan 2018-23 to give Members an opportunity to provide informal feedback before wider consultation on the plan takes place in the autumn with staff, partners and other external stakeholders.

Recommendations

Members are asked to:

a) Approve the high-level and detailed departmental business plans for the Chamberlain's Department
b) Note the draft Corporate Plan 2018-23 and provide initial feedback on the content.

Main Report

Background

1. A new framework for corporate and business planning is currently being developed, led by the City Corporation's Head of Corporate Strategy and Performance. The aim is for all the work carried out by or supported by the City Corporation to contribute to one overarching goal. This will be achieved by:

- Identifying the overarching goal and the specific outcomes that support it in the refreshed Corporate Plan;
- Ensuring that all the work carried out by departments, including projects and development plans, contributes to delivery of the outcomes in the refreshed Corporate Plan, and is included in their business plans;
- Enhancing the "golden thread", such that everything we do and develop is captured within appropriate departmental business plans, team plans, and individual work plans;
- Developing a culture of continuous improvement, challenging ourselves about the economy, efficiency and effectiveness of what we do and the value we add.

2. As this new approach involves parallel changes to a number of high-level processes, it will take 2-3 years to be fully implemented, so how plans are presented to Members is likely to develop during this time.

Departmental Business Plans

3. Revised departmental business planning documentation is being introduced in response to Member requests for consistency of presentation across the organisation, and a desire to see a succinct statement of key ambitions and objectives for every department. For this year, we have introduced new standardised high-level summary departmental plans. These will also allow corporate Committees and Sub Committees to see what is being proposed and delivered across the organisation as a whole.

4. Prior to the March Common Council elections, where meeting dates permitted, departments presented draft high-level departmental plans for discussion with their Service Committees. Following feedback from Members and Chief Officers, the standard template for and content of these high-level plans has been finalised. As well as key information on ambitions, budget and planned outcomes, the template requires departments to include information on their plans for cross-departmental and departmental projects, development of the department's capabilities, and a horizon-scan of future opportunities and challenges.

5. This report presents at Appendix 1 the high-level plan for the Chamberlain's Department.

6. The high-level plan is supported by a more detailed plan for 2017/18, in the format used in previous years (Appendix 2). This provides more information on the items highlighted in the high-level plan. During 2017/18, development work will take place on the format of the detailed business plans, with a view to a standard format being introduced for 2018/19 onwards, which will align more closely with the high-level plans.

7. Further work will also take place on monitoring and reporting against the agreed outcomes at both corporate and departmental levels. This responds to Members' demands for more focussed and meaningful performance measures which demonstrate impact on outcomes rather than just outputs and activity. Ways in which reporting can become streamlined will also be considered.

Chamberlain's Department

8. The Chamberlain's Department business plan has been produced in accordance with corporate guidelines and is now presented to Finance Committee for approval.

9. The plan is structured around three strategic aims:

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

    Aligned to each of these aims are a number of improvement objectives that have been developed by the departmental Senior Leadership Team and through consultation with staff and our customers.

10. Our key priorities for 2017/18 include:

    ▪ Delivering sustainable improvements to IT performance through delivery of the IT Transformation Programme.
    ▪ Maintaining focus on efficiency and improved outcomes over the current funding period and beyond through implementation of the Efficiency Plan and Chief Officer Peer Review.
    ▪ Improving the clarity and quality of financial management information presented to Committees and departmental leadership teams.
    ▪ Launching the corporate Contract Management Framework and Commercial service.
    ▪ Pursuing the responsible procurement agenda and further adoption of smarter, more efficient procurement processes and improved commercial focus across the organisation.

Corporate Plan 2018-23

11. In parallel with the development of the high-level departmental plans, work has continued on developing a refreshed Corporate Plan for 2018-23. This will include a mission statement which is specific and relevant to the City Corporation; ambitious long-term outcomes against which we can measure our performance.

12. Draft 15-year ambitions developed by Chief Officers in the People, Place and Prosperity Strategic Steering Groups have been edited into three broad strategic objectives, aligned with a draft mission. Twelve draft outcomes are grouped under these objectives to form the basis of the refreshed plan. To support the development of this plan a new Corporate Strategy Network of senior officers has been established. As a first task, this network is mapping activities listed in departmental business plans to draft outcomes in the Corporate Plan so that we can see where our efforts are currently being directed and use this information to help inform future decisions.

13. A draft of the Corporate Plan is presented at Appendix 3 to give Members an opportunity to provide feedback on the plan before it is discussed at the informal meeting of the Resource Allocation Sub Committee in June. The draft mission,

strategic objectives and grouped outcomes are on the first page of the draft plan. The second page describes the strategic principles, competencies and commitments that underpin how we will go about delivering the outcomes.

14. Members will have a further chance to comment on the Corporate Plan at Service Committees and in other working groups in the autumn.

15. Formal consultation will also take place with staff, partners and other stakeholders from September.

16. Officers are aiming to seek full Member approval of the Corporate Plan 2018-23 from the Court of Common Council prior to publication before the start of the 2018/19 financial year. Once the refreshed Corporate Plan has been approved, there will be closer alignment between the Corporate Plan and departmental business plans; for example departmental plans will explicitly refer to the relevant outcomes from the Corporate Plan.

Conclusion

17. This report presents the business plan for the Chamberlain's Department for approval, and an early draft of the Corporate Plan 2018-23, to give Members an opportunity to provide initial feedback before it is discussed at the informal meeting of the Resource Allocation Sub Committee in June and opened out to wider consultation in the autumn.

Appendices

For Approval:
    1. High level departmental plan – Chamberlain's Department
    2. Detailed Business Plan – Chamberlain's Department
For Information
    3. Draft Corporate Plan 2018-23

Background Papers

- February 2017: Chamberlain's Department – Draft High Level Business Plan

Matt Lock
Assistant Director – Strategic Resources

T: 020 7332 1276
E: matt.lock@cityoflondon.gov.uk

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

Chamberlain's Department

Our ambitions are that:

- **The City Corporation's assets are managed effectively so as to ensure long term sustainability.**
- **The services we provide enable transformation and promote a culture of continuous improvement.**

What we do is:

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

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

Procurement/Commercial
Providing a comprehensive procurement/commercial service to the City of London Corporation, providing effective and sustainable solutions to client departments.

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

Our budget is:

	£'000
Expenditure	
FSD and Chamberlain's General	9,723
IT Division	10,401
City Procurement	2,497
Internal Audit	775
	23,396
Income	
FSD and Chamberlain's General	(302)
IT Division	(134)
	(436)
Net Local Risk Expenditure	**22,960**

Our top line objectives are

To:
- Improve underlying IT performance issues and delivering major IT projects (Network Transformation and Desktop Refresh)
- Maintain focus on value for money over the current funding period and beyond.
- Pursue the responsible procurement agenda and further adoption of smarter, more efficient procurement processes.
- Provide assurance to the City and its Partners on their control environments, supporting the risk management framework and promoting an anti-fraud culture.

What we'll measure:

IT Service Availability
- P1 fixed within SLA (2 hrs) 98%
- P1 fixed within SLA (8 hrs) 99.5%
- P2 fixed within SLA (6 hrs) 98%
- P2 fixed within SLA (10 hrs) 99%
- Application availability 99%
- Telephony Availability 99.5%
- Datacentre LAN Availability 99.9%
- Corporate Network Availability 99.5%

Deliverables within corporate programmes and projects

- Strategic Asset Management – project management support
- Transformation Fund – administering the Transformation fund on behalf of the Town Clerk
- Work of Strategic Resources Group – ensuring that corporate resources are aligned to priorities and maintaining oversight of the delivery of crosscutting projects.

Deliverables in relation to departmental / service programmes and projects

- IT Transformation: Deployment of the new IT Desktop and replacement of end user devices where required, upgrade the telephony system through Unified Communications.
- Adoption of e-billing for accounts receivable and tax, reducing the cost of print and invoice distribution, increased process efficiency and customer satisfaction.
- Better decision making through improved management information.
- Development of improved processes for closure of accounts to meet earlier closure deadlines
- Responsible Procurement project delivery.
- Respond to our staff survey to ensure we continuously improve the services we provide by enhancing working environment and development opportunities for staff.

How we plan to develop our capabilities this year:

- Delivery of an in house programme of training, supporting continuous professional development – coordinated by the Departmental Training Group.
- Operation the CIPFA Training programme and offering a diverse range of secondment and apprenticeship opportunities, building future capability.
- Engage with our customers to better understand their business requirements and continue to develop our processes and services, services and IT Solutions.

What we'll measure:

Efficiency
Delivery of SBR savings and efficiency savings secured across CoL

Internal Audit Performance
Audit plan delivered 95% by the end of the year

Accounts Payable
97% invoices to be paid within 30 days
88% SME invoices to be paid within 10 days
97% invoices to be received electronically

Procurement Savings
£7.90m of savings to be achieved throughout the year

Collection rates
98% of commercial rent collected
99.75%of business rates collected

We will also use where appropriate the following benchmarking tools:
CIPFA VFM
CIPFA FM
Procurement Standards
SOCITM Standards

What we're planning to do over the following years

- Deliver enhanced IT network and desktop capabilities to ensure that we have a stable and sustainable IT platform that will allow us to meet current and future requirements.
- Develop and embed a stronger commercial focus through the work of the new Commercial team.
- Develop financial reporting capability through improved management information and Faster Closing of Accounts.

Chamberlain's Department

Business Plan 2017 – 2018

Responsible Officer: Peter Kane

Contact: Matt Lock

020 7332 1276

matt.lock@cityoflondon.gov.uk

Contents

Annex 1 Departmental Summary Risk Register April 2017
Annex 2 Annual Statements of Assurance

Introduction

Welcome to the Chamberlain's Departmental Business Plan for 2017/18. It sets out the key role we will play in supporting the Corporation's mission to provide top quality services to those who live and work in the Square Mile and to support this great capital city.

We are building on another successful past 12 months, which has seen the foundations laid for some key transformation activity in relation to IT service provision and through the work of the new Commercial Contract Management Team.

We have secured greater financial certainty over the medium term through our Efficiency Plan, this will see us on a journey of continuous improvement over the next 3-4 years, helping to ensure that the City Corporation is making the best use of its resources.

Once again, the commitment of staff across the department has been a key driver of improvement and this was reflected in the annual staff survey, which showed improved engagement and a greater sense of departmental identity. In our annual customer survey departments continue to recognise the support and professionalism of our staff and have provided clear feedback as to how we can continue to improve our communications and responsiveness - ensuring that we do what we can to support the City Corporation in developing effective solutions.

With an increasing focus on transformation and continuous improvement, we have another exciting year ahead both in relation to the services that we provide and supporting others to achieve their goals.

We need to make sure our services are Reliable and resources are used Responsibly but our ambitions go further - we can be Relevant and Radical in how we procure goods and services for the Corporation and transform our IT services to underpin different ways of working. Please take the time to read through the business plan. If you have any comments, please let me know.

Dr Peter Kane, Chamberlain

Vision

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

Our Strategic Aims

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

To secure sound financial management

The Chamberlain's department leads on the delivery of medium and long term financial planning; a core function of our department is to facilitate effective financial management across the City Corporation. Addressing the City of London Police budget deficit will be a priority. Through the operation of the Strategic Resources Group we play a key role in ensuring effective corporate oversight of responsible use of all strategic resources.

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

To ensure operational excellence

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

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

Chamberlain's will play a key role in supporting transformation:

- Through our IT Strategy and delivery of the IT Transformation Programme supporting new ways of working.
- Through our procurement service, modelling sustainable approaches which add social value whilst enhancing the corporation's contract management and commercial capabilities.
- Supporting the Chief Officer Peer review and providing the financial advice at the earliest stages of ideas and the resources to underpin new priorities and change.

Key Priorities for the Coming Year

Our key priorities for 2017/18 include:

- Deliver sustainable improvements to IT performance through delivery of the IT Transformation Programme.
- Maintaining focus on efficiency and improved outcomes over the current funding period and beyond through implementation of the Efficiency Plan and Chief Officer Peer Review.
- Launching the corporate Contract Management Framework and Commercial service
- Pursuing the responsible procurement agenda and further adoption of smarter, more efficient procurement processes and improved commercial focus across the organisation.
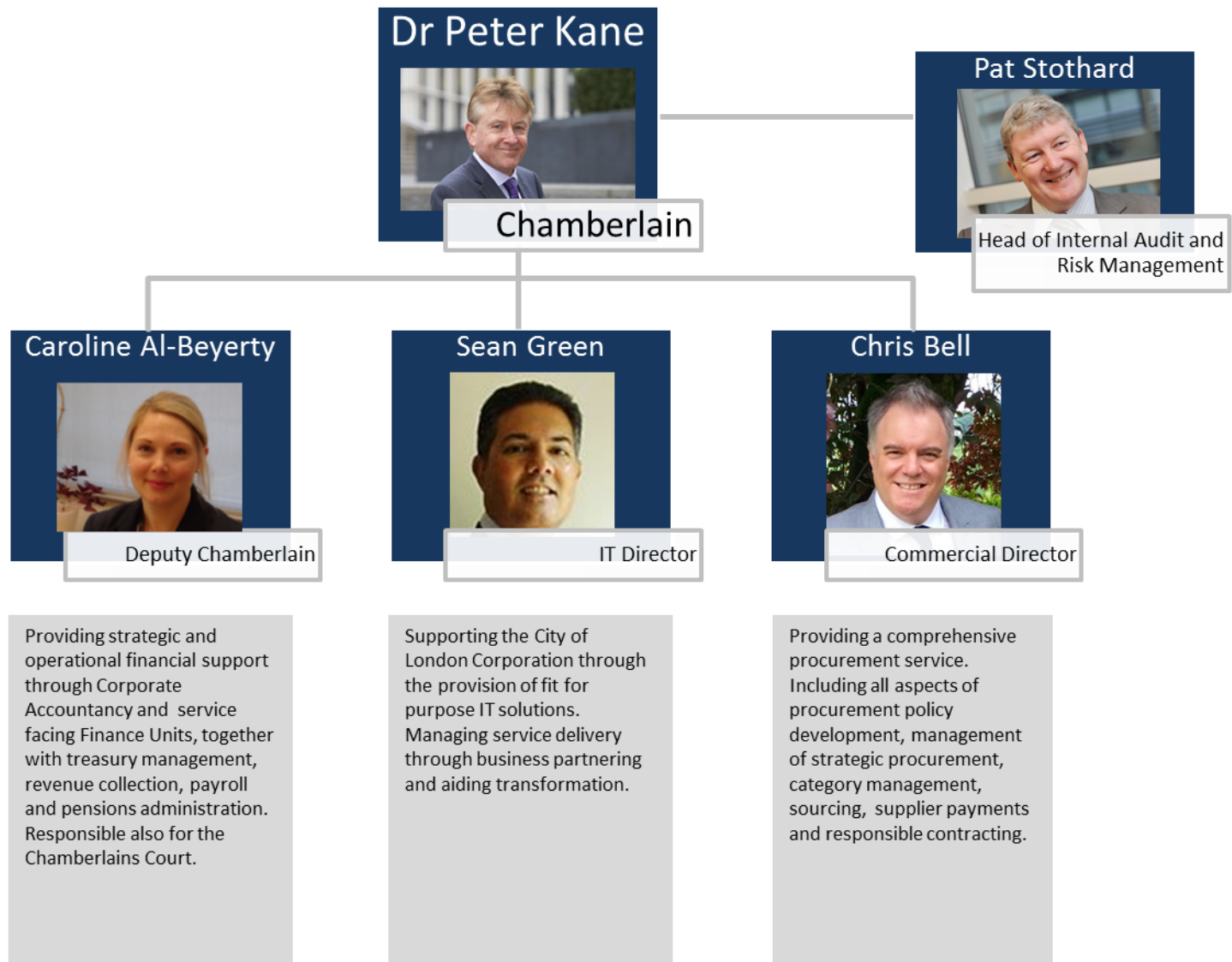
Functions of the Department

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

Financial Services	Working to sustain and enhance the City's Financial Resources so as to ensure that they are sufficient to meet its strategic objectives and future service requirements.
Information Technology	Working in partnership with Agilisys to implement appropriate and innovative technology and business processes to support our customers across the Corporation and Police in the delivery of more efficient and more effective services.
Procurement	Providing a comprehensive procurement service to the City of London Corporation, providing effective and sustainable solutions during the entire life-cycle of contracts to client departments and offering efficient routes to market.
Internal Audit	Providing independent assurance, maintaining the City Corporation's risk management framework and providing counter fraud services.

Organisation Chart

Dr Peter Kane
Chamberlain

Pat Stothard
Head of Internal Audit and Risk Management

Caroline Al-Beyerty
Deputy Chamberlain

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

Sean Green
IT Director

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

Chris Bell
Commercial Director

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

Key Performance Indicators

				Quarterly update			
Chamberlain's Department Performance Scorecard							
	Measure	**2016/17 performance**	**2017/18 target**	Qtr 1	Qtr 2	Qtr 3	Qtr 4
Accounts Payable invoice turnaround (30 day)	% paid measured quarterly	97%	97%				
Accounts Payable invoice turnaround for SME (10 day)	% paid measured quarterly	87%	88%				
% of Invoices Received Electronically by the AP team	measured quarterly	Profile:		94%	95%	96%	97%
		93%	97%				
Annual Procurement Savings (cumulative)	Savings achieved	Target Profile:		tbc	tbc	tbc	tbc
		£7.98m	tbc				
Commercial rent collection rates	% collected	98.61%	98%				
Business Rates collection rates (cumulative)	% collected	99.75%	99.75%				
Internal Audit Performance (cumulative)	Audit Plan delivery (%)	95%	95%	15%	35%	60%	95%
IT Service Performance (new KPI) *(to be reviewed as part of the Agilisys contract extension)*	Fixing Issues		Application Availability				
	P1 incidents fixed within 2hrs (98%)	P2 incidents fixed within 6hrs (98%)		Application availability (99%)	Telephony Availability (99.5%)	Datacentre LAN Availability (99.9%)	Corporate Network Availability (99.5%)

Publication of City Fund Accounts within Statutory Deadline		**Status:**
Delivery of a balanced budget and Medium Term Financial Plan for City Fund, approved by Court of Common Council by 31 March		**Status:**
Effective financial management: Expenditure against Departmental Local Risk Budgets within ±5% *(year-end target)*		**Status:**

Provide a high quality service to our customers measured through our annual customer survey Cumulative average assessment "good"	2016/17 Achieved	2017/18

Increased staff engagement, measured by percentage of positive responses to Staff Survey Q4: "I recognise that if I am successful in my role it contributes to successful delivery of the Department's Business Plan"	2016/17 87%	Target 92%

Page 69

Key Improvement Objectives

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

Objective	Actions / Milestones	Target Date	Responsibility	Resources
Maintain focus on value for money over the current funding period and beyond.	▪ Working with client departments throughout the year in relation to operational and strategic financial management.	On-going	Financial Services Division	Heads of Finance
Better decision making through improved management information (seeking to optimise the use of OBI)	▪ Deploy those dashboards identified in the Management Information pilot project ▪ Iterative review and development of dashboards ▪ Wider roll out across finance teams. ▪ Business cases to support the development of automated dashboard reporting through Oracle Business Intelligence.	30/04/2017 31/05/2017 30/06/2017 31/08/2017	Financial Services Division	Deputy Chamberlain/Oracle Project Manager
Improved Budgetary Control through the launch of General Ledger (GL) Profiling & Forecasting	▪ GL profiling tool available for use ▪ All budgets to be profiled in CBIS ▪ Pilots to continue for forecasting ▪ Training/coaching provided to Budget Managers ▪ Go live with forecasting ▪ Monitoring completion of forecasting, validating and raising any issues with budget managers	01/06/2016 31/05/2016 31/08/2016 15/05/2016 30/09/2016 Monthly	Financial Services Division	Julie Smith/Jenny Pitcairn All Finance Business Partners

Objective	Actions / Milestones	Target Date	Responsibility	Resources
Introduce the Corporate Contract Management Framework to ensure better commercial management of the organisation's supplier contracts during their entire life-cycle.	▪ Corporate Supplier Performance Scorecard approved and rolled out for a strategic suppliers	31/05/2017	City Procurement	Commercial Director
	▪ Contract Management and Commercial Opportunity pipeline presented	30/06/2017		Assistant Director Commercial
	▪ Contract Management toolkit available corporately for use	30/06/2017		Contract Management
	▪ Contract Management Framework finalised and launch corporately	15/07/2017		
	▪ Contract Management training rolled out corporately (eLearning and class-room based)	30/09/2017		
	▪ Corporate Scorecard Dashboards quarterly reporting commences	15/01/2018		

Page 71

Operational Excellence

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

Objective	Actions / Milestones	Target Date	Responsibility	Resources
Improve underlying IT performance issues and delivering major IT projects	▪ Delivery of IT Transformation Programme ▪ Delivery of Network Transformation Programme	Dec 2017 Dec 2017	IT Division	IT Director Deputy IT Director
Implementation of the Efficiency Plan, supporting the identification of sustainable efficiencies over the medium term.	▪ Pilot Chief Officer peer review process. ▪ Conclude Chief Officer peer reviews ▪ Confirm budget reduction of 2% for 2018/19 for Resource Allocation Sub-Committee ▪ Review Central Risk for potential efficiency savings	June 2017 March 2018 June 2017 July 2017	Financial Services Division	Head of Finance Projects
Provide assurance to the City and its Partners on their control environments, supporting the risk management framework and promoting an anti-fraud culture.	▪ Delivery of the Annual Internal Audit Plan ▪ Quarterly performance reporting to Audit and Risk Management Committee	On-going Quarterly	Internal Audit	Head of Internal Audit and Risk Management
Introduction of the Corporate Supplier Fast Payment Discount scheme which will generate income through our Accounts payable function within City Procurement.	▪ Appoint a delivery partner to manage the scheme ▪ Launch marketing campaign to sign up suppliers to the scheme ▪ Make technical enhancements to Oracle to allow discounts to be interfaced with our accounting package ▪ Commence generating income via discounts	30/06/2017 01/09/2017 31/12/2017 01/01/2018	City Procurement	Commercial Director and Head of Accounts Payable

Enabling Transformation

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

Objective	Actions / Milestones	Target Date	Responsibility	Resources
Implementation of the IT Strategy – to better enable transformation	▪ Expect to connect – Desktop, Network WAN and LAN, O365 and Optimisation ▪ Maintaining business as usual while delivering the change. ▪ Contract and commercial realignment.	Dec 2017 On-going March 2018	IT Division	IT Director
Faster closing of the accounts and preparation of the financial statements	▪ Draft City Fund, Pension Fund and Bridge House Estates Accounts submitted to External Auditors ▪ Draft City Fund, Pension Fund and Bridge House Estates Accounts submitted to Audit & Risk Management and Finance Committee ▪ Draft City's Cash accounts submitted to External Auditors ▪ Draft City's Cash accounts submitted to Audit and Risk Management and Finance Committee. ▪ Unqualified audit opinions secured	June 2017 July 2017 July 2017 Oct 2017	Financial Services Division	Corporate Accounting
Pursue the responsible procurement agenda and further adoption of smarter, more efficient procurement processes.	▪ Development of category specific implementation plans for responsible procurement. ▪ Online Catalogue development, resulting in greater buying leverage, better prices and reduced P2P resource time.	Target dates to be agreed following Responsible Business Audit	City Procurement	Responsible Procurement Assistant Director Category Management and Sourcing

Our Workforce

Staff Engagement

Recognising that our workforce is our greatest resource, effective staff engagement is a major priority for the Senior Leadership Team, to this end we have delivered a range of activity, including the following:

- Annual staff survey – to which 70% of the department responded
- Thematic focus groups – working through the main findings from the staff survey
- Annual all staff Briefing – distilling key messages and providing a further opportunity for staff to express their views
- Networking/social events – providing an informal forum for colleagues to develop effective relationships with their peers in other teams

This activity is supported by the ongoing work of the role of our Staff Action Group. The group comprises volunteer representatives from across the department, meeting regularly to identify issues and make recommendations to SLT for their resolution. Our staff engagement informs directly our workforce development plan and we will continue this in 2017/18.

Communication

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

Training and Development

Our departmental training group has oversight of professional and technical training, more recently expanding to cover wider skills based training. The training group will also support the implementation of measures to support our succession planning, such as operation of our departmental secondment scheme and themed learning such as impact and influencing skills.
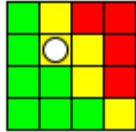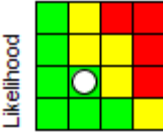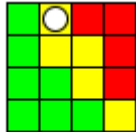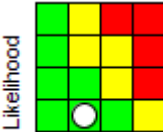
Equality and Inclusion

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

- Raise Awareness - through communications
- Improve resources - through Chamberlain's Intranet pages
- Embed Equality and Inclusion practices into everyday work - through corporate training

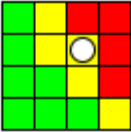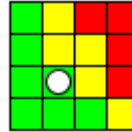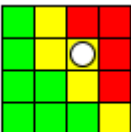| Risk no, title, creation date, owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
CHB002 Oracle ERP Business Benefits 09-Mar-2015 Peter Kane	**Cause**: Recommendations of the Oracle Benefits Realisation review not implemented. Inadequate governance arrangements in place to ensure effective prioritisation of development activity. **Event**: Failure to deliver efficiencies and future revenue savings that might be achieved/facilitated through system optimisation of the Oracle application. **Effect**: System functionality fails to meet user requirements, developments not prioritised to ensure that value is optimised		**6**	The Oracle Business Benefits Realisation Review has now concluded, the residual risk focusses on implementation of the recommendations and continued development and enhancement of the application, this risk is now within the business as usual operation and support of the application. **06 Apr 2017**		**4**	31-May-2017	

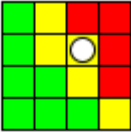| Risk no, title, creation date, owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
CHB006 IT Service Outage 09-Mar-2015 Sean Green	**Cause**: Major information systems outage, e.g. network/technology infrastructure failure. Interruption to Power supply. **Event**: Disruption to IT service delivery. **Effect**: Provision of service operations compromised.		**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 been granted additional funding to help mitigate the increased likelihood of failures. This will continue to be a focus until the transformation works deliver a more robust platform during 2017/18. **06 Apr 2017**		**2**	31-Dec-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
CHB008 Resourcing 13-May-2015 Peter Kane	**Cause**: Possible growing gap between COL's pay and reward package compared to other organisations. **Event**: Difficult to recruit and retain staff across the department. **Effect**: 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.		12	For some specialist posts within the department that are challenges to recruit to and other instances where pay levels make it hard to recruit candidates with talent and experience. 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 will have an increased focus on improving succession planning and development of existing staff. **06 Apr 2017**		4	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
CHB011 Corporate Contract Management 26-Feb-2016 Peter Kane	**Cause**: CoL has no corporate contract management policy or procedures. **Event**: Strategic corporate contracts will fail to be monitored and managed in a consistent and planned manner. **Effect:** Corporate contracts not delivering the commercial benefits and quality expected at contact letting, escalating prices, scope creep.		12	The Commercial Contract Management team are now live with 5 out of 7 job roles filled. The corporate scorecard is in final draft format pending approvals and this if approved will see the toolkit and framework finalised for issue. A pipeline of initial opportunities has been compiled with the first pipeline review being held 4th April 2017. **06 Apr 2017**		2	01-Apr-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
CHB012 Value for Money (VFM) 21-Nov-2016 Caroline Al-Beyerty; Peter Kane	**Cause**: The City Corporation needs to be able to demonstrate it is achieving value for money in all its areas of expenditure. **Event**: Reduced funding available to the City Corporation emphasises the need use funds in a way that achieves value for money. **Effect**: City Corporation will be unable to demonstrably achieve progress on obtaining value for money, significantly impacting on both service delivery levels and reputation.		12	Review completed and reported to Efficiency & Performance Sub-Committee. VFM is to be embedded in the Business Planning process with an annual self—assessment of performance on VFM by service departments. Detailed post-SBR Efficiency Plan to be drafted and implemented, including a framework that would incorporate continuous improvement savings and a rolling review programme to secure more radical changes in efficiency and effectiveness. **05 Apr 2017**		4	31-Dec-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
CHB014 Loss of ESF Funding for Central London Forward CESI Program 19-Jan-2017 Christopher Bell	**Cause**: City of London Corporation have not complied with ESF grant terms and conditions in relation to the procurement of the contractor for this program. **Event**: City Procurement and Comptrollers are in dialogue with the GLA in relation to the audit findings of this progress **Effect**: potential loss of ESF grant to a max of 300k which may have to come to finance committee contingency fund if GLA audit decision is upheld.		12	Meeting held between the GLA and representatives from City Procurement and Comptrollers. The GLA are to supply further guidance on their correction requirements and penalty levels and CoL to re-present the case in a clear and concise manner. Aiming for a response to be submitted in April 2017. In summary the GLA's position is that their initial decision is upheld with 100% of grant loss applicable. **18 Apr 2017**		2	31-May-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
CR16 Information Security 22-Sep-2014 Sean Green	**Cause**: Breach of IT Systems resulting in unauthorised access to data by internal or external sources. Officer/ Member mishandling of information. **Event**: Cybersecurity attack - unauthorised access to COL IT systems. Loss or mishandling of personal or commercial information. **Effect**: Failure of all or part of the IT Infrastructure, with associated business systems failures. Harm to individuals, a breach of legislation such as the Data Protection Act 1988. Incur a monetary penalty of up to £500,000. Compliance enforcement action. Corruption of data. Reputational damage to Corporation as effective body.		12	Paper regarding improving technical security was approved by IT Sub-Committee in January 17. Now proceeding with the implementation of the recommendations. **07 Apr 2017**		4	31-Dec-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
CR19 IT Service Provision 12 Jul-2015 Ian Green	**Cause**: The whole Police IT Estate and parts of the Corporation are in need of further investment. **Event**: For the Corporation, poor performance of IT Service and for the Police critical failure of the Police IT Service. **Effect**: Loss of communications or operational effectiveness (may also lead to low staff morale). Possible failure of critical Corporation and Policing activities. Reputational damage.		16	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 assessing how additional funds approved by Committee should be distributed 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. **07 Apr 2017**		4	31-Dec-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
CR23 Police Funding 21-Nov-2016 Caroline Al-Beyerty	**Cause:** Reduction in government funding and growing demand in Policing services leading to pressures for the City Fund -Police. **Event:** Reduction in government funding. The Government's stated intention is that the shortfall should be met from an increase in the precept (in the City's case, the business rate premium) **Effect:** City of London Police will be unable to maintain a balanced budget and current service levels as reflected in their Medium Term Financial Plan. Potential adverse reaction from business community to increased premium following so swiftly on significant rise in business rates in the City following the government's revaluation exercise.		12	Escalated to Corporate level as per instruction from Chamberlain. Subject to confirmation by CORMG/Summit Group. **06 Apr 2017**		4	31-Mar-2018	

Annex 2   **Annual Statements of Assurance**

Property Asset Utilisation

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

Signed ……………………………………….

Dated ………………………………………..

This page is intentionally left blank

Draft Corporate Plan 2018 - 23

City of London Corporation

The City of London Corporation is the governing body of the Square Mile dedicated to a thriving City, supporting a strong, sustainable and diverse London within a globally-successful UK.

We aim to…

Benefit society

By fostering a culture of inclusivity, opportunity and responsibility

Shape the future City

By strengthening its connectivity, capacity and character

Secure economic growth

By promoting the City as the best place in the world to do business

Everything we do supports the delivery of these three strategic objectives. We measure our performance by tracking our impact on twelve outcomes:

People

People live enriched lives and reach their potential
People enjoy good health and well-being
People enjoy our thriving and sustainable public spaces
People are safe and feel safe

Place

The Square Mile is the ultimate co-working space: flexible, secure and inspiring
The Square Mile is digitally and physically well-connected and responsive
The Square Mile is known for world-leading culture and creativity
The Square Mile has outstanding public spaces, retail, leisure and hospitality

Prosperity

The City has the world's best access to global markets and regulatory framework
The City is the global hub for business innovation – new products, new markets and new ways of doing business
The City nurtures and has access to the skills and talent it needs to thrive
The City's activities at home and abroad are known to benefit society and business

07/04/17

Draft Corporate Plan 2018 - 23

What we are responsible for…

London's world-leading financial and business centre, the Square Mile's local authority services, City of London Police, national economic security, London's Port Health Authority, five Thames bridges, London's biggest independent grant-maker, the UK's highest performing group of secondary Academies, three independent schools, Europe's largest multi-arts centre, numerous cultural and educational institutions, three wholesale markets, safe UK animal trade, housing, landholdings and historic green spaces

We want to…

Deliver far more for the City, the capital and the country by collaborating with our unique breadth and depth of partners and stakeholders

Our unique selling points are…

Our independent voice

Our convening power and reach

Our long-held traditions yet ability to be a catalyst for change

Our long-term view and local, regional, national and global perspectives

Our private, public and voluntary sector expertise

We commit to…

Unlocking the potential of our many assets – our people, our stakeholders, our relationships, our buildings and the valued cultural, educational, environmental and commercial assets we oversee

Championing diversity and London's cosmopolitan nature

Listening to our customers and providing excellent services

Being active partners, open to challenge, leading and learning

Innovation, always looking for ways to deliver more and add value through new technologies and smart approaches

Good governance, by driving the relevance, responsibility, reliability and radicalism of everything we do

Upholding our values – Lead, Empower, Trust - and displaying passion, pace, pride and professionalism in everything we do

07/04/17

Committee:	Date:
Finance Committee	2 May 2017
Subject: City of London Corporation and City of London Police IT Strategies	**Public**
Report of: The Chamberlain	**For Information**
Report author: Sean Green, IT Director, Chamberlain's Department	

Summary

This report sets out the proposed strategic direction for the City of London Corporation IT and City of London Police IT Service over the next three years, up to 2020.

The aim of the strategy is to define in more detail the route map to establishing a modern fit for purpose IT environment that supports the effective delivery of the Corporation's business. At this stage It is very much about "getting the basics right", ensuring that the underlying technology will enable rather than constrain the business. The IT Strategy focuses on the technology strategy. The Information and Application strategy is a separate methodology linked to business strategy and business process.

Recommendation

Members are asked to comment on and endorse the attached IT Strategy documents.

Main Report

Background

1.   This strategy builds on the work around core principles for the IT service, which are summarised below:

- Buy-not-build.
- Use fewer systems more effectively.
- Secure and compliant IT systems and services that support the
- organisation.
- Move from complexity to commodity.

2.   The Corporation IT strategy documents have been discussed and welcomed by the officer IT Steering Group and the Strategic Resource Group. The IT Strategy for the Corporation was agreed at the February 2017 meeting of the IT Sub-Committee along with the IT Strategy design principles. The City of London Police IT Strategy was noted for sign off by the Police Sub-Committee.

3.   The aim of the strategy is to define in more detail the route map to establishing a modern fit for purpose IT environment that supports the effective delivery of the Corporation's business. At this stage It is very much about "getting the basics right."

Current Position

4.   The strategy aims to set out the current problem definition, what we can learn from the past and how we can shape the future with a clearly defined strategy and road map. The upgraded environment will be a significant step forward in how the services are delivered and how end users can collaborate and work in the environment.

5.   The aim is to ensure that the underlying technology will enable rather than constrain the business. Following completion of both the Network and Desktop Transformation a summary of some of the key capabilities are set out below.

Performance
   - Log on speeds of sub 1 minute from power on
   - Replacement of oldest end-user hardware both laptops and desktops

Desktop Experience
   - Full Microsoft Office 2016 on all devices
   - Ability to Instant Messaging and hold Video call from your device
   - Share your desktop and documents for collaboration
   - Ability to view Project and Visio documents
   - Applications deployed on demand directly to the device

Connectivity
   - Ability to work from any location
   - Open your laptop and connect to the Corporation environment from an location with an internet connection with no additional tokens required
   - High bandwidth connectivity from all Corporate locations

6.   At its core is the context around the current key IT transformation projects, and the additional schemes that will need to be progressed in the medium term. It very much reflects our better understanding of legacy issues and the challenges that must be addressed to reduce our current risk profile.

7.   This document is concerned with the technology strategy and not the Information and Application strategy which is a separate methodology linked to business strategy and business process. Contextually it is focused primarily on the hygiene factors that enable the business and our users: Wide Area Network, Local Area Network, exploiting our Microsoft platform (Exchange and SharePoint) and the desktop experience. Technology Strategy is built bottom up from the network while information strategy is designed top down from the business strategy

8. It is anticipated that further iterations will expand on how the IT Division will aim to tackle other elements of the technology landscape, including new telephony and digital services across the City.

9. The City if London Police IT strategy has been developed in partnership with City Police colleagues, taking account of the national digital policing agenda.

10. The IT Strategies for the Corporation and the City of London Police have to be read in conjunction with the overall IT Strategy design principles.

Corporate & Strategic Implications
11. The IT strategy once implemented, will support the wider business strategies of both City of London and City of London Police to be delivered.

Conclusion
12. IT is critical to business success and for the modern enterprise. It is essential that the underpinning IT and services are fit for purpose and support the goals of the organisation. It is appropriate at the technology level for both organisations to share a common approach and leverage the benefits of collaboration while recognising at the application and security layer both organisations have unique and separate requirements.

13. The common approach is based upon standardisation while recognising the programmes are implemented separately to deal with the organisation's uniqueness.

Corporate & Strategic Implications
14. The IT strategies reflects the need to provide the framework in which our core IT components are managed and delivered. This is now demonstrated in the work undertaken during our technology stack review and our IT transformation planning and delivery. The IT Strategy documents are attached as appendences.

Options

15. Members are invited to comment on the approach set out.

Appendices
- Appendix 1- IT Strategy Design Principles
- Appendix 2- City of London Corporation IT Strategy
- Appendix 3 – City of London Police IT Strategy

Sean Green
IT Director
Chamberlain's Department
T: 0207 332 3430
E: sean.green@cityoflondon.gov.uk

This page is intentionally left blank

IT
Transformation
Programme

Appendix 1

City of London Corporation and City of London Police

IT Roadmap - 2020 Vision

Design Principles to Enable Business Collaboration

(Only to be read in conjunction with the CoL or CoLP IT Strategy Documents)
Approved by IT Sub Committee 22.2.2017

Document Details

Version	Modifications	Author	Date
0.1	First draft	Adrian Davey	15/02/2017
0.2			
0.3			
1.0			22/02/17

Approvals
This document requires the following approvals:

Name	Role	Signature	Date	Version
Peter Kane	Chamberlain		15/02/2017	0.2
Sean Green	Director of IT		15/02/2017	0.2
Alistair Sutherland	Assistant Commissioner			0.2
IT Sub Committee	Agree		22/02/2017	1.0

Distribution
This document has been distributed to:

Name	Role	Date of Issue	Version
IT Transformation Steering Group			
IT Steering Group			
IT Management team			

Contents

Introduction and Context

The City of London Corporation (CoL) and the City of London Police (CoLP) have a shared history and common values. While distinct organisations they both service the needs of the City of London. Through their community activities they also have a desire and need to collaborate and share information. Over many years this has led to the organisations becoming increasing integrated while maintaining their identities.

Integration has its challenges as both organisations have multiple stake holders both internally and at a national level, from National Police Federations through to local Government bodies. They also have differing requirements, particularly the Police which is a 24x7x365 operation referred to as a "blue light service" and security requirements due to the level of highly sensitive information.

The CoL and CoLP are now at a point where they need to re-evaluate both the demands they have for IT services and how those IT services will be supplied. The current Technology Stacks have reached both the end of their supportable life and end of serviceable life.

This challenge represents an opportunity to deliver a common approach to the Transformation of IT, to support the goal of current and future collaboration recognising a common approach with two distinct programmes.

This paper sets out the design principles that both organisations are following, to develop their respective IT Strategy and enable future collaboration.

In practical terms this is being demonstrated on the ground today with the upgrade of the network, which shares the common principles and approach but being implemented as two complimentary programmes.

IT Strategy and Enabling Collaboration

CoLP and CoL are consumers of IT and ultimately their strategy is based upon;
- The services they need to consume
- Market trends
- The transformation required to enable those services

At an infrastructure level both organisations need to consume;
1. A Wide Area Network to deliver bandwidth
2. A Local Area network to route traffic
3. A desk top for the end user
4. Collaboration software to support their organisations

It is these components that are the focus of the shared approach.

These components are the key to collaboration and by sharing common standards it will optimise the opportunities for future collaboration.

In principle the basic business requirements for the 4 components are identical as both organisations are subject to the same market trends and the same needs. At a practical level though they have different business models that require separate programmes.

This comes to the final point on the transformation required to enable these programmes particularly for the Police where early drafts would indicate a significant effort required from the front line Officers to adapt to the change.

Strategy is about shaping the future and has 3 components;
- Diagnosis: analysing the environment or situation, making a diagnosis
- Guiding Policy: setting the Policy framework
- Action Plans: sequencing the tasks and activities

The key point is strategy is not a vision but is the defined action plan based upon the Guiding Policy and the diagnosis of the current issues.

The diagnosis points to similar issues across both organisations at the IT level of technology infrastructure though at the application level the organisations vary considerably due to different demands. At a Policy level the Police are dictated by their security requirements. This is inevitably leading to similarity of requirements but with different programmes.

Given this both organisations are committed to developing a Strategy in partnership that recognises the opportunity for enhanced collaboration, follows the same process and methodology but is aligned to their individual organisation requirements.

Design Principles and Business requirements

Both Strategies are based on a set of core business requirements and design principles;

Design Principles
- Policy led design
- Remove complexity and simplify wherever possible
- Deliver end to end solutions
- Ensure the support model transforms in parallel with the technology
- Adaptable to current and future needs
- Alignment to industry trends
- The Technology Stack will be architected to best practice providing resilience and redundancy at all levels where cost effective and aligned to business requirements
- The Technology Stack will be designed to support the requirements for cost effective ICT services
- Cloud solutions wherever possible
- Technology Stack platform based around a single vendor where possible
- The Technology Stack will be maintained at the latest patch and release levels (n-1)
- The Technology Stack will be monitored and maintained at all times
- Compliant with regulatory frameworks (PSN, PSNP etc)
- The Technology Stack will be fully documented at all times
- Aligned to good industry practice and architectural principles
- Eliminate vendor device proliferation and collapse functionality into minimum number of devices

Core Business Requirements
- Enhance the end user experience
- Deliver a platform to enable a more mobile workforce
- Enhance the reliability and functionality of our environment
- Align the user experience to modern ways of working
- Deliver collaboration to provide a connected workforce
- Place CoL and CoLP into best in class for technology adoption and exploitation
- Provide our users with appropriate tools to do their jobs
- Align user expectation and user perception

IT Roadmap and The Enabling Collaboration Principles

To deliver the requirements for future collaboration both Strategies have a core alignment at the technology level for the 4 key components, sharing a common set of design principles. The LAN, WAN (referred to here as the network), desktop and collaboration software have been jointly articulated to share this approach.

Network

The current network comprising of the local and wide area network has reached end of life and cannot support future collaboration objectives. Consistent and repeatable failures are diminishing our ability to operate. Bandwidth constraints at multiple sites are failing to keep up with user demands.

The Transformation Programme envisages;
- To deliver an upgraded network for both the CoL and CoLP – both LAN and WAN
- Utilise a common standard for Network switches
- Utilise a common standard for Wide Area networking utilising the BT MPLS network
- Utilise common design principles and approach
- Support future mobile working practices with a corporate WiFi solution
- To enable future collaboration between CoL and CoLP and other parties
- Utilise a common High Level design

But to implement the network as two separate programmes to;

- Align the programmes to low level business requirements
- Align the network to the respective topologies and configuration requirements
- Ensure Corporation and Police security policies are adhered to and accreditation remains
- Allow for different time lines and approach due to demands of Ring of Steel, JCCR and Accommodation programme

Managed Desktop

The current desk top models in both the Police and Corporation is end of life and has failed to keep up with industry changes to support the end user experience. The Police environment is slightly more advanced based upon Windows 8 while the Corporation has a more urgent need for change. This necessitates two distinct programmes but ultimately utilising the same Technology Stack.

The Transformation Programme envisages;
- Replace life expired hardware for all users
- Implement a fully managed Desktop and mobile device model
- Implement Windows 10, Office 2016, Collaboration (Skype for Business)
- Implement a unified Technology Stack to enable the benefits
- Implement an appropriate VPN solution
- Single standard versions of 3rd party applications deployed to end users
- Implementation of a managed renewal cycle
- Reuse where ever possible the learnings, design documents and approaches developed in the Corporation as the first to market

But to implement a managed desktop as two separate programmes aligned to individual business requirements to;

- Deliver to low level business requirements

- Recognise different demands for mobile and smarter working
- Ensure security compliance remains in place
- Recognise the differences in demands for application compatibility

Collaboration Software

Collaboration software is the broker to enable organisation and cross organisation collaboration at the user and document level. Collaboration can give us the ability to federate services such as calendars and share documents.

Office365 has been selected on the basis of value for money, return on investment, ability to select licenses appropriate to user's roles and alignment to the Technology Stack. The CoLP are in the process of validating the security model of the service offering.

The Transformation Programme envisages,

- Implementing collaboration software for mail, SharePoint and Skype for Business
- Deliver significantly lower IaaS storage and server costs
- Enhanced collaboration
- Separate tenancies for CoL and CoLP to ensure security boundaries are maintained
- Removing the need for future upgrades
- Mail box sizes up to 50GB per person
- Readiness for meeting the needs of current and future collaboration requirements

IT Transformation Road Map

The emerging Transformation Road map shows the Corporation on an earlier trajectory for the managed desktop and collaboration software with the Police requirements under development. The Network Transformation for the WAN and LAN are following the same glide path delivering the stated goals of a joint approach above. The Strategy for the Police is under development to align their requirements to Digital Policing.
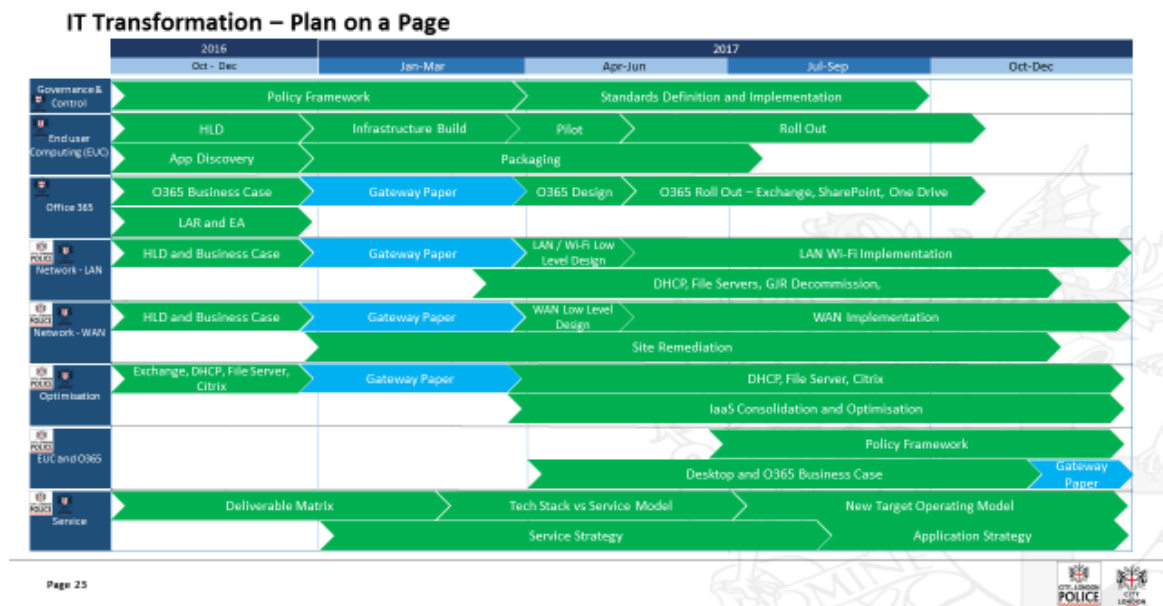
This page is intentionally left blank

Appendix 2
City of London Corporation

IT Strategy - *2020 Vision*

(Only to be read in conjunction with the Technical Design Principles Document)

Approved by IT Sub Committee 22.2.2017

Document Details

Version	Modifications	Author	Date
0.1	First draft	Adrian Davey	15/11/2016
0.2	Internal review and amendments	Kevin Mulcahy	16/11/2016
0.3	User experience and policy framework added	Adrian Davey	08/12/2016

Approvals

This document requires the following approvals:

Name	Role	Signature	Date	Version
Peter Kane	Chamberlain		17/11/2016	0.2
Simon Woods	Director of IT		17/11/2016	0.2
IT Steering Group	Agree		23/11/2016	0.2
SRG	Agree		05/12/2016	0.2
Summit Group	Agree		20/12/2016	0.3
IT Sub Committee	Agree		22/02/17	1.0

Distribution

This document has been distributed to:

Name	Role	Date of Issue	Version
IT Transformtion Steering Group		18/11/2016	0.2
IT Steering Group		17/11/2016	0.2
IT Management team		25/11/2016	0.2
SRG		05/12/2016	0.2
Summit Group		08/12/2016	0.3
IT Summit Committee		22/02/2017	1.0

Contents

Introduction and Context

The City of London Corporation and the City of London Police are now at a point where it needs to re-evaluate both the demands it has for its IT services and how those IT services will be supplied. The current Technology stack has reached both the end of its supportable life and serviceable life.

This paper, which needs to be read in conjunction with the Road Map Design Principles, articulates the current problem definition, what we can learn from the past and how we can shape the future with a clearly defined strategy and road map.

CoL is a consumer of IT and ultimately its strategy is based on the services it needs to consume, market trends and the transformation required to enable those services. Strategy is about shaping the future and has 3 components
- Diagnosis: analysing the environment or situation, making a diagnosis
- Guiding Policy: setting the Policy framework
- Action Plans: sequencing the tasks and activities

The key point is strategy is not a vision but is the defined action plan based upon the Guiding Policy and the diagnosis of the current issues.

This document is concerned with the IT strategy and not the Information and Application strategy which is a separate methodology linked to business strategy and business process. Contextually it is focused primarily on CoL except for the network with the CoLP to follow on completion of their requirements definition for the Digital Police Force in 2017.

IT is the enabling services and supporting infrastructure the business consumes and is an enabler to the business strategy. IT though is critical to business success and for the modern Corporation it is essential that the underpinning IT and services are fit for purpose and support the goals of the organisation.

IT industry developments and Digital Transformation

The IT industry can be defined as a mature industry and future developments are focused on lower costs and simplicity as the last next big thing was the development of the web. ERP solutions are relatively mature and the days of implementing systems and removing 20 account payable staff have gone. Further efficiency and productivity improvements in IT will come from leveraging new delivery mechanisms from cloud based service providers and aligning the service model to new ways of working. The key developments are
- The internet has become increasingly dominant in terms of how services are viewed and accessed
- The Cloud delivery models have reached critical mass and maturity
- Innovation is coming from how services are being delivered and consumed
- IT service models have transformed
- The Corporate IT function is de-skilling as the services move to the cloud
- Services are increasingly agile with a focus on mobility

These trends have coalesced around the Strategic direction of Digital Transformation which seeks to take advantage of these trends to deliver a better outcome for the enterprise. Digital Transformation can be defined as the end-to-end approach to modernising IT and is an effective approach to create and support a viable digital business. It has three key components following the strategic agenda;
- Defining the target state for their IT architectures
- Deciding which elements of the IT landscape (systems, people, and processes) need to change
- Determining the sequence and scope of change

The IT Strategy for the City of London is to follow a Digital Transformation Strategy that addresses the failings and weaknesses of the past while ensuring the organisation is ready for the future. To be successful the three steps need to be addressed systematically. This paper covers the road map for the underpinning services of the network, infrastructure, end user computing and collaboration services. More importantly it addresses how these services will be consumed, supported and the underlying policy frameworks. The major challenge for us in all this change will be how the IT department responds as we move away from building IT to consumers of IT.

The Diagnosis and business requirements

User Perception challenge

To change the IT department needs to be honest with itself on the current challenges and the perception gap between user expectations and the service and services being offered. More importantly we need to be honest with ourselves on the root causes and ensure we are a learning organisations that can work together to enable an enhanced IT offering. With the consumerisation of IT in many cases our users IT is better in a home environment than at work.

Current perception and reality of IT can be summarised as;
- Underperforming systems
- Spinning Donuts
- Slow performance
- Outdated technology
- Poor service
- End user frustration
- Credibility
- High levels of complexity

No one root cause can link these issues but a number of themes have emerged;
- Lack of architectural reference model
- Service and support landscape failing to keep pace with change
- Outdated and complex technology stack
- Built up technology debt
- Undocumented systems
- Poor understanding of the as built environment
- Half delivered projects not fully transitioned into support
- Projects closed down before they had delivered their goals
- Overlapping technologies
- Sub optimal approach to out sourcing

To illustrate the point, we need to ask why does it take 3 days to deploy a new laptop when the industry standard is 45 minutes. Our last upgrade of the desk top environment moved us from Windows XP to Windows 7. This was forced on us by XP going end of life. Our approach was similar to taking a 2001 car into the show room and changing the badge to the 2009 model. The issue was that in the intervening 10 years the underlying architectural, support and delivery model had fundamentally changed. While the badge on the system says Windows 7 we are still managing the solution as though it was XP putting our technology 15 years behind in terms of improvements. The project exhibited all the attributes above and we can take some key lessons forward through our change;
- Upgrades are not about the technology but achieving improvements in business outcomes
- To achieve the outcomes, we must not only upgrade the technology but also the support and service model
- Methodology must be followed including being clear on acceptance criteria

Technology Stack Review

Following methodology, the starting point for the strategy has been an in-depth analysis of our technology stack in determining root cause of user frustration. The analysis helps us understand the as built environment, the components and impact of change and the sequence of events.

CoL Technology stack - December 2015 (baseline)

USER

Device Applications							
Office 2013	Office 2010	Office 2016	Forefront 2010	Google Apps	Visio 2007	Visio 2010	SCCM 2007
BitLocker	OCS 2007	Skype Consumer	One Drive	Project 2013	IEM 9.1	Project 2007	Business Apps
Project 2010	Project 2003	APP V 4.6	Lumension	Visio 2013	Good		

Browsers & Viewers							
IE 11	Chrome Browser	Firefox Browser	MS Silverlight	Jave (JRE)	Adobe Reader	Adobe Flash	IE 8

Device Platform							
Windows 7 Enterprise	Windows 8.1	Citrix ZenApp 6.0	BlackBerry OS 5	Apple IOS	Mac OS	Windows 10	

Device Hardware							
Viglen Desktop PCs	HP Laptops	Microsoft Laptops	Lenovo Laptops	Analogue Conf Phone - Polycom	Apple Macs	Blackberry	Chip and Pin
Basic Nokia Mobile Phone	iPads	ATA's	Windows phones	iphones	Mitel Desk Phone	Netgear	IP Conf Phone Polycom
Minicom	O2 Pico Cell	Vodafone Pico cell					

SERVICE

Applications							
Oracle r12	Exchange 2010	Business Objects	OCS 2007	iTrent	Capita	idocs /laser fiche	Orchard Housing
Microsoft CRM 5.0	Google Apps Platform	Northgate Paris	CAPS Uniform	Civica APP	Civica Flare	GIS	FrameworkI
ModGOV	SupportWorks	SharePoint 2007	SharePoint 2010	Oracle r11	Oracle OBI Warehouse	Office 365	Good
Mitel Contact Centre Client	CT Playback						

Application Technology							
MS Internet Information Server	Apache Web Server	Oracle JSP	Oracle Forms	Citrix XenApp	MS BizTalk 2010	Engress	APP V
Oracle OBI	RDS						

Management Tools							
Solarwinds Orion	TSM Backup	IBM Endpoint Manager	MasS360 MDM	VMware vCenter	Active Directory 2012	Group Policy	NetApp Snapshot
Active Directory 2008 R2	Nessus	Good	Agilisys BaaS	Blackberry Enterprise Server 5.x	SCCM	NetBackUp	WSUS
SupportWorks	Office 365	Active Directory 2003	Lan Sweeper	Solarwinds NPM	Solarwinds SAM	Solarwinds Storage Mgr	Backup Exec
Enterprise Vault	Mitel Enterprise Manager	Nortel Device Manager					

Security & Access							
Nokia CheckPoint Firewall	Cisco ASA Firewalls	MS Certificate Services	Juniper Firewalls	RSA 2FA Two-factor Auth	Cisco User VPN	Site VPNs	JetNexus (Loadbalancer)
Pulse User VPN	Fortinet Firewall	Juniper MAGs	Citrix Gateway				

DATA

Databases							
SQL Server 2000	My SQL	SQL Server 2005	SQL Server 2005 Express	SQL Server 2008	SQL Server 2008R2	SQL 2012	Oracle Database
Ingres	MS Access	Flat File					

File Service							
Windows File Service	Windows File Service 10x WAN Sites	Huddle	OneDrive	Google Drive	Office 365	FTP Service	

INFRASTRUCTURE

Server Platform							
Windows Server 2003	Windows Server 2003 R2	Windows Server 2008	Windows Server 2008 R2	Windows Server 2012	RedHat	SunSolaris	

Server Virtualisation							
VMware							

Server Hardware							
Hardware Servers	HP Proliant DL Rack Servers	Agilisys IaaS					

Storage							
NetApp SAN	Google Drive	HP NAS	OneDrive	HP SAN	IaaS Storage	Local Storage	NAS (Various)

NETWORK

Network/Telephony Devices							
Cisco LAN Switching	Cisco WAN Routing	Aruba Wi-Fi Controllers & APs	Trapeze Wifi Controllers & Aps	Mitel VoIP	DataTrack (Call Logger)	Computel (Voice Recorder)	
Mitel ACD	Nortel Switches/Routers	Juniper LAN Switches	Netgear ADSL Routers	C3 (Voicemail/IVR)			

Network/Telephony Links							
6 Degrees (ISP)	LPSN Internet Link	O2 (Public Wifi)	BT Point-to-Point Links	ISDN30 Phone Service	Mobile Phone Network	Closed user Groups	BT Broadband (wires only)
Virgin Media MPLS	Dark Fibre	LGFL	GCSX	Wi-Fi	The Cloud (Public Wifi)	Galaxy (lib sys)	Internet Based SIP (daisy) Gateway

Data Centre							
GJR	Powergate (CoLo for DR)	Hampstead	West Ham Park	Mansion house	Centreal Criminal House	Heathrow animal reception	London Met Archive
Welwyn GC	Guildhall						

The components of our infrastructure are heat mapped and coded as follows
- Green – currently fit for purpose though may underperform due to other components

Page 103

- Amber – needs attention, approaching end of life
- Red - either end of life, poorly architected, overlapping and ultimately requiring change

Coupled with this have been an in depth system analysis on the following components;

- Network and site surveys
- Exchange
- DHCP
- Citrix
- Fileservers
- Desktop
- Active directory
- Infrastructure
- Applications

The detailed analysis can be viewed separately but result in a number of themes to follow through in our solution design. In principal the critique of the technology stack and its components are;

- Poor understanding of financial model and real Total Cost of Ownership
- No defined Policy framework
- Lack of understanding of the component interdependencies
- Little standardisation and optimisation
- Components implemented as point solution
- Lack of investment in support and maintenance
- Poor transition and handover into support
- Components and the technology stack failing to meet business requirements

Risk Profile

Given the complexity and current state of the technology stack a number of emerging risks need to be highlighted and mitigated through the transformation. The lack of standardisation and architectural principles imposes unquantified security, business continuity and disaster recovery risks. A key component of the transformation will be to ensure we have effective and manageable risk profiles.

Design Principles and Business requirements

As we design the solutions we can now define a set of design principles and business requirements that all solutions must conform to;

Business Requirements
- Enhance the end user experience
- Deliver a platform to enable a more mobile workforce
- Enhance the reliability and functionality of our environment
- Align the user experience to modern ways of working
- Deliver collaboration to provide a connected workforce
- Place the Corporation into best in class for Technology adoption and exploitation
- Provide our users with appropriate the tools to do their jobs
- Align user expectation and user perception

Design Principles

- Policy led design
- Remove complexity and simplify wherever possible
- Deliver end to end solutions
- Ensure the support model transforms in parallel with the technology
- Adaptable to current and future needs
- Alignment to industry trends

- The Technology Stack will be architected to best practice providing resilience and redundancy at all levels where cost effective and aligned to business requirements
- The Technology Stack will be designed to support CoL requirements for cost effective ICT services
- Cloud solutions wherever possible
- Technology stack platform based around a single vendor where possible
- The technology stack will be maintained at the latest patch and release levels (n-1)
- The technology stack will be monitored and maintained at all times
- Compliant with PSN wherever appropriate
- The technology stack will be fully documented at all times
- Aligned to good industry practice and architectural principles
- Eliminate vendor device proliferation and collapse functionality into minimum number of devices

The User Experience

The modern and standard upgraded environment is end user focused to deliver their Business needs both seamlessly, securely and with high performance. The user experience in principle does not change as users still use the applications they have always used and still use Microsoft office with Word, Excel and Outlook. The reality is that the upgraded environment is a significant step forward in how the services are delivered and how end users can collaborate and work in the environment. The underlying technology will enable rather than constrain the business. Following completion of both the Network and Desktop Transformation the following benefits will be delivered;

Performance
- Log on speeds of sub 1 minute from power on
- Big performance and speed improvements
- New end-user hardware both laptops and desktops

Desktop Experience
- Full Microsoft Office 2016 on all devices
- Ability to Instant Messaging
- Ability to hold a Video and Voice call from your device
- Share your desktop and documents for collaboration
- Personal intuitive intranets
- Full presence service providing visibility of user availability
- Unlimited e-mail storage and no archiving
- Ability to view Project and Visio documents
- Applications deployed on demand directly to the device
- Applications requests via a zero touch portal
- Standardised applications for all teams and departments
- Increased personal document storage

Connectivity
- Ability to work from any location
- Open your laptop and connect to the Corporation environment from any location with an internet connection with no additional tokens required
- Work online and offline
- High bandwidth connectivity from all Corporate locations
- Laptops connect directly into Corporate WiFi

Support
- Full remote support

- No need for desk side visits
- Predictive maintenance and monitoring
- Automated patch management

IT Strategy 2 Year Plan and Policy Framework

The Strategic plan is split into 3 distinct phases

- Planning
- Delivery
- Benefit Realisation

Strategy and Financial Planning

This Phase is nearing completion with the High Level Designs due by the end of 2016 and final costings for the Gateway Process in January.

Phase 1 Strategy and Financial Planning		
Strategic Context	**Operational Deliverables**	
• Corporation wide agreement on the strategic plan and financial model to deliver the change • Agreement on Corporation Governance	• Agreed Strategic Agenda • Agreed Financial Plan • Agreed Organisational Model • Commercial and 3rd Party Contractual Framework • High Level designs for all solutions	
IT Core Focus		
ORGANISATION • Alignment to the strategy • Clear roles and responsibilities • Focus on transformation vs day to day • Removing overlaps between internal and external	**POLICY** • Organisational policies mapped • Policies defined and linked to business requirements • Principles agreed • Defined metrics of change	**FINANCE** • Map and define Corporate Governance • Map and define Stakeholders • All Gateway Papers Submitted • High level designs signed off

Phase II 2017 - Delivering the change

Phase 2 Delivering the Change		
Strategic Context	**Operational Deliverables**	
• Delivering the agreed plan to time quality and cost • Supporting the change agenda while keeping the business safe	• Desktop, Network WAN and LAN, O365 and Optimisation • Maintaining BAU while delivering the change • Contract and commercial realignment	
IT Core Focus		
ORGANISATION • Delivery Focused built around expanded PMO • Day to day delivery and customer focus • Operational delivery structures with management specialists and overlap with outsourcers removed	**PROCESS** • Defined Standards linked to agreed Policies • Budget management • Corporate communications • Stake holder management	**BUSINESS AND IT** • Business case management • Steering Groups • Business requirements • Maintaining visibility and the pace of change

Phase III 2018 – Benefit Realisation

Phase 3 Benefit Realisation	
Strategic Context	**Operational Deliverables**

• Landing the change • Benefit realisation • Contract tendering	• New 5-year plan including CoLP • Embedding the change • Contract retendering • New TOM aligned to Operational context

IT Core Focus		
ORGANISATION	**PROCESS**	**OPERATIONAL MANAGEMENT**
• New Target Operating Model • Redefined service landscape and SLA's • New contractual landscape • Focus on service orchestration	• Procurement and tendering • Continuous service improvement • Demand management and optimisation	• New structures and governance procedures • Commercial and contractual management • Financial controls and cost savings

Policy Framework

"A policy is a deliberate system of principles to guide decisions and achieve rational outcomes. A policy is a statement of intent, and is implemented as a procedure or protocol."

To date we have defined 56 policies to support transformation of which 30 are now in draft form at the time of writing. Policy is key as they assist in both subjective and objective decision making. They act as business requirements and ensure all changes comply with standard minimising risk. Sub sections of these Policies will need endorsing by the business while others are for note and it will be IT's responsibility to ensure all change complies with the Policy.

A flavour of the policies includes;
- Finance and Investment Policy
- Security Policy
- Data retention Policy
- Environment management Policy
- Starters mover and leaver Policy
- Application Management Policy

IT Strategy and Components of Change

The components of change

The IT Strategy is to follow a Digital Transformation agenda, aligned to business requirements and addressing the underlying issues in systems, processes and people with a clearly defined Policy Framework.

Support Model and Service Landscape
- New Policy Framework
- Service strategy
- New support model aligned to the technology stack
- New Target Operating Model

These changes are to support the Refreshed Technology stack including;
- New managed desktop model aligned to industry best practice
- New network

- Move to Office 365
- Unified Communications

This is supported by a programme of readiness and enabling works including
- Closure of redundant data centres (GJR)
- DHCP optimisation
- Citrix re-architecture
- File server re-architecture
- Non-core sites remediation
- Consolidation and optimisation

Support Model and Service Landscape

The current service landscape is a break fix service based upon a legacy technology stack. As the technology stack transforms the service landscape will need to evolve to a proactive metric driven environment to support consumption based IT.

The move to managed environments and cloud adoption requires different skills and metrics to support the change. As part of the strategy multiple services will move to the cloud supported by a new Service Management Framework based upon C350 defined deliverables and metrics. New skills will be required in demand management, optimisation and consumption based pricing to ensure we deliver on our business case and reduce the Total Cost of Ownership of IT. This requires re-skilling the IT function as we move from technologists to service architects.

Components of our current IT outsourcing service will need to be re-tendered to potentially new providers specialised in these services. With increased remote management and zero touch support models the landscape and inevitably the Target Operating Model supported by new roles and responsibilities will also be refreshed.

The new model is now in draft form with service requirements mapped as part of any technology change.

Managed Desktop

The current desk top is end of life and has failed to keep up with industry changes to support the end user experience. The programme is fully signed off and has the following deliverables;
- Replace life expired hardware for all users
- Implement a fully managed Desktop
- Implement Windows 10, Office 2016, Collaboration (Skype for Business)
- Implement a unified technology stack to enable the benefits
- Implement a mobile solution with Direct Access
- Rationalise the Desktop Application Estate aligned to Policy and Standards
- Implementation of a managed renewal cycle

In this context, a fully Managed Desktop has the following attributes;
- Standard OS build for all users aligned to CoL ICT policy
- Standardised patching and management for all end user devices

- Applications managed and deployed centrally
- No local software installs
- Active Directory designed and maintained to best practice
- Policy driven environment
- Zero touch support and applications on demand

Network

A new network following the expect to connect goal. The current network comprising of the local and wide area network is end of life and cannot support future collaboration objectives. Consistent and repeatable failures are diminishing our ability to operate. Bandwidth constraints at multiple sites are failing to keep up with user demands. The plan envisages;

- To deliver an upgraded network for both the CoL and CoLP – both LAN and WAN
- To enhance the end user experience and expect to connect
- To improve resilience and redundancy
- To improve security
- Ensure the solution is supportable and maintainable
- To upgrade all EOL equipment
- Support future mobile working practices with a corporate WiFi solution
- To enable future collaboration
- To implement a new support model
- Transition all network attached equipment on to the new network
- To decommission the old network
- Transition into support with new tools, training and support agreements

Office 365

The current exchange infrastructure and design has multiple flaws impacting the end user experience. Early indications suggest remediation will be uneconomic. With an upgrade pending the optimal TCO model suggest moving Exchange and SharePoint to the cloud. This gives us multiple benefits including

- Optimal TCO
- Reduced incidents
- Enhanced performance
- Significantly lower IaaS costs
- Removing the need for future upgrades
- Lower storage costs and enhanced collaboration with One Drive
- Mail box sizes up to 50GB per person

Unified Communications

This will be planned further down the line but represents the next level in user experience and collaboration by moving our telephony service to the cloud. Further work is underway to explore our options when our current telephony solution reaches end of life in 2018.

Readiness and enabling works

This is a series of projects required as readiness criteria to support the broader delivery and fix a number of underlying performance issues in the environments. These projects include;

- **Closure of redundant data centres (GJR)** – the closure of the GJR is a requirement to simplify the Network Transformation and remove multiple single points of failure. GJR was supposed to be delivered as part of the move to IaaS but got left behind

and is one of our key infrastructure risks. Coupled with this we need to clean up miscellaneous pieces of infrastructure across the estate that will no longer be required following Transformation

- **DHCP optimisation** – is the addressing system for all network attached devices. The current ranges are unmanaged leading to addressing conflicts. With the volume of changes this solution needs remediation to support the Transformation.
- **Citrix re-architecture** – the requirements and use cases for the solution will diminish with the implementation of the Managed desktop. This is an opportunity to deliver significant cost savings by rationalising the environment
- **File server re-architecture** – the current solution is one of the critical components leading to poor end user performance. The analysis indicates a need to restructure the data, apply policy and re-architect to provide a fit for purpose business solution that meets end user performance requirements
- **Non-core sites remediation** - prior to the network refresh there is a requirement to perform remediation works across the estate to bring the environments up to standard to pre pare for the new network. This includes removing substandard cabling, cleaning up comms rooms and providing standard racking for the new network equipment.
- **Consolidation and optimisation** – the move to IaaS was a lift and shift leading to high costs being incurred to host our infrastructure. This programme is focused on consolidation and optimisation to significantly reduce our IaaS costs and remove unwanted components. Standard cloud adoption methodology is to transform and then migrate to reduce the impact of consumption based pricing which was by passed in this case.

IT Strategy and Strategy Road Map
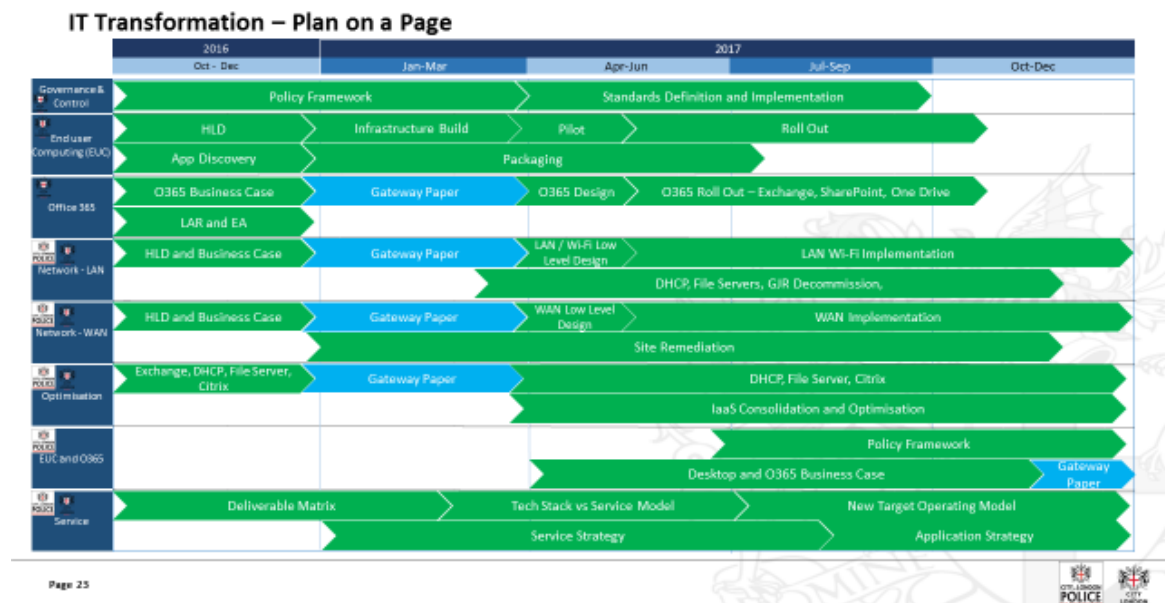
The Strategy Road Map has been designed to
- Minimise business impact
- Reduce the impact of rework and change
- Sequence the changes to deliver maximum user benefit

- Follow good industry practice
- Understand the interdependencies with other programmes such as ring of Steele and Accommodation Programme
- Be clear on readiness criteria and enabling works
- Ensure we are addressing risk

Sequencing the events is key to minimising the Transition costs and delivering the optimal business solution.

IT Strategy and the future Technology Stack

The IT Strategy will deliver the following simplified Technology Stack post Transformation with further works on applications and mobile solutions.

CoL Technology stack - Dec 2017 New desktop, network, readiness criteria

USER

Device Applications
Office 2016	Skype for Business	Visio 2013	Project 2013	Business Apps	BitLocker	Good
MS AV						

Browsers & Viewers
IE 11	MS Silverlight	Jave (JRE)	Adobe Reader	Adobe Flash

Device Platform
Windows 10	Apple IOS	Mac OS

Device Hardware
Desktop PCs	Microsoft Laptops		Lenovo Laptops	Analogue Conf Phone - Polycom	Apple Macs	Chip and Pin
Basic Nokia Mobile Phone	iPads	ATA's	Windows phones	iphones	Mitel Desk Phone	IP Conf Phone Polycom
Minicom	O2 Pico Cell	Vodafone Pico cell				

SERVICE

Applications
Oracle r12	O365 Exchange	O365 Sharepoint	Skype for Business	iTrent	Capita	idocs /laser fiche	Orchard Housing
Microsoft CRM 5.0	Business Objects	Northgate Paris	CAPS Uniform	Civica APP	Civica Flare	GIS	Frameworkl
ModGOV	SupportWorks		SharePoint 2010	Oracle r11	Oracle OBI Warehouse	Office 365	Good
Mitel Contact Centre Client	CT Playback						

Application Technology
MS Internet Information Server	Apache Web Server	Oracle JSP	Oracle Forms	RDS	MS BizTalk 2010	Engress
Oracle OBI						

Management Tools
SCCM	MasS360 MDM	Active Directory 2012	Group Policy	WSUS	Lan Sweeper	Mitel Enterprise Manager
SupportWorks	Nessus	Good	Agilisys BaaS	Blackberry Enterprise Server 5.x		

Security & Access
Nokia CheckPoint Firewall	Cisco ASA Firewalls	MS Certificate Services	Juniper Firewalls	RSA 2FA Two-factor Auth	JetNexus (Loadbalancer)
Fortinet Firewall	Juniper MAGs				

DATA

Databases
SQL 2012	Oracle Database	
Ingres	MS Access	Flat File

File Service
Windows File Service	Office 365	Huddle	FTP Service

INFRASTRUCTURE

Server Platform
Windows Server 2012	RedHat	SunSolaris

Server Virtualisation
Server Hardware
Storage
Agilisys IaaS	Azzure

NETWORK

Network/Telephony Devices
Cisco LAN Switching	Cisco WAN Routing	Aruba Wi-Fi Controllers & APs	Wifi Controllers & Aps	Mitel VoIP	DataTrack (Call Logger)	Computel (Voice Recorder)
Mitel ACD	Switches/Routers	Juniper LAN Switches	C3 (Voicemail/IVR)			

Network/Telephony Links
6 Degrees (ISP)	LPSN Internet Link	O2 (Public Wifi)	BT WAN	ISDN30 Phone Service	Mobile Phone Network	Closed user Groups	BT Broadband (wires only)
Internet Based SIP (daisy)	Dark Fibre	LGFL	GCSX	Wi-Fi	The Cloud (Public Wifi)	Galaxy (lib sys)

Data Centre
Welwyn GC	Powergate (CoLo for DR)

City of London Police (CoLP)
IT Strategy
2020 Vision
Only to be read in conjunction with the Technical Design Principles Document)

Approved by IT Sub Committee 22.2.2017

Version	Modifications	Author	Date
0.1	**First draft**	**Adrian Davey**	**15/02/2017**
0.2			
0.3			
1.0			**22/02/17**

Approvals

This document requires the following approvals:

Name	Role	Signature	Date	Version
Peter Kane	**Chamberlain**		**15/02/2017**	**0.2**
Sean Green	**Director of IT**		**15/02/2017**	**0.2**
Alistair Sutherland	**Assistant Commissioner**			**0.2**
IT Sub Committee	**Endorse**		**22/02/2017**	**1.0**
Finance Sub Committee	**Endorse**		**02/05/17**	**1.0**

Distribution

This document has been distributed to:

Name	Role	Date of Issue	Version
IT Transformation Steering Group			
IT Steering Group			
IT Management team			

Contents

1   Introduction and Context

The City of London Police (CoLP) are now at a point where it needs to re-evaluate both the demands it has for its IT services and how those IT services will be supplied. The current Technology stack has reached both the end of its supportable life and the end of user's tolerance for the current service offering.

This paper, which needs to be read in conjunction with the Road Map Design Principles, articulates the current problem definition, what we can learn from the past and how we can shape the future with a clearly defined strategy and road map. CoLP is a consumer of IT and ultimately its strategy is based on the services it needs to consume, market trends, The Local and National Policing Agenda's and the transformation required to enable those services. Strategy is about shaping the future and has 3 components:

- Diagnosis: analysing the environment or situation, i.e. making a diagnosis
- Guiding Policy: setting the Policy framework
- Action Plans: sequencing the tasks and activities

The key point is strategy is not a vision but is the defined action plan based upon the Policy Framework and the diagnosis of the current issues.

This document is concerned with the IT strategy and not the Information Management strategy which is a separate methodology linked to business strategy and business process.

IT is the enabling services and supporting infrastructure the business consumes, and as such is an enabler to the City of London 2017 Policing Plan. IT is critical to business success and for a modern Police Force it is essential that the underpinning IT and services are fit for purpose, and support the policing priorities of the force. The IT strategy should always support the overall force strategy, and so for CoLP it is vital that an IT service is delivered that supports the seven policing priorities of the force:

| Counter Terrorism | Fraud | Public Order | Cyber Crime | Safer Roads | Vulnerable People | Violet and Acquisitive Crime |
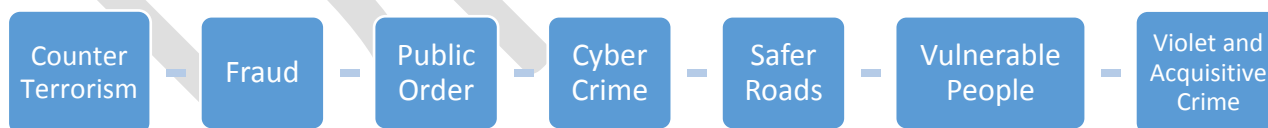
Figure 1 – Policing Priorities – City of London Policing Plan 2017

The CoLP IT Strategy will help to ensure that the force achieves its stated commitments across these priorities, in addition to ensuring appropriate technology is adopted in order to enable CoLP to on board key national change programmes across UK policing.

2   IT Core Principles

In order to ensure that an IT service is delivered that meets the current strategic needs of the force, whilst acknowledging the lessons learnt from previous IT services and infrastructure, the following key principles will be adopted around the IT Services for CoLP.

These principles will be applied throughout the adoption of new IT products and services, to ensure that they are suitable for supporting the needs to a modern police force. It is believed that the adherence to these principles will help to ensure that an effective and cost efficient IT service is provided, whilst ensuring that the maximum benefit is obtained from the product sets that are in place.

Stability: Services will only be adopted where they have been tested appropriately, are compatible with existing technical environments, are compliant with security policy and have a clear support and maintenance process.

Capability: The capability of systems and services to provide value for money, return on investment, business objectives and requirements will be assessed for every IT project and programme and in-services solution. Regularly review will take place to ensure capabilities are still being met throughout the lifecycle.

Adaptability: Wherever practical, IT services will be adaptive to change, and be able to flex and demonstrate continued service delivery, often as a result of external factors including legislative and regulatory change.

Resilience: All critical services will be demonstrably resilient through regular testing to provide the force with sufficient confidence to meet recovery time objectives.

Security Compliance: All services will be secure by design and subject to regular vulnerability and assurance processes. Regular review will take place to ensure that all IT services provided are compliant with national standards, to ensure continued connectivity to nationally provided services.

Commodity Based IT Services: All IT products and services will leverage the benefits available from Commercial off the Shelf (COTS) technology wherever possible. CoLP will "buy not build" where appropriate in order to provide an IT service based upon proven and reliable technologies. There will always be the need to assess specialist or bespoke IT products and services to meet the needs an operational police force, and so the COTS products will not be appropriate for all requirements.

Rationalisation: The capabilities and functionality from a set of core IT systems will be maximised wherever possible, enabling the force to operate a streamlined and efficient set of IT services to support operational policing.

Collaborative Working: The benefit of working with collaborative partners across the delivery of IT services will emphasised. Regular assessment of collaborative IT options will take place to ensure maximum efficiencies from working with blue light services, as well as other strategic partners.

Compliance with national standard: Alignment with both nationally led transformation programmes across the police service, as well as within central government initiatives to maximise contractual efficiencies across police IT functions, in line with Home Office guidelines.

Innovation: CoLP will seek to implement IT services that are both innovative and intuitive. Providing technology that enables the force to meet the challenges of both the modern crime prevention strategy, and the requirements of protecting a major city.

3 Industry Developments and Digital Transformation in Policing

The IT industry can be defined as a mature industry, with future developments now focused on lower costs and simplicity.

Further efficiency and productivity improvements in IT will come from leveraging new delivery mechanisms from cloud based service providers and aligning the service model to new ways of working.

The key developments are:
- The internet has become increasingly dominant in terms of how services are viewed and accessed
- The Cloud delivery models have reached maturity for use across UK Policing.
- Innovation is coming from how services are being delivered and consumed
- IT service models have transformed
- The Corporate IT function is de-skilling as the services move to the cloud
- Services are increasingly agile with a focus on mobility

These developments have come together to form the basis of Digital Transformation, which seeks to take advantage of these trends to deliver a better outcome for the enterprise. Digital Transformation can be defined as the end-to-end approach to modernising IT and is an effective approach to create and support a viable digital business. It has three key components following the strategic agenda;

- Defining the target state for their IT architectures
- Deciding which elements of the IT landscape (systems, people, and processes) need to change
- Determining the sequence and scope of change

The Police Service faces an unprecedented level of change over the coming period. The manner in which forces engage with the public will change dramatically, whilst there has been a widely publicised shift in crime types from traditional to modern digital and cyber crimes. The adoption of a number of major change portfolios across the UK Police Service will fundamentally change the way in which forces operate in the future. These include:

- The Digital Policing Portfolio,
- The Emergency Services Network
- The National Law Enforcement Data Service,
- Home Office Bio Metrics Service

These change portfolios will help forces to meet the demands of the Modern Crime Prevention Strategy, in addition to enabling forces to adopt changes in methods of public contact.

The IT Strategy for the City of London Police is to follow a Digital Transformation Strategy that addresses the failings and weaknesses of the past while ensuring the organisation is ready for these future challenges. This paper covers the road map for the underpinning services of the network, infrastructure, end user computing and collaboration services. More importantly it addresses how these services will be consumed, supported and the underlying policy frameworks. The major challenge for us in all this change will be how the IT department responds as we move away from building IT to consumers of IT.

4 The Diagnosis and business requirements

4.1 User Perception challenge

To change the IT department needs to be honest with itself on the current challenges and the perception gap between user expectations and the service and services being offered. More importantly we need to be honest with ourselves on the root causes and ensure we are a learning organisation that can work together to enable an enhanced IT offering. With the consumerisation of IT in many cases our users IT is better in a home environment than at work.

Current perception and reality of IT within CoLP can be summarised as;

- Reactive not Pro-active IT Service
- Underperforming systems
- Slow performance
- Outdated technology
- Poor Agile Working Capabilities
- Poor Service Management
- End user frustration
- Lack of credibility
- High levels of complexity
- Lack of understanding of a policing environment
- Lack of IT Visibility – Who, Where, How

No one root cause can link these issues but a number of themes have emerged;

- Lack of investment historically in IT
- Lack of architectural reference model
- Service and support landscape failing to keep pace with change
- Outdated and complex technology stack
- Built up technology debt
- Undocumented systems
- Poor understanding of the "as is" built environment
- Projects not fully transitioned into support
- Projects closed down before they had delivered their goals
- Overlapping technologies
- Sub optimal approach to out sourcing
- Not all IT services within the scope of the IT Dept
- Lack of clarity within the delivery model
- Transparency of Budgets vs. Service

Page 119

To illustrate the point, we need to ask why does it take 3 days to deploy a new laptop when the industry standard is 45 minutes. Our last upgrade of the desk top environment moved us from Windows XP to Windows 7. This was forced on us by XP going end of life. The issue was that in the intervening 10 years the underlying architectural, support and delivery model had fundamentally changed. While the badge on the system says Windows 7 we are still managing the solution as though it was XP putting our technology 15 years behind in terms of improvements. The project exhibited all the attributes above and we can take some key lessons forward through our change;

- Upgrades are not about the technology but achieving improvements in business outcomes
- To achieve the outcomes, we must not only upgrade the technology but also the support and service model
- Methodology must be followed including being clear on acceptance criteria

4.2   Technology Stack Review

Following methodology, the starting point for the strategy has been an in-depth analysis of our technology stack in determining root cause of user frustration. The analysis helps us understand the as built environment, the components and impact of change and the sequence of events.

CoLP Technology stack - January 2017 (baseline)

USER								
Device Applications	Office 2010	Office 2007	Device Lock	McCain	Good	Visio 2007	Visio 2013	SCCM 2010
	BitLocker	Business Apps	Project 2007	Project 2013	Met compliance	Office Enforcer		
Browsers & Viewers	IE 11	MS Silverlight	Jave (JRE)	Adobe Reader	Adobe Flash	IF 8	FX Logic	
Device Platform	Windows 7 Enterprise	Windows 8.1	Citrix	BlackBerry OS 5	Apple IOS			
Device Hardware	Viglen Desktop PCs	HP Laptops	Microsoft Surface	Lenovo Laptops	Analogue Conf Phone - Polycom	Lenova Docking Station	Blackberry	Door Access Controllers	Video Conferencing	DVD Writers
	Basic Nokia Mobile Phone	iPads	IP Cameras	Video Screens	iphones	Mitel Desk Phone	Panasonic Docking Stations	IP Conf Phone Polycom	Finger Printing	Monitors
	Airwave	Breatherlizers	Printers and Scanners	Barcode scanners	Doc Identity Checker	ANPR	Panasonic Tough Pads	Signature Pads	Mobile Printers

SERVICE									
Applications	HR Origin	Exchange 2010	Business Objects	Forensics Case Mgt	iTrent	ESRI	Pronto	PNC	Holmes	Experian
	NSPIS Custody	NSPIS Case	Unifi	DIR	KIM Property	Sharepoint	PND	MetCad	Ident 1	PNLD
	Charter	Firearms	Centurion	KnowrFraud	VISOR	Custody CCTV	Voice Recording		Nabis	Acesco
Application Technology	MS Internet Information Server	Apache Web Server	Oracle JSP	Oracle Forms	Citrix XenApp	MS BizTalk 2010	Engress	APP V		
	Oracle OBI	RDS								

Management Tools

Solarwinds (green)	TSM Backup (green)	IBM Endpoint Manager (red)	Mutiny (green)	VMware vCenter (green)	Active Directory 2008 (amber)	Group Policy (amber)
WSUS (green)	Nessus (green)	Good MDM (green)	Sation (green)	Blackberry Enterprise Server 5.x (red)	SCCM (amber)	NetBackUp (red)
SupportWorks (green)	EPO (green)	Lan Sweeper (green)				

Security & Access

Cisco Firewalls (amber)	Bomgar (green)	MS Certificate Services (green)	JetNexus (Loadbalancer) (green)	Site VPNs (amber)
Stonegate VPN (red)	Gateways - multiple (amber)	NAC (green)	SIEM (green)	StoneGate Firewalls (amber)

DATA

Databases

SQL Server 2005 onwards (red)	SQL Server 2005 (red)	SQL Server 2005 Express (red)	SQL Server 2008 (red)	SQL Server 2008R2 (red)	SQL 2012 (amber)	Oracle Database (amber)	MS Access (amber)

File Service

Windows File Service (amber)	Huddle (green)	FTP Service (amber)

INFRASTRUCTURE

Server Platform

Windows Server 2003 (red)	Windows Server 2003 R2 (red)	Windows Server 2008 (red)	Windows Server 2008 R2 (red)	Windows Server 2012 (amber)	Linux (amber)	SunSolaris (amber)

Server Virtualisation

VMware (green)	Hyper V (green)

Server Hardware

Hardware Servers (amber)	Agilisys IaaS (amber)

Storage

HP DAS (amber)	IaaS Storage (amber)

NETWORK

Network/Telephony Devices

LAN Switching (red)	WAN Routing (red)	Wi-Fi Controllers & APs (green)	(red)	Mitel VoIP (green)
Mitel ACD (amber)	Switchers and Routers (red)	Voicemail (green)	ADSL Routers (green)	Brent Phones (green)

Network/Telephony Links

O2 (Public Wifi) (green)	BT Point-to-Point Links (red)	Mobile Phone Network (green)	BT Broadband (wires only) (red)	ISDN30 Phone Service (amber)
Virgin Media MPLS (red)	Dark Fibre (green)			

Data Centre

GJR (red)	New Street (red)	Wood Street (red)	Bishops Gate (red)	Snow Hill (red)	Power Gate (amber)	Welwyn (amber)	Tape Library Hammersmith (amber)

The components of our infrastructure are heat mapped and coded as follows
- Green – currently fit for purpose though may underperform due to other components
- Amber – needs attention, approaching end of life
- Red - either end of life, poorly architected, overlapping and ultimately requiring change
- Blue – Status currently being confirmed via exploratory activities

Coupled with this has been an in depth system analysis on the following components;
- Network and site surveys

Page 121

- Exchange
- Fileservers
- Desktop
- Active directory
- Infrastructure
- Applications

The detailed analysis can be viewed separately but result in a number of themes to follow through in the CoLP solution design. In principal the critique of the technology stack and its components are;

- Poor understanding of financial model and real Total Cost of Ownership by IT and Change Programmes
- Lack of historical investment in IT Infrastructure
- No defined Policy framework
- Lack of understanding of the component interdependencies
- Little standardisation and optimisation
- Components implemented in silos
- Lack of investment in support and maintenance
- Poor transition and handover into support
- Components and the technology stack failing to meet business requirements
- Aging application stack, in particular national police systems

4.3   Risk Profile

Given the complexity and current state of the technology stack a number of emerging risks need to be highlighted and mitigated through the transformation. The lack of standardisation and architectural principles imposes unquantified security, business continuity and disaster recovery risks. A key component of the transformation will be to ensure we have effective and manageable risk profiles.

4.4   Design Principles and Business requirements

As we design the solutions we can now define a set of design principles and business requirements that all solutions must conform to;

Business Requirements
- Enhance the end user experience
- Deliver a platform to enable a more mobile workforce
- Enhance the reliability and functionality of our environment
- Align the user experience to modern ways of working
- Deliver collaboration to provide a connected workforce
- Place CoLP into best in class for Technology adoption and exploitation
- Provide our users with appropriate the tools to do their jobs
- Align user expectation and user perception

Design Principles

- Policy led design
- Remove complexity and simplify wherever possible

- Deliver end to end solutions
- Ensure the support model transforms in parallel with the technology
- Adaptable to current and future needs
- Alignment to industry trends
- The Technology Stack will be architected to best practice providing resilience and redundancy at all levels where cost effective and aligned to business requirements
- The Technology Stack will be designed to support CoLP requirements for cost effective ICT services
- Cloud solutions wherever possible
- Technology stack platform based around a single vendor where possible
- The technology stack will be maintained and software patched to the required levels
- The technology stack will be monitored and maintained at all times
- Compliant with PSN/P
- The technology stack will be fully documented at all times
- Aligned to good industry practice and architectural principles
- Eliminate vendor device proliferation and collapse functionality into minimum number of devices
- Acknowledgement/alignment with national IT roadmap led Police IT Company, The National Police Technology Council & National Change Programmes for Policing.

5   IT Strategy 2 Year Plan and Policy Framework

5.1   Phase 1 2017 – Strategy and Financial Planning

Strategic context
- Development of a strategic plan and financial model to deliver the required changes
- Corporation wide agreement on the strategic plan and financial model
- Agreement on Corporation Governance

Operational Deliverables
- Agreed Strategic Agenda
- Agreed Financial Plan
- Agreed Organisational Model
- Commercial and 3rd Party Contractual Framework

IT Core Focus
- ORGANISATION
    - Alignment to the strategy
    - Clear roles and responsibilities
    - Focus on transformation vs day to day
    - Removing gaps, and overlaps between internal and external IT service provision
- POLICY
    - Organisational policies mapped
    - Policies, reviewed, re-defined and linked to business requirements
    - Principles agreed with Key Stakeholders on both COL and CoLP
    - Defined metrics of change
- FINANCE
    - Confirm Corporate Governance
    - Map and define Finance Stakeholders in both COL and CoLP

Page 123

       o   Confirm alignment with Gateway Process

       o   Define Financial Model

5.2   Phase II 2017 - Delivering the change

Strategic Context

- Delivering the agreed plan to time quality and cost
- Supporting the change agenda while keeping the business safe

Operational deliverables

- Network WAN and LAN Refresh & Implementation of Office 365
- CCCI and Applications Rationalisation
- IT Work streams to Support Accommodation Programme
- Commencement of deliverables for ESN
- Commencement of Digital Policing Programme
- Maintaining BAU while delivering the change
- Contract and commercial realignment

IT Core Focus

- ORGANISATION
  - Day to day delivery and customer focus
  - Operational delivery structures with management specialists and overlap with outsourcers removed
- PROCESS
  - Defined Standards linked to agreed Policies
  - Budget management
  - Corporate communications
  - Stake holder management
- BUSINESS AND IT
  - Business case management
  - Steering Groups
  - Business requirements
  - Maintaining visibility and the pace of change

5.3   Phase III 2018 – Shift from Build to Consume

Strategic Context

- Landing the change
- Benefit realisation
- Contract tendering

Operational deliverables

- 5-year plan for IT Services for CoLP
- Transition to EUDR for CoLP incl Windows 10
- Commencement of NLEDS and Home Office Bio Metrics
- Embedding the change
- Contract retendering
- New Target Operating Model (TOM) aligned to Operational context

Page 124

IT Core Focus
- ORGANISATION
    - New Target Operating Model
    - Redefined service landscape and SLA's
    - New contractual landscape
    - Focus on service definition and delivery
- PROCESS
    - Procurement and tendering
    - Continuous service improvement
    - Demand management and optimisation
- OPERATIONAL MANAGEMENT
    - New structures and governance procedures
    - Commercial and contractual management
    - Financial controls and cost savings

5.4   Policy Framework

"A policy is a deliberate system of principles to guide decisions and achieve rational outcomes. A policy is a statement of intent, and is implemented as a procedure or protocol."

The policy set currently in use within CoLP was revised during the transition to the current managed service provider. Evidence provided from the current Key Performance Indicators and staff surveys, have identified areas where the IT Dept needs to improve. As part of the work to transition to the new IT operating model post the cessation of the current managed service contract, the policy set will be re-addressed to meet the requirements of the force. This will be carried out by IT in conjunction with the Strategic IT Board to ensure that the needs to the force are accurately represented.

Policy is key as they assist in the decision making process. They act as business requirements and ensure all changes comply with standard risk mitigation. Sub sections of these Policies will need endorsing by the business while others are for note and it will be IT's responsibility to ensure all change complies with the Policy.

A flavour of the policies includes;
- Finance and Investment Policy
- Security Policy
- Data retention Policy
- Environment management Policy
- Starters mover and leaver Policy
- Application Management Policy

6   IT Strategy and Components of Change

6.1   The components of change

The IT Strategy is to follow a Digital Transformation agenda, aligned to business requirements and addressing the underlying issues in systems, processes and people with a clearly defined Policy Framework.

Support Model and Service Landscape
- New Policy Framework
- Service strategy
- New support model aligned to the technology stack
- New Target Operating Model

These changes are to support the Refreshed Technology stack including;
- New Managed Desktop
- New Network
- Move to Productivity Services
- Unified Communications
- New Service Provision for Data Storage
- CCCI and Application Rationalisation
- Digital Policing Portfolio
- Mobile Technology and The Emergency Services Network
- National Change Programmes – NLEDS and Home Office Bio Metrics
- ERP – Back Office Services/Business Process Automation

This is supported by a programme of readiness and enabling works including
- Accommodation Strategy and closure of redundant data centres
- Application Delivery
- File server re-architecture
- Non-core sites remediation
- Consolidation and optimisation

6.2   Support Model and Service Landscape

The current IT service landscape is a break fix service based upon a legacy technology stack. As the technology stack transforms, the service landscape will need to evolve in tandem to a proactive, measurable environment to support consumption based IT.

The move to managed environments and cloud adoption requires different skills and metrics to support the change. As part of the strategy multiple services will move to the cloud supported by a new Service Management Framework based upon defined deliverables and metrics. New skills will be required in demand management; optimisation and consumption based pricing to ensure we deliver on our business case and reduce the Total Cost of Ownership of IT. This requires re-skilling the IT function as we move from technologists to service architects.

As the existing IT outsourcing service moves towards the end of its contract, services need to be re-tendered to new providers specialised in these services. Although a single IT service operates across both The Corporation of London (COL) and CoLP, due diligence will be carried out to ensure that any

services meet the specific requirements of a blue light service. This will be from the perspectives of use cases, security and compliance standards, and alignment with national policing IT strategies. This work will commence during 2017 in order to tie in with the cessation of the current IT managed service contract, and allow suitable time for the procurement of new services where necessary.

With increased remote management and automated support models the landscape and inevitably the Target Operating Model supported by new roles and responsibilities will also be refreshed. This process will ensure that any revised operating model for reflects the requirements of a 24/7 operational police force.

6.3   New Managed Desktop

Although the current desktop estate was replaced in 2015, and Mobile Data Tablets implemented in 2016, products will continually head towards end of life and must be updated. This will ensure CoLP keeps up with industry changes to support the end user experience, and ensure compliance with national security standards. This would incorporate:

- Implement a fully managed Desktop and Mobile Device Model
- Implement modern desktop operating systems and applications
- Implement a unified technology stack to enable the benefits
- Implement an appropriate VPN solution to enable reliable Agile Working
- Implementation of a managed renewal cycle
- Implementation of a future roadmap for all desktop software
- Rationalisation of additional propriety third party products

In this context, a fully Managed Desktop has the following attributes;
- Standard OS build for all users aligned to CoLP ICT and Security policies
- Standardised patching and management for all end user devices
- Applications managed and deployed centrally
- No local software installs
- Active Directory designed and maintained to best practice
- Policy driven environment
- Zero touch support and smart access to applications

The migration to a new managed desktop will provide the reliable technology to enable staff to work both an agile and a mobile manner. This will provide significant benefit to the force priorities around Counter Terrorism, Public Order, Safer Roads, Vulnerable People and Violent & Acquisitive Crime.

6.4   Network

A new network following "the expect to connect" goal. The current network comprising of the local and wide area network is end of life and cannot support future collaboration objectives. Consistent and repeatable failures are diminishing CoLP's ability to operate. Bandwidth constraints at multiple sites are failing to keep up with user demands, and will not provide the capabilities for major digital transformation projects such as The Ring of Steel, Digital Investigation & Investigation, and The Joint Command and Control Room (JCCR).

The plan envisages;
- To deliver an upgraded network for CoLP – both LAN and WAN
- To enhance the end user experience and expect to connect

- To improve resilience and redundancy
- To ensure security policies are adhered to and accreditations remain
- Ensure the solution is supportable and maintainable
- To facilitate bandwidth for the provision of digital first technologies
- To upgrade all End Of Life equipment
- Support agile working practices with a corporate WiFi solution
- To enable future collaboration, both with COL and other partners
- To implement a new support model
- Transition all network attached equipment on to the new network
- To decommission the old network
- Transition into support with new tools, training and support agreements

The implementation of new networking will provide CoLP with reliable and scalable technology. This will ensure that staff can access services in an efficient manner, minimising disruption caused by slow running and network outages. This will also provide the infrastructure to support major change programmes such as The Ring of Steel, The Accommodation Programme and The Digital Policing Portfolio, thus providing significant benefit across all of the forces key priorities

6.5   Productivity Services

The current Microsoft Office suite, SharePoint, and Exchange infrastructure within CoLP are rapidly heading towards end of life. With an upgrade pending, the optimal Total Cost of Ownership (TCO) model suggests moving Exchange and SharePoint to commercially based cloud services . This gives us multiple benefits including:
- Optimal Total Cost of Ownership (TCO)
- Reduced incidents
- Enhanced performance
- Significantly lower IaaS costs
- Removing the need for future upgrades
- Lower storage costs and enhanced collaboration with One Drive
- Mail box sizes up to 50GB per person
- Ability rationalise additional propriety third part products

The adoption of this technology will ensure that CoLP are in a position of readiness to meet the forthcoming requirements of the national Digital Policing Portfolio. This will also provide the underpinning technology to support all seven of the forces key priorities.

6.6   New Service Provision for Data Storage

As part of the programme to transition to the existing IT Managed Service, the vast majority of the IT server and storage infrastructure has been moved to the externally hosted IaaS Model (Infrastructure As A Service). The exception to this being data hosted at IL4 and above (in legacy information classification standards).

As part of the work to transition from the current managed service structure, work will be carried out to align to commercially available cloud based storage technologies. This will provide the scalability and capabilities to support the transition to the digital policing portfolio, in addition to the delivery of efficiencies against the existing storage models. CoLP would seek to adopt this approach for data at all security levels, leveraging the most appropriate supplier/suppliers to achieve this.

Page 128

CoLP will seek to align with any strategies or commercial ventures managed by The National Police IT Company, in order to leverage benefits across the UK police service.

The optimal model suggests moving to an appropriate cloud based solution using an appropriate vendor. This provides multiple benefits including:

- Optimal Total Cost of Ownership (TCO)
- Adoption of consumer based approach to secure data storage
- Enhanced performance
- Decoupling of IT infrastructure from the physical estate
- Reduced physical space requirement for server rooms
- Improved Disaster Recovery and Business Continuity
- Ease of meeting increased data storage requirements for Digital Transformation
- Improved support capabilities, reducing reliance on "in house" staff

The transition to such a storage strategy will provide scalable and reliable infrastructure capable of supporting increased data storage requirements around areas such as Counter Terrorism, Fraud Prevention and Cyber Crime. Additionally, adoption of this model will ensure the disaggregation of IT storage from the physical force estate, supporting the forces Accommodation Strategy.

6.7   Unified Communications

This represents the next level in user experience and collaboration by moving our telephony service to the cloud. Work is underway to explore our options for the completion of Internet Protocol Telephony within the force, and as part of this, the benefits of the transition to a Unified Communications platform will be assessed.

The adoption of this technology will provide the technology to enable police officers to communicate and share information easily and effectively with partner forces, and other agencies including the COL. The functionality that is available would provide significant tangible benefits for the force when managing major incidents, and would therefore support the priorities of the force in particular around Public Order and Counter Terrorism.

The benefits of this would include:

- Optimal Total Cost of Ownership (TCO)
- Enhanced Communication Methods including Instant Messenger and Video Conferencing
- Leveraging commercial cloud based products to enable communication with other partners
- Improved briefing capabilities to operational police officers
- Enhanced Communication Capabilities for Gold and Silver Command

6.8   CCCI (Crime, Case, Custody and Intelligence) and Application Rationalisation

A number of key operational policing applications used by CoLP are rapidly heading towards end of life. They are based upon old technologies, and do not provide the capabilities required to meet the goals of the digital Investigation & Intelligence Vision, and the Digital First Vision. This provides the force with a unique opportunity to implement a single system capable of managing multiple policing functions. The force will collaborate with the East Mids region for the provision of a single system across 6 forces.
The benefits of this include:

- Optimal Total Cost of Ownership (TCO)
- Enhanced Crime and Intelligence Capabilities,
- Rationalisation of multiple legacy systems into one database, enhancing the identification of the golden nominal
- Enhanced reporting capabilities
- Ability to meet the requirements of the Digital Case File and Digital Public Contact
- Functionality to deliver Track My Crime and Online Crime Reporting
- Cross Boarder Data sharing with the East Mids Region (Lincs, Notts, Derbys, Leics and Northants).
- Reduction in TCO for future functional requirements
- Modern technology to ease alignment with existing mobile data platforms other applications
- Consumer based storage model, providing capabilities to store increased volumes of digital data.

CoLP will maximise the benefits of this application by ensuring this will be the panacea for operational policing functions, with additional systems only purchased if functionality cannot be provided within CCCI.

The adoption of the CCCI Project will provide the force with modern technology to manage multiple areas of the policing model from a single source, thus supporting a number of the forces key priorities including Counter Terrorism, Public Order, Safer Roads, Vulnerable People, and Violent and Acquisitive Crime. This will provide the efficiency and effectiveness to meet the concerns raised of CoLP within The Peel Report.

6.9   Digital Policing

There is a significant shift in policing to adopt the technologies that are required to support the national digital policing agenda.

"By 2020, Policing will have efficient, effective, consistent, accessible and secure capabilities for digital public contact and the capture, exploitation, storage and sharing of digital intelligence and evidence."

In recognition of this three national programmes have been initiated to support the development of digital policing capabilities under the auspices of the Digital Policing Portfolio

• **Digital Public Contact -** the approach to enabling public engagement with policing in the digital age (Chief Constable Simon Cole)

• **Digital Intelligence and Investigation -** the capabilities required to respond to online crime, develop intelligence and investigate the digital footprint (Chief Constable Stephen Kavanagh)

• **Digital First** – how evidence can be stored and shared with partners and the CJS (Chief Constable Giles York)

We will work closely with key stakeholders across the force to understand the impact of the digital policing agenda on operational processes, and develop technical roadmaps to support this. We will seek to implement commercial cloud based technologies wherever appropriate to support this portfolio of work, leveraging the benefits of proven productivity services and software. We will seek

to adopt commercial cloud storage and communication platforms as part of this transition, to readily provide the capabilities and capacity necessary to the digitisation of services.

CoLP are an active member of The National Police Technology Council (NPTC), and have played a part in the commissioning the three national enabling bids. Those being:
- Security Operations Centre (SOC)
- Identity and Access Management (IAM)
- Productivity Services.

As defined by the Director of the NPTC, these bids will enable:

"All UK police forces will have a secure platform and national standards that enable new ways of working and collaborating; while maintaining the local decision making of the autonomy of individual forces to maintain control their of digital assets"

CoLP will actively participate as a pilot force for the discovery phase of these bids, ensuring that the force aligns with the national vision for police IT, and leverage the benefits from this national approach, both commercially and in terms of functionality. The adoption of technology to support the Digital Policing Portfolio will enable us to provide solutions capable of supporting a number of the forces key priorities, including Fraud, Cyber Crime and Counter Terrorism, in addition to aligning the way the force engages with the other key elements of the legal system.

6.10   Mobile Devices and Emergency Services Network

The emergency services mobile communications programme (ESMCP) will provide the next generation communication system for emergency services and other public safety users. This system will be called the emergency services network (ESN). ESN will be a mobile communications network with extensive coverage, high resilience, appropriate security and public safety functionality.

A portfolio of mobile devices will be supplied that will provide capabilities to replace existing airwave radio equipment, in addition to enabling many of the capabilities that are provided by forces own mobile data solutions. Since 2014, CoLP has carried out work to implement a portfolio of mobile devices to support the agile and mobile working requirements of the force. This includes the prioritisation of laptops for staff, and the delivery of ruggedized tablet devices to front line officers.

We will ensure that the future portfolio of devices used by CoLP, and the underpinning technologies, align with national strategy and technology stack for ESN. We will work with key stakeholders in the force to identify a CoLP mobile device catalogue that meets the needs of officers and staff, whilst maximising the benefits of the ESN technology stack. We will not implement technical solutions that are in direct contradiction of the ESN technology stack. The provision of ESN devices with integrated critical voice and broadband data services will enable rationalization of the existing mobile device estate, enabling the force to address financial pressure in this area.

The implementation of such technology will support the forces key priorities around Counter Terrorism, Public Order, Vulnerable People and Violent and Acquisitive Crime, by providing and efficient and effective mobile communications platform across emergency services and its partners.

6.11 National Change Programmes

We will seek to align the applications and infrastructure roads maps that we deliver, with the requirements of national change programmes across policing. We will provide the appropriate levels of horizon scanning to ensure that there is a detailed understanding of what programmes such as The Home Office Bio Metrics Programme and The National Law Enforcement Data Service (NLEDS) will deliver. This will ensure that the force does not duplicate any of this new functionality in its current or future applications stack, and we will ensure that any infrastructure solutions implemented take into account the migration of UK policing to these new national initiatives, acknowledging the shift to centrally hosted services, will enable forces to share data in more intelligent manners, providing the technology required to support the priorities of both UK policing as a whole and CoLP.

6.12 Readiness and enabling works

This is a series of projects required as readiness criteria to support the broader delivery and fix a number of underlying performance issues in the environments. These projects include;

- **Accommodation Strategy and closure of redundant data centres** – the separation of IT infrastructure from the physical estate, and the subsequent rationalisation of data centres underpins the Accommodation Strategy. We are working to implement solutions that enable the move of staff across the estate, in remediation of IT infrastructure to allow the closure of buildings.
- **Application Delivery –** applications are currently installed directly onto devices. This causes significant issues for the force due to underlying software products, testing and related remediation. The ability to deliver applications in a virtual manner is an urgent requirement to enable continued use of the existing applications stack.
- **File server re-architecture** – the current solution is one of the critical components leading to poor end user performance. The analysis indicates a need to restructure the data, apply policy and re-architect to provide a fit for purpose business solution that meets end user performance requirements
- **Non-core sites remediation** - prior to the network refresh there is a requirement to perform remediation works across the estate to bring the environments up to standard to prepare for the new network. This includes removing substandard cabling, cleaning up comms rooms and providing standard racking for the new network equipment.
- **Consolidation and optimisation** – the move to IaaS was a lift and shift leading to high costs being incurred to host our infrastructure. This programme is focused on consolidation and optimisation to significantly reduce our IaaS costs and remove unwanted components. Standard cloud adoption methodology is to transform and then migrate to reduce the impact of consumption based pricing which was by passed in this case.

Page 132

7 IT Strategy and Strategy Road Map

IT Transformation – Plan on a Page

	2016	2017			
	Oct - Dec	Jan-Mar	Apr-Jun	Jul-Sep	Oct-Dec
CCCI	Gateway Approval	Implementation, Configuration & Deployment			Decommissioning of legacy
NLEDS	Development of National Infrastructure		Development and Testing of National Application		
ESMCP	CoLP Handheld Device and Vehicle Device Strategies			Procurement and Piloting of Devices	
		CoLP Control Room Readiness			
Network - LAN	HLD and Business Case	Gateway Paper	LAN / Wi-Fi Low Level Design	LAN Wi-Fi Implementation	
			DHCP, File Servers, GJR Decommission,		
Network - WAN	HLD and Business Case	Gateway Paper	WAN Low Level Design	WAN Implementation	
			Site Remediation		
Optimisation	Exchange, DHCP, File Server, Citrix	Gateway Paper	DHCP, File Server, Citrix		
			IaaS Consolidation and Optimisation		
EUC and O365				Policy Framework	
			Desktop and O365 Business Case		Gateway Paper
Service	Deliverable Matrix	Tech Stack vs Service Model		New Target Operating Model	
		Service Strategy		Application Strategy	

The Strategy Road Map has been designed to

- Minimise business impact
- Reduce the impact of rework and change
- Sequence the changes to deliver maximum user benefit
- Follow good industry practice
- Understand the interdependencies with other programmes such as ring of Steele and Accommodation Programme
- Be clear on readiness criteria and enabling works
- Ensure we are addressing risk

Sequencing the events is key to minimising the Transition costs and delivering the optimal business solution.

8 IT Strategy and the future Technology Stack

The IT Strategy will deliver the following simplified Technology Stack post Transformation with further works on applications and mobile solutions.

CoLP Technology stack - December 2017 (baseline)

USER

Device Applications

Office 2010	Office 2006	Device Lock	McCaffee	Good	Visio 2016		SCCM 2010
BitLocker	Business Apps	Project 2016	Project 2013	Metacompliance	Office Enforcer		

Browsers & Viewers

IE 11	MS Silverlight	Jave (JRE)	Adobe Reader	Adobe Flash	FX Logic	Goofle Chrome

Device Platform

Windows 7 Enterprise	Windows 8.1	Citrix	Windows 10	Apple IOS

Device Hardware

Viglen Desktop PCs	HP Laptops	Microsoft Surface	Lenovo Laptops	Analogue Conf Phone - Polycom	Lenova Docking Station		Door Access Controllers	Video Conferencing	DVD Writers
Basic Nokia Mobile Phone		IP Cameras	Video Screens	iphones	Mitel Desk Phone	Panasonic Docking Stations	IP Conf Phone Polycom	Finger Printing	Monitors
Airwave	Breatherlizers	Printers and Scanners	Barcode scanners	Doc Identity Checker	ANPR	Panasonic Tough Pads	Signature Pads	Mobile Printers	

SERVICE

Applications

HR Origin	Exchange 2010	Business Objects	LIMA	iTrent	ESRI	Pronto	PNC	Holmes	Experian
			DIR		Sharepoint	PND	MetCad	Ident 1	PNLD
Charter	Firearms	Centurion	KnowFraud	VISOR	Custody CCTV	Voice Recording		Nabis	Acesco

Application Technology

MS Internet Information Server	Apache Web Server	Oracle JSP	Oracle Forms	Citrix XenApp	MS BizTalk 2010	Engress	APP V
Oracle OBI	RDS					

Management Tools

Solarwinds	TSM Backup		Mutiny	VMware Center	Active Directory 2008	Group Policy
WSUS	Nessus	Good MDM	Sation		SCCM	NetBackUp
SupportWorks	EPO	Lan Sweeper				

Security & Access

Firewalls	Bomgar	MS Certificate Services	JetNexus (Loadbalancer)	Site VPNs
Direct Access	Gateways - multiple	NAC	SIEM	

DATA

Page 134

Databases	SQL Server 2008	SQL Server 2008R 2	SQL 2012	Oracle Database	MS Access

File Service	Windows File Service	Huddle	FTP Service

INFRASTRUCTURE

Server Platform	Windows Server 2008 R2	Windows Server 2012	Linux	SunSolaris

Server Virtualisation			
Server Hardware	Agilisys IaaS	Azure	Official Sensitive
Storage			

NETWORK

Network/Telephony Devices	LAN Switching	WAN Routing	Wi-Fi Controllers & APs		Mitel VoIP	Unified Comms
	Mitel ACD	Switchers and Routers	Voicemail	ADSL Routers	Brent Phone	

Network/Telephony Links	O2 (Public Wifi)		Mobile Phone Network	BT Broadband (wires only)	ISDN30 Phone Service
		Dark Fibre			

Data Centre	New Street	Wood Street	Bishops Gate	GYE	Power Gate	Welwyn	Tape Library Hammersmith

9. Glossary of terms and Abbreviation

Glossary of Terms	
ESN	Emergency Services Network
ESMCP	Emergency Services Mobile Control Platform
NLEDS	National Law Enforcement Data Service
SLA	Service Level Agreement
KPI	Key Performance Agreement
TCO	Total Cost of Ownership
COL	Corporation of London
CoLP	City of London Police
ICT	Information and Communcations Technology
WAN	Wide Area Network
LAN	Local Area Network
IAAS	Infrastructure As A Service
CCCI	Crime, Case, Custody and Intelligence
CJS	Criminal Justice Service
NPTC	National Police Technology Council
JCCR	Joint Command and Control Room
TOM	Target Operating Model

Committee:	Date:
Finance Committee	2 May 2017
Subject: Chamberlain's Departmental Business Plan 2016/17 – Year-end Update	**Public**
Report of: Chamberlain	**For Information**
Report author: Matt Lock, Chamberlain's Department	

Summary

This report provides Members with a year end summary of delivery against the objectives and expected outcomes stated in the Chamberlain's Business Plan for 2016/17. In the main, progress was good, with many key milestones met according to anticipated timescales.

Key achievements in 2016/17 include:

- Publication of an efficiency plan, setting out a strategy for continuous improvement and sustainable efficiency gains over the medium term
- Annual procurement savings secured totalling £7.98m
- Formulation and publication of the IT Strategy, underpinning delivery of the IT Transformation Programmes.

Overall performance was broadly in line with expectations with some Key Performance Indicators exceeding targets and a small number of exceptions tracking below target. It should be noted that all targets are set to a challenging level and even though we have not quite achieved all our aspirations, performance has improved from previous years.

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 12th April 2016. It is a requirement of the Corporate Business Planning Framework that business plan delivery update reports be provided to Committee on a quarterly basis. This report builds upon the good progress reported throughout the year and provides a year end summary of our performance against stated objectives.

Service Delivery and Key Improvement Objectives

2. IT service delivery has been a key area of focus; the IT Strategy has been refreshed and is fully aligned with the major IT transformation programmes that are now in flight. These programmes are gaining momentum as we move into

the next financial year and there are clear mechanisms in place to monitor progress. IT performance has also recently improved in relation to day to day operations, as reflected in customer feedback received.

3. The City Corporation secured certainty around Government funding over the medium term through publication of an efficiency plan. This plan and the supporting implementation plan will be the driving force behind our efforts to deliver continuous improvement and sustainable efficiency gains of 2% year on year.

4. After a period of stabilisation following the Oracle R12 upgrade, we have now established a strong platform to deliver future system enhancements, with an established process to govern requests for development. Plans to enhance reporting capability have not been achieved in line with aspirations, work continues into 2017/18 to support the production of improved management information with the appointment of a project manager to oversee a fuller programme of activity.

5. Finally, of note, the contract for the wireless concession across the City was signed, this will see a rollout of small cells which should give significantly improved wi-fi over the next year. A great example of collaborative work between the Procurement team, City Surveyor's and the Comptroller and City Solicitor over the past year.

Delivery against Key Performance Indicators

6. The Chamberlain's Performance Scorecard is shown as Appendix 1 to this report. This shows good performance across the range of KPIs in place. The following points are highlighted:
   - Accounts Payable Invoice Turnaround for SME (10 day) – marginally behind the target of 88% having dropped slightly in the second half of the year. While the 10 day timescale is challenging, we have demonstrated that this can be achieved, we will continue to work towards sustaining the highest performance against this KPI.
   - % of Invoices Received Electronically –steady progress has been achieved throughout the year against a stretch target, although year-end performance is reported as 93% against a target of 97%. This is a significant improvement on the previous year.
   - The procurement savings target of £7.9m has been met.
   - IT service availability shows an improvement against the existing KPI, it has been noted throughout the year that this KPI is not fully reflective of customer experience; the IT team have developed a broader set of indicators for future years.
   - The target for delivery of the Internal Audit Plan for 2016/17 has been achieved, despite challenges earlier in the year.

7. As reported previously, our annual customer and staff surveys were undertaken in Autumn, the outcomes of which are used to inform our future business plan and are captured at a high level on our departmental scorecard.

The cumulative average customer rating for the department across a range of criteria was "Good", with some teams scoring "Very Good". IT Division scored well on questions in relation to customer engagement, although less well on service provision, which reflects the known position in relation to service stability.

Our staff survey received a very positive response overall, with some areas for improvement noted. Focus groups were held to explore these areas in more detail and were used to shape our annual staff briefing event, feedback for which was excellent.

Conclusion

8. Members are asked to note the successful delivery of the Chamberlain's Department Business Plan for 2016/17, the significant majority of activities having been delivered in accordance with stated expectations.

Appendices

▪ Appendix 1 – Chamberlain's Department Scorecard

Background Papers

▪ Report to Finance Committee 12/04/2016: Chamberlain's Business Plan 2016/17
▪ Report to Finance Committee 19/07/2016: Chamberlain's Business Plan – First Quarter Update
▪ Report to Finance Committee 18/10/2016: Chamberlain's Business Plan – Half Year Update
▪ Report to Finance Committee 31/01/2017: Chamberlain's Departmental Business Plan – Quarter 3 Update

Matt Lock
Assistant Director – Strategic Resources, Chamberlain's Department

T: 020 7332 1276
E: matt.lock@cityoflondon.gov.uk]

This page is intentionally left blank

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%	97%	97%
Accounts Payable invoice turnaround for SME (10 day)	% paid measured quarterly	86%	88%	87%	88%	87%	86%
% of Invoices Received Electronically by the AP team	measured quarterly	Profile:		88%	91%	94%	97%
		80%	97%	85%	91%	93%	93%
Annual Procurement Savings (cumulative)	Savings achieved	Target Profile:		£2.14m	£4.18m	£5.81m	£7.90m
		£8.47m	£7.90m	£2.14m	£4.1m	£5.71m	£7.98m
Commercial rent collection rates	% collected	97%	98%	98.03%	98.51%	98.15%	98.61%
Business Rates collection rates (cumulative)	% collected	99%	99.75%	30.35%	59.32%	87.4%	99.75% N.B Estimate only
IT service availability	Percentage Measured quarterly	n/a new KPI	99.89%	99.91%	99.98%	99.99%	99.98%
Internal Audit Performance (cumulative)	Audit Plan delivery (%)	90%	95%	24%	43%	74%	95%
				11%	28%	47%	95%
Publication of City Fund Accounts within Statutory Deadline					**Status:**		complete
Delivery of a balanced budget and Medium Term Financial Plan for City Fund, approved by Court of Common Council by 31 March					**Status:**		complete
Effective financial management: Expenditure against Departmental Local Risk Budgets within ±5% *(year-end target)*					**Status:**		1% better than budget
Provide a high quality service to our customers measured through our annual customer survey[1] Cumulative average assessment "good"						2015/16 Achieved	2015/16 Achieved
Increased staff engagement, measured by percentage of positive responses to Staff Survey Q4: "I recognise that if I am successful in my role it contributes to successful delivery of the Department's Business Plan"[2]			2015/16 89%		Target 92%		87%

---

[1] Revised scoring criteria introduced for 2016/17 customer survey

[2] Question amended, alternate benchmark of engagement ~~Page 141~~ response to survey: 70% of department responded in 2016/17 equal to that in 2015/16

This page is intentionally left blank

Committee	Date:
Finance Committee	2 May 2017
Subject: Chamberlain's Department Risk Management – Quarterly Report	**Public**
Report of: Chamberlain	**For Information**
Report author: Hayley Hajduczek, 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 two corporate risks and seven 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. Delivery of the refreshed IT Strategy over the next 12-18 months will 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 there are any emerging risks for

inclusion in the risk register within 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

   ▪ periodic, 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 six risks on the departmental risk register, attached as Appendix 1 to this report, assessed as 1 RED risk and 8 AMBER risks. These are:

   CR19 – IT Service Provision (Current Risk: Red – no change**)**
   The focus of the team is on stabilisation. The team level approach to risk management is now aligned fully to the top level approach, with team level risks being monitored and actions put in place as appropriate. Remedial work is underway to improve the stability of service. The procurement process is now taking place to replace unsupportable networking hardware. Following procurement of new networking hardware work will move to full delivery of a new network for the City Corporation and City of London Police. 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 Director of Information Security 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.

   A paper outlining a number of options for improving technical security was approved by IT Sub Committee in January and the implementation of the recommendations has begun.

   CH23 – Police Funding (Current Risk: Amber – no change**)**
   Following a reduction in government funding and growing demands on Police services, unless further action is taken, the City of London Police will be unable to maintain a balanced budget or current service levels. The Police Medium Term Financial Plan, which went through the City's committee process in December,

set out a strategy for dealing with the deficit to the end of 2017/18 and this has been put in place. An external review of future demands on policing and value for money has been commissioned to identify options to address the projected deficits of £5.6m in 2018/19 and £3.8m on 2019/20.

CHB012 – Value for Money (Current Risk: Amber – no change**)**
A review has been completed and reported to Efficiency & Performance Sub Committee. The Implementation of Efficiency and Sustainability Plan was approved. Value for Money is to be embedded in the Business Planning process and annual self-assessments will be carried out by all service departments in 2017/18. This will promote continuous improvement across the Corporation.

CHB002 – Oracle ERP Business Benefits (Current Risk: Amber – reducing**)**
The Oracle Benefits Realisation project is complete; recommendations have been made to the project Steering Group (comprising senior stakeholders), and the implementation plan has been agreed and is underway. Implementation is expected to be completed by the time that the Oracle Board meets in May, specifically consideration of future application strategy. At this time the risk is expected to be mitigated. Further progress is expected to be made with Management Information pilot following the appointment of Oracle Project Manager.

CHB006 – IT Service Outage (Current Risk: Amber – no change**)**
This risk relates to the disruption to service delivery as a result of major information systems outage (e.g. network/technology infrastructure failure). 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 are carrying out an audit of the current infrastructure and making improvements to this to mitigate risk of service failure.

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.

The Workforce plan has been refreshed in alignment with the departmental business plan preparation. Succession planning is in process of being developed identifying those posts where internal succession is desirable and viable, putting a strategy in place to achieve this.

CHB011 – Corporate Contract management (Current Risk: Amber – reducing)
City Procurement have successfully filled five of the seven positions in the Corporate Contract Management Team. With recruitment of remaining two posts underway, moving closer to mitigating this risk. A contract management toolkit is nearing completion, to be deployed across the organisation. Corporate Supplier Scorecard is in final draft format awaiting approval. Following approval of the scorecard documentation will be tailored and finalised for release in May/June of this year.

CHB014 – Loss of ESF Funding for Central London Forward CESI Program (Current Risk: Amber – no change)
City of London Corporation have not complied with ESF grant terms and conditions in relation to the procurement of the contractor for this program. Meeting has been held between GLA and representatives from City Procurement and Comptrollers regarding the process that was followed in 2014, the justification for the measures taken and why the procurement does not fall foul of the ESF procurement requirements to the extent of a 100% loss of grant (£300k) in line with the corrections directive they will supply us.

In summary the GLA's position is that their initial decision is upheld with 100% of grant loss applicable. City Procurement and Comptrollers are working to minimise this loss to £75k. A further report is to be issued to the GLA by the end of April.

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
- Appendix 2 COL Risk Matrix – Committee version

Background Papers
Monthly Reports to Finance Committee: Finance Committee Risk

Hayley Hajduczek
Chamberlain's Department

T: 020 7332 1033
E: hayley.hajduczek@cityoflondon.gov.uk

CHB Corporate and departmental risks - detailed report EXCLUDING COMPLETED ACTIONS

Report Author: Hayley Hajduczek
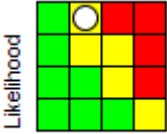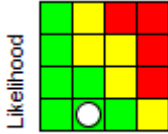
Generated on: 19 April 2017
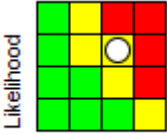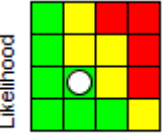
Rows are sorted by Department Code

Risk no, title, creation date, owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
CHB002 Oracle ERP Business Benefits 09-Mar-2015 Peter Kane	**Cause**: Recommendations of the Oracle Benefits Realisation review not implemented. Inadequate governance arrangements in place to ensure effective prioritisation of development activity. **Event**: Failure to deliver efficiencies and future revenue savings that might be achieved/facilitated through system optimisation of the Oracle application. **Effect**: System functionality fails to meet user requirements, developments not prioritised to ensure that value is optimised		6	The Oracle Business Benefits Realisation Review has now concluded, the residual risk focusses on implementation of the recommendations and continued development and enhancement of the application, this risk is now within the business as usual operation and support of the application. **06 Apr 2017**		4	31-May-2017	

Action no, Action owner	Description	Latest Note	Managed By	Latest Note Date	Due Date
CHB002m	Implementation of recommendations made in the Oracle Benefits Realisation Review	Good progress being made on implementations expected to conclude at next Oracle board meeting in May, specifically consideration of the future application strategy. Implementation issues closed.	Philip Gregory	06-Apr-2017	31-May-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 Sean Green; Simon Woods	**Cause**: Major information systems outage, e.g. network/technology infrastructure failure. Interruption to Power supply. **Event**: Disruption to IT service delivery. **Effect**: Provision of service operations compromised.		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 been granted additional funding to help mitigate the increased likelihood of failures. This will continue to be a focus until the transformation works deliver a more robust platform during 2017/18. **06 Apr 2017**		2	31-Dec-2017	

Action no, Action owner	Description	Latest Note	Managed By	Latest Note Date	Due Date
CHB006a	Solution proposal being evaluated.	Updates to the telephone infrastructure are to be made throughout 2017. In the interim mitigations have been put into place to lower the risk of outages.	Sean Green; Simon Woods	06-Apr-2017	31-Dec-2017
CHB006b	Renewal of network infrastructure.	An audit of the current network infrastructure is being carried out.	Sean Green; Simon Woods	06-Apr-2017	31-Dec-2017

2

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 Roger Kane	**Cause**: Possible growing gap between COL's pay and reward package compared to other organisations. **Event**: Difficult to recruit and retain staff across the department. **Effect**: 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.		12	For some specialist posts within the department that are challenges to recruit to and other instances where pay levels make it hard to recruit candidates with talent and experience. 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 will have an increased focus on improving succession planning and development of existing staff. **06 Apr 2017**		4	31-Mar-2017	▬

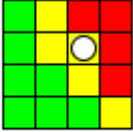| Action no, Action owner	Description	Latest Note	Managed By	Latest Note Date	Due Date
CHB 008b	Develop a succession plan identifying those posts where internal succession is desirable and viable. Putting a strategy in place to achieve this.	High level managers posts are difficult to recruit to succession planning in progress putting a strategy in place where internal succession is desirable and viable.	Matt Lock	06-Apr-2017	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
CHB011 Corporate Contract Management 26-Feb-2016 Peter Kane	**Cause**: CoL has no corporate contract management policy or procedures. **Event**: Strategic corporate contracts will fail to be monitored and managed in a consistent and planned manner. **Effect:** Corporate contracts not delivering the commercial benefits and quality expected at contact letting, escalating prices, scope creep.		12	The Commercial Contract Management team are now live with 5 out of 7 job roles filled. The corporate scorecard is in final draft format pending approvals and this if approved will see the toolkit and framework finalised for issue. A pipeline of initial opportunities has been compiled with the first pipeline review being held 4th April 2017. **06 Apr 2017**		2	01-Apr-2017	

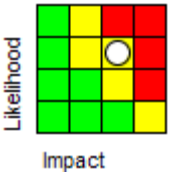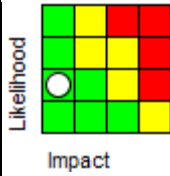| Action no, Action owner	Description	Latest Note	Managed By	Latest Note Date	Due Date
CHB011f	Establish a new unit that acts as the corporate resource in line with the Approach and Blended Intervention model recommended.	Five roles out of the 7 created have now been successfully filled within the new team. Interview to be held on Thursday 16th March 2017 for the Assistant Director role and the advert for the remaining Commercial Contract Manager closes on 7th April 2017.	Christopher Bell	06-Apr-2017	30-Apr-2017
CHB011g	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.	Corporate Supplier Scorecard is in final draft format and pending approval at SRG, Summit and EPSC during April and May will see the conclusion of the framework and supporting toolkit. The scorecard approval will see all documentation tailored and finalised for release in May/June 2017. Still in time to have Quarter 1 process commence.	Christopher Bell	06-Apr-2017	30-Apr-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
CHB012 Value for Money (VFM) 21 Nov-2016 Caroline Al-Beyerty; Peter Kane	**Cause**: The City Corporation needs to be able to demonstrate it is achieving value for money in all its areas of expenditure. **Event**: Reduced funding available to the City Corporation emphasises the need to use funds in a way that achieves value for money. **Effect**: City Corporation will be unable to demonstrably achieve progress on obtaining value for money, significantly impacting on both service delivery levels and reputation.		12	Review completed and reported to Efficiency & Performance Sub-Committee. VFM is to be embedded in the Business Planning process with an annual self—assessment of performance on VFM by service departments. Detailed post-SBR Efficiency Plan to be drafted and implemented, including a framework that would incorporate continuous improvement savings and a rolling review programme to secure more radical changes in efficiency and effectiveness. **05 Apr 2017**		4	31-Dec-2017	➡

Action no, Action owner	Description	Latest Note	Managed By	Latest Note Date	Due Date
CHB12b	VFM to be embedded in the Business Planning process, including an annual self—assessment of performance on VFM by service departments which highlights areas requiring improvement, open to scrutiny by Service Committees and Efficiency & Performance Sub-Committee.	VFM challenge embedded in the Business Planning process with an annual self—assessment of performance on VFM by service departments. A VFM checklist of questions will go out with the other guidance on producing the new format detailed Business Plan over the summer for inclusion in draft business plans in Oct/Nov. A summary evaluation/review of the VFM data provided across the whole of the City once the BP plans have all been submitted – likely to be in Q4 17/18.	Caroline Al-Beyerty	05-Apr-2017	31-Dec-2017
CHB12c	Detailed post-SBR Efficiency Plan to be drafted and implemented, including a framework that would incorporate continuous improvement savings and a rolling review programme to secure more radical changes in efficiency and effectiveness.	Court of Common Council approved the published Efficiency and Sustainability Plan on the 13th October 2016. Report on the Implementation of Efficiency and Sustainability Plan was approved at Efficiency & Performance Sub-Committee on 17th February 2017 setting out milestones to implement Efficiency Plan. Monthly milestone reports provided to each SRG and Summit Group setting out progress on Chief Officer Peer Reviews, Central Risk Review and implementation of 2% continuous budget reductions from 2018/19.	Caroline Al-Beyerty	18-Apr-2017	30-Jun-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
CHB014 Loss of ESF Funding for Central London Forward CESI Program 19-Jan-2017 Christopher Bell	**Cause**: City of London Corporation have not complied with ESF grant terms and conditions in relation to the procurement of the contractor for this program. **Event**: City Procurement and Comptrollers are in dialogue with the GLA in relation to the audit findings of this progress **Effect**: potential loss of ESF grant to a max of 300k which may have to come to finance committee contingency fund if GLA audit decision is upheld.		12	Meeting held between the GLA and representatives from City Procurement and Comptrollers. The GLA are to supply further guidance on their correction requirements and penalty levels and CoL to re-present the case in a clear and concise manner. Aiming for a response to be submitted in April 2017. In summary the GLA's position is that their initial decision is upheld with 100% of grant loss applicable. **18 Apr 2017**		2	31-May-2017	

Page 152

Action no, Action owner	Description	Latest Note	Managed By	Latest Note Date	Due Date
CHB014d	Report to be prepared jointly by Comptrollers and City Procurement outlining the process that was followed in 2014, the justification for the measures taken and why the procurement does not fall foul of the ESF procurement requirements to the extent of a 100% loss of grant in line with the corrections directive they will supply us.	City Procurement are liaising with Comptrollers to produce the required report with an aim to have final version for submission in April 2017.	Christopher Bell	07-Apr-2017	14-Apr-2017
CHB014e	Report to be submitted to GLA for final verdict.	Once report is finalised and signed-off internally, it will be sent to the GLA.	Christopher Bell	07-Apr-2017	21-Apr-2017
CHB014f	Receive verdict from GLA and take any further mitigation actions to secure lost funding if needed.	Awaiting outcome from above action.	Christopher Bell	15-Mar-2017	12-May-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
CR16 Information Security 22-Sep-2014 Sean Green; ~~Simon Woods~~	**Cause**: Breach of IT Systems resulting in unauthorised access to data by internal or external sources. Officer/ Member mishandling of information. **Event**: Cybersecurity attack - unauthorised access to COL IT systems. Loss or mishandling of personal or commercial information. **Effect**: Failure of all or part of the IT Infrastructure, with associated business systems failures. Harm to individuals, a breach of legislation such as the Data Protection Act 1988. Incur a monetary penalty of up to £500,000. Compliance enforcement action. Corruption of data. Reputational damage to Corporation as effective body.		12	Paper regarding improving technical security was approved by IT Sub-Committee in January 17. Now proceeding with the implementation of the recommendations. **07 Apr 2017**		4	31-Dec-2017	

Page 153 (vertical text in left margin)

Action no, action owner	Description	Latest Note	Managed By	Latest Note Date	Due Date
~~CR16b~~	For all major systems establish data owner and retention policy for information therein.	Paper was approved by Summit Group in December and is now being progressed through the relevant Committee processes and project governance where relevant.	Christine Brown	07-Apr-2017	28-Feb-2017
CR16h	Online training to be made available to Members following workshop in February 2016.	Induction training provided - Gary Brailsford Hart is supporting this risk	Sean Green; ~~Simon Woods~~	07-Apr-2017	03-Apr-2017
CR16i	The Development and implementation of more technical security infrastructure	Paper regarding improving technical security was approved by IT Sub-Committee in January 17. Now proceeding with the implementation of the recommendations.	Sean Green; ~~Simon Woods~~	07-Apr-2017	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
CR19 IT Service Provision 14-Jul-2015 Sean Green; ~~Simon Woods~~	**Cause**: The whole Police IT Estate and parts of the Corporation are in need of further investment. **Event**: For the Corporation, poor performance of IT Service and for the Police critical failure of the Police IT Service. **Effect**: Loss of communications or operational effectiveness (may also lead to low staff morale). Possible failure of critical Corporation and Policing activities. Reputational damage.		16	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 assessing how additional funds approved by Committee should be distributed 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. **07 Apr 2017**		4	31-Dec-2017	

Action no, Action owner	Description	Latest Note	Managed By	Latest Note Date	Due Date
CR19c	Investment in any retained IT infrastructure to ensure that this meets the same standards of resilience and continuity as delivered by the IaaS infrastructure.	Delivery of the new solution will take place throughout 2017.	Sean Green; ~~Simon Woods~~	07-Apr-2017	31-Dec-2017
CR19d	Investment in any retained IT infrastructure to ensure that this meets the same standards of resilience and continuity as delivered by the IaaS infrastructure	Remediation work has now started and will continue throughout 2017.	Sean Green; ~~Simon Woods~~	07-Apr-2017	31-Dec-2017
CR19e	This is the first phase of the revised project to fully replace ageing unsupportable networking hardware from the City and City Police's infrastructure.	Audit work now completed. Procurement phase now in progress.	Sean Green; ~~Simon Woods~~	07-Apr-2017	30-Jun-2017
CR19f	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.	Sean Green; ~~Simon Woods~~	07-Apr-2017	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
CR23 Police Funding 21-Nov-2016 Caroline Al-Beyerty	**Cause:** Reduction in government funding and growing demand in Policing services leading to pressures for the City Fund -Police. **Event:** Reduction in government funding. The Government's stated intention is that the shortfall should be met from an increase in the precept (in the City's case, the business rate premium) **Effect:** City of London Police will be unable to maintain a balanced budget and current service levels as reflected in their Medium Term Financial Plan. Potential adverse reaction from business community to increased premium following so swiftly on significant rise in business rates in the City following the government's revaluation exercise.		12	Escalated to Corporate level as per instruction from Chamberlain. Subject to confirmation by CORMG/Summit Group. **06 Apr 2017**		4	31-Mar-2018	

Action no, Action owner	Description	Latest Note	Managed By	Latest Note Date	Due Date
CHB013a	Limited opportunities in 2017/18 to make in year savings against front line police officer budgets without impacting adversely on delivery of key policing plan objectives. Police staff numbers subject to further scrutiny as part of in-year savings exercise.	Police proposed cashable savings target has been laid out at £1.2 million for 2017/18 and £1.3m p.a. on going following this.	Caroline Al-Beyerty	06-Apr-2017	18-May-2017
CHB013b	Exhaust the Police Reserves by 31 March 2018	2016/17 estimated drawdown of £2.6m with the remaining balance of £1.5m being drawn down in 2017/18. [to be updated before the May Committee- awaiting final 2016/17 position from Police Finance]	Caroline Al-Beyerty	06-Apr-2017	31-Mar-2018
CHB013c	The Town Clerk, the Chamberlain and the Commissioner, to commission a review of the Police operating model, focusing on future demand modelling and how best to secure VFM, to identify options to address the, as yet unfunded, projected deficits of £5.6m in 2018/19 and £3.8m in 2019/20.	Deloitte will be carrying out the review during April- June. Work has commenced.	Caroline Al-Beyerty	06-Apr-2017	31-Jul-2017
CHB013d	Consider increase in the business rates premium in future periods	Will be considered as part of the medium term financial planning for 2018/19.	Caroline Al-Beyerty	06-Apr-2017	31-Mar-2018

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

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

(A) Likelihood criteria

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

(C) Risk scoring grid

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

(B) Impact criteria

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

(D) Risk score definitions

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

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

Contact the Corporate Risk Advisor for further information. Ext 1297

Version date: December 2015

This page is intentionally left blank

Committee:	Date:
Finance Committee	2 May 2017
Subject: Financial Services, City Procurement and IT Quarterly Update	**Public**
Report of: The Chamberlain	**For Information**
Report author: Caroline Al-Beyerty	

Summary

Over the last quarter, Chamberlain's department has been delivering well on the work programme.

Key highlights include:

- Faster closedown for the production of the 2016/17 accounts with a 'dry run' against a challenging new timetable.
- The launch of a new commercial contract management service with a newly established team of seven to enhance the corporation's capabilities in managing service providers.
- New desktop build on Windows 10 and office 365 piloted and being tested ready for roll out during the course of 2017.

Recommendation

Members are asked to note the report.

Main Report

1. There are four teams within Chamberlain's department:
- **Financial Services Division**, which covers corporate finance and treasury as well as the wider functions of:
    - ➢ Service Department facing Finance Units, promoting stewardship of the City's finances and assets as well priving strategic financial advice to departmental management teams; and
    - ➢ Chamberlain's Court, which carries out the ceremonial duties of the Chamberlain;
- **City Procurement** covering four main functions- Category Management/Sourcing, Accounts Payable, Policy/Compliance and the new Commercial Contract Management service that went live April 2017;
- **IT** – providing services and support to the Corporation, City of London Police and London Councils. The team covers three mian functions- Projects and Programmes, Change and Business Engagement and Applications Support. IT infrastructure, service desk and desktop support are provided through a strategic partnership with Agilisys an IT services company; and
- **Internal Audit**.

2. This report provides a short update on the work Financial Services Division, City Procurement and IT over the last quarter- typically each team provides a more in depth quarterly report, but given the gap in Committee meeting during the recent elections, it was felt that a compostite summary report may be more useful. Internal Audit reports progress against planned acitivities separately to Audit and Risk Management Committee; and so is not included in this report. A high level update on the work of the Internal Audit is included in the Chamberlain's Business Plan update on your Committee's agenda.

Financial Services Division

3. The key performance indicators for the team in 2016/17 are set out below:

Description of KPI	target	Actual for 20016/17
Commercial Rent collection rates	98%	98.61%
Business Rates Collection	99.75%	99.75% est
Implementation of 2016/17 FSD service based review savings		Delivered
Publication of Statutory City Fund Accounts	30 September 2016	23 September 2016
Delivery of Balanced Budget and Medium Term Financial Plan	31 March 2017	9 March 2017
Chamberlain's Court -number of freedoms	1,938	1,688
Provide a high quality service to our customers- annual customer survey	Very Good	Good
Increased staff engagement- % of positive responses to staff survey "I understand how my work helps the Chamberlain's department achieve its objectives"	92%	91%
Professionally qualified accountancy staff as a % of total finance staff	25%	26.5%

4. Generally performance has been strong, the two areas which slipped behind target are:
   - number of freedom ceremonies- a drop of 249 people on 2015/16 figures. However, figures for the last quarter are closer to the comparator, 436 freedoms against a target of 477. We will continue to monitor demand and analyse trends across financial years. We are also taking steps to promote the diversity profile, which should also impact positively on numbers.
   - customer survey- we set a stretch target of achieving Very Good, but only achieved a strong Good, a similar level of satisfaction as last year. We are currently carrying out customer focus groups to identify steps needed to improve our service.

5. A few key areas to draw out from the division's work over the last quarter:

6. **Faster production of accounts**: For 2017/18 the unaudited draft City Fund accounts must be published by the 31 May 2018, a month earlier than currently required and the audited accounts must be published by the 31 July 2018, two months earlier than currently required. This will require significant changes in the way the 2017/18 accounts are prepared. We are therefore doing a 'dry-run' on the revised closedown programme this year for the production of the 2016/17 City Fund accounts. We are also bringing forward the production timetable for Bridge House Estates and City's Cash; these financial statements will now be published by 31 October 2017.

7. On the **Service Based Review Cross Departmental Workstreams**, the Department continues to support the facilities (FM) and asset management review with the Deputy Chamberlain chairing the project board. Baseline data for the Barbican has now been gathered and summary findings will be reviewed at the next project board. The FM service review at Guildhall is now largely complete with implementation planning underway. The maintenance review of Billingsgate, Smithfield and Spitalfields markets is underway and will extend to include Police, Schools and Tower Bridge. On the Asset Management Review, initial workshops have been held with the four Departments with the largest operational asset portfolios (Barbican/Guildhall School, Markets and Consumer Protection, Community and Children Services, Open Spaces) to secure 'buy' in to the objectives of the review.

8. On the **Efficiency and Sustainability Plan** in October, we have developed a methodology for Chief Officer Peer Review, with the pilot commencing in May. The pilot is likely to lead to refinements in the methodology and its application and we will update the Efficiency and Performance Sub Committee on progress in July.

9. **Management Information**: The aim is to provide better information for decision making. Service Committees will be receiving financial information as part of the regular business plan updates. New reporting formats have also been produced for the more commercial activities e.g. for the three independent schools, property management information for our investment property portfolio, operation property and markets. Work continues on automating the production of the information and ensuring consistency where practical, but also recognising the different operational information requirements.

10. **Business Rates**: we have responded to the consultation on proposals made by the Department of Communities and Local Government on their proposed Locally Administered Business Rates Relief scheme. This is a separate item on your Committee's agenda. We have also been involved in initial discussions on fiscal devolution and the potential London business rates pool pilot.

City Procurement

11. The summary performance position against KPIs is:
   - Savings of £7.97m achieved against target of £7.89m
   - PO Compliance averaging at 96% in 2016/17 against a target of 95%

- 97% of all supplier payments happening within 30 days, meeting the target of 97%
- 85% of SME supplier payments happening within 10 days, slightly below the 88% aspirational target set.

12. **Savings for 2016/17**- of the £7.97m total savings and efficiencies, £6.81m were budget impact savings (cashable) resulting in budget adjustments for any newly realised savings achieved.

13. **Accounts Payable Performance-** The Corporation's No PO No Pay Policy is now fully embedded and we achieve high levels of compliance consistently, The Corporation's 30 days invoice paid on time performance for the year was 97%. We only fell below this target twice during this year, showing a consistent level of operational excellence over the last 12 month period. Our 10 day SME invoice payment performance averaged 85% this year (target 88%). This aspirational target will be set at 88% again in the new-year and with the introduction of the Fast Payment Discount Scheme to further enhance our opportunity to deliver high performance.

14. Finally the number of electronic invoices received this year was 93% and sees a 10% increase since April 2016 which is a particularly positive outcome as it assists greatly our ability to process invoices efficiently.

15. **Responsible Procurement** – The work of the Social Value Panel and the ongoing proactive interventions in all elements of responsible procurement in each tender exercise has seen measures and deliverables built into all contracts that are commensurate to the value of the contract on a case by case basis. The new financial year will start to see outcomes from the interventions allowing greater measurement of the work in this area. Being a finalist at the European Procura+ Awards for our corporate Cleaning Services contract gives confidence we are on track.

16. **New Service Launch – Commercial Contract Management.** The new function sees a newly established team of seven manage the roll-out of a corporate contract management framework to enhance the corporation's capabilities in managing service providers. The team has developed the Corporate Supplier Performance Scorecard that will come to Efficiency and Performance Sub-Committee for approval in May, which if approved will in turn see the entire service rolled out based on the scorecard elements. The team are also developing a pipeline of commercial opportunities for progression in the new financial year with an aim to generate further efficiencies and savings from our existing contracted supplier base.

IT

17. **KPI's and Performance** have improved through the course of this year in particular as a result of stronger partnership working with Agilisys and improved IT change controls. This is evidenced from the more consistent stability with our service at a time of increasing numbers of change requests.

Description of KPI	CoL	CoLP
Service Desk: Customer Satisfaction Abandon Rates	5.97 out of 7 3.96%	6.56 out of 7 3.6%
Priority 1 – major incident with resolution within 2 hours	90%	54%
Priority 2 – critical incident with resolution within 6 hours	90%	85%

18. **Key work activities over the last quarter include:**
   - IT Strategies and design principles agreed for both the Corporation and the City of London Police.
   - Contract award made to BT for our Wide Area Network.
   - Procurement completed for new Local Area Network (LAN) Equipment.
   - LAN Support and Services procurement underway.
   - Removed 915 IT applications that were no longer required or where functionality could be consolidated into another existing application. Now support 295 applications.
   - New desktop build on Windows 10 and office 365 piloted and being tested ready for roll out during the course of 2017.
   - IT Project management process redesigned and re-launched to provide more effective prioritisation and improved IT project delivery.

Risk Management and Control

19. During the last quarter, a deep dive review was carried out of all IT Division risks including consolidating issues into risks and improving consistency and methodology used for recording and assessment. Working in conjunction with the Corporate Risk team, the recorded IT risks were consolidated from 140 to less than 25 that require on-going management. These risks are also now detailed and managed within Covalent the corporate risk management software tool.

Conclusion

20. Over the last quarter, Chamberlain's department has been delivering well on the work programme.

Contact:
Caroline Al-Beyerty
Deputy Chamberlain
T: 020 7332 1113
E: caroline.al-beyerty@cityoflondon.gov.uk

This page is intentionally left blank

Committee:	Date:
Finance Committee	2 May 2017
Subject: Locally Administered Business Rates Relief Scheme Consultation Response	**Public**
Report of: The Chamberlain	**For Information**
Report author: Caroline Al-Beyerty, Deputy Chamberlain	

Summary

This report provides members of the Finance Committee with a copy of the response to the consultation on proposals made by the Department of Communities and Local Government on their proposed Locally Administered Business Rates Relief scheme.

The full consultation response is appended to this report. The response indicates that the Corporation is disappointed with the size and form of the assistance on offer. In addition, the Corporation's response commented that the discretionary powers used to administer the relief create an unnecessary administrative burden.

Recommendation

Members are asked to note the report.

Main Report

Background

1. At the Budget on 8 March 2017, the Chancellor announced that the Government would make available a discretionary fund of £300m over four years from 2017/18 to support those businesses that face the steepest increases in their business rates bills as a result of the revaluation.

2. The intention is that every billing authority in England will be provided with a share of the £300m to support their local businesses. This will be administered through billing authorities' discretionary relief powers under section 47 of the Local Government Act 1988.

3. A consultation was opened on the proposals and the methodology for allocating funds under the scheme.

Current Position

4. The proposed distribution would allocate a total of £9.5m to the City of London Corporation over four years from the £300m fund. This allocation represents around 3% of the 2017/18 increase in business rates as a result of the revaluation.

5. A consultation response on behalf of the City of London Corporation was prepared by the Chamberlain's and Remembrancer's offices and submitted on 7 April 2017, attached at Appendix 1.

6. A consultation response was also prepared by London Councils, attached at Appendix 2.

Conclusion

7. We are disappointed with the size and form of the assistance on offer and this is made plain in our consultation response. In addition the discretionary powers used to administer the relief create an unnecessary administrative burden.

Appendices

- Appendix 1 – Locally Administered Business Rates Relief scheme consultation response on behalf of the City of London Corporation.
- Appendix 2 – Locally Administered Business Rates Relief scheme consultation response on behalf of London Councils.

Caroline Al-Beyerty
Deputy Chamberlain

T: 020 7332 1113
E: caroline.al-beyerty@cityoflondon.gov.uk]

**CONSULTATION ON THE LOCALLY ADMINISTERED
BUSINESS RATES RELIEF SCHEME**

RESPONSE BY THE CITY OF LONDON CORPORATION

The City Corporation welcomes the Government's recognition that businesses need more help to deal with the adverse effects of the revaluation. It is, however, disappointed with both the size and the form of the additional assistance on offer. The City's proposed total allocation of the additional relief over 4 years will amount only to around 3% of the more than £200million additional demands expected to the made on City ratepayers in the next year alone. Furthermore, the decision to channel the assistance through section 47 discretionary relief, rather than automatic transitional relief, will place additional administrative burdens on billing authorities and leave businesses facing uncertainty about their bills in the interim. It will also mean that state aid rules apply, which would not be the case if the additional relief were part of a statutory transition scheme.

In sum, the measures proposed fall far short of what is needed to address the impact on competitiveness from failing to provide adequate transitional relief, as identified in the City Corporation's response to the September consultation. This competitiveness impact is by no means confined to smaller businesses, as the Government's proposals seem to assume. A 43% year-on-year increase in an important business tax will be noted by businesses of all sizes, and will detract accordingly from London's reputation as an attractive and stable business environment.

The City Corporation's responses to the specific questions posed in the latest consultation are set out below.

Question 1: Do you agree that individual local authorities should be responsible for designing and implementing their own discretionary relief schemes, having regard to local circumstances and reflecting local economies?

As noted above, the City Corporation considers that the best approach would have been to bring the automatic transitional relief closer into line with the transitional schemes put in place at previous revaluations. This would bring immediate certainty to businesses and spare billing authorities the time and cost of formulating their own schemes, as well as avoiding the application of state aid rules. If, however, the section 47 channel is to be pursued, it is right that authorities are given the maximum freedom to determine how their individual shares are deployed.

Question 2: Are the Government's assumptions about the design of local discretionary relief schemes reasonable?

The Government assumes that only businesses occupying property with a rateable value of below £200,000 will have a legitimate call on relief. This assumption is unwarranted. Such a blanket threshold takes no account of different circumstances throughout the country. The size of business typically meeting this threshold in the

City may be considerably different from the size of business typically meeting it in a part of the country at the opposite end of the property market.

The allocation formula should therefore take account of the fact that the need for relief may be felt higher up the value scale in high-value areas such as the City. The City Corporation envisages offering relief to businesses occupying property with a rateable value of up to at least £300,000.

It is a reasonable assumption that relief will be targeted at businesses facing increased bills of more than 12.5%. This is a similar figure to that at which year-on-year increases have been capped under previous transitional schemes.

Question 3: Is the allocation methodology reasonable?

Insofar as the allocation is determined by the assumptions referred to in question 2, the same comments apply as above. There are no further comments on the methodology.

Question 4: Do you think that authorities should have some flexibility to switch resources between years to ensure relief provided meets local need and provides maximum value for money?

Yes; this is a sensible proposal. With potential changes to rateable values, it could be easy to over- or underspend in any one year

Question 5: Do you agree with the proposal that s.31 grant should be paid to compensate authorities for their loss of income under the rates retention scheme up to the maximum of that year's "total pot"?

Yes.

Question 6: Do you agree with the proposals for administering payments, including in-year payments based on estimates, end-year reconciliations and payments quarterly in arrears?

Yes.

Question 7: Do you agree the grant conditions are appropriate?

Yes.

Guildhall
April 2017

Consultation Response

Business Rates: consultation on the proposals on the design and implementation of the locally administered Business Rates Relief Scheme

London Councils represents London's 32 borough councils and the City of London. It is a cross party organisation that works on behalf of all its member authorities regardless of political persuasion.

Introduction

London Councils welcomes the opportunity to respond to the Government's consultation on the discretionary relief fund of £300 million over four years from 2017-18, announced at Spring Budget 2017.

We agree that a discretionary relief scheme is necessary to help with the disproportionate changes to rates bills as a result of the 2017 business rates revaluation and welcome this funding, which provides further support in addition to Transitional Relief. However, this response sets out a number of concerns regarding the scheme including:

the amount of funding London boroughs will receive;
the lateness of the announcement and consequent impact on billing processes;
uncertainty over exactly how much discretion local authorities will have in reality; and
the fact that the relief is intended to alleviate a symptom of a much more fundamental problem which is not being addressed with the business rates valuation system.

This response firstly sets out London Council general comments in response to the new relief, which is followed by answers to the specific questions in the consultation.

General comments

Underfunding

London's continued economic growth is vital to the country as a whole and London delivers a net surplus in taxation to the rest of the country of around £45 billion per annum. Maintaining that growth during a period of uncertainty in which the UK will leave the EU is important. The disproportionate rises in bills for ratepayers in London as a result of the 2017 Revaluation

represents a further risk to London's economy during this uncertain period, which is in the national economic interest to mitigate.

It is clear from analysis of the VOA's draft 2017 rating list that there will be a disproportionate impact in London from the revaluation:

- London will see its Gross Rates increase by £1.5 billion (99% of the national total) and the rest of England only £19 million[1].

- London will see its rateable values increase by £3.9 billion (70% of the national total) and the rest of England £1.6 billon.

We are, therefore, concerned that the funding available in the new discretionary relief does not reflect the relative pressures London is facing as a result of the 2017 Revaluation. One of reasons is that the proportion of businesses in London that are classified as "small" is much lower in relative terms than the rest of England. With London's proposed share of the £300 million fund standing at £124 million (41%), but with London seeing 70% of the national increase in RV, we would strongly urge that the methodology should be reviewed to reflect the higher average rateable values in London compared to the rest of the country.

With the funding allocations declining over the four years of the scheme, but transitional arrangements seeing the upwards caps 'loosening' over time, there is a mismatch between likely demand for support and available resources to meet it. Flexibility to move funding between years is welcome, but is unlikely to be sufficient to fully address these pressures, leaving ratepayers with unrealistic expectations about the level of support that will be available to them.

If the allocation methodology does not adequately provide funding for London to address the impacts of the revaluation and support ratepayers then there are real risks to both London local government and London's continued economic growth.

Timing

While additional funding is welcome, the last minute nature of these changes is also disappointing. The government has known the distributional impact of the revaluation since September - but has only decided to take any significant remedial action to address this very late in the day.

London Councils – together with the Mayor of London and the business community - clearly set out our concerns with the disproportionate impact of the Revaluation on London's businesses and economy back in October[2], and voiced concerns around the narrow options presented in the consultation on the Transitional Relief scheme around the same time.

Together with the last minute changes to rate bills as a result of the new transitional support for small businesses announced at the Budget, local government is now being asked to administer a discretionary scheme for support that will effectively start on 1 April this year but before this consultation even closes. This provides local government with no time to properly plan and design local schemes. Local authorities will now be under significant pressure from businesses to issue correct bills and design a discretionary relief scheme as soon as possible in the 2017-18 financial year, and will have to undergo the further administrative burden of

---

[1] By applying the 2016-17 SBR Multiplier (0.484) and 2017-18 SBR Multiplier (0.466) to 2010 and 2017 total rateable values respectively.
[2] http://newwestend.com/wp-content/uploads/2016/10/26.10.16-Bis-rates-press-release-FINAL-002.pdf

agreeing changes with software providers – for which we would expect a new burdens assessment.

Local government is again being asked to deliver a solution for central government at very short notice to an issue that has easily been foreseen and forewarned. The chaotic way the government has dealt with the 2017 Revaluation is a an example of short term thinking that evident in a number of policy areas that is significantly increasing uncertainty for local authorities and undermining any ability to plan over the medium term. It shows a general lack of understanding by central government of local government planning and budgeting processes.

Level of true discretion

London Councils has some concerns with the true scope for discretion local authorities will have in designing their own schemes, given the national parameters proposed to allocate funding are clearly set out and will create a level of expectation for ratepayers in an area.

At the very least, the high profile announcement of the relief will raise unrealistic expectations amongst local businesses about the scale of the funding they can expect to receive and London Councils' members are concerned that some ratepayers may challenge councils' schemes if they differ from the funding allocation methodology. Clarity is therefore urgently needed on the legal position and how vulnerable councils may be to such challenges. Were local authorities required to consult businesses to justify a local scheme varying significantly from national parameters, this would be a significant burden and add further delay. We ask that the conditions of the s31 grant are therefore as simple and light touch as possible.

The fundamental problem with the valuation system

Finally, the discretionary funding, whilst welcome, is merely treating a symptom of a much more fundamental problem that London Councils and the GLA have repeatedly highlighted in recent consultation responses: the fixed yield valuation system which is making the tax ever more concentrated on – and sensitive to – the central London property market. The continuation of this principle will mean London accounting for ever more of the national business rates tax take (we estimate that, if current trends continue, it will be more than 50% by 2040). The impact of this is that a larger proportion of funding for the rest of the sector is being generated by London's tariff – i.e. its surplus in business rates.

This fundamental issue is clearly exemplified by the 2017 Revaluation which shows that average values in London will rise by around 24%, compared with just 4% across the rest of England. The figures published by DCLG suggest this will mean an 11% rise in rates bills on average in London (before inflation and the adjustment to the multiplier for future appeals) – equating to £909 million - compared with reductions on average for every other region. The impact on the retention system is that London's tariff will increase considerably from around £350 million to almost £1 billion,

Making other parts of the country more reliant on top-up grant undermines the growth incentive and, in a system that is supposed to incentivise councils to promote growth, while the sector as a whole is encouraged to become "self-sufficient", this makes no economic sense.

We believe the solution is to end the fixed yield system and allow true local devolution of the tax enabling London government to be accountable for London's business rates by decoupling its tax base from that of the rest of the country, as part of the devolution of a wider suite of taxes

and revenue raising powers that would make London government more accountable to local taxpayers and – we believe - more effective.

Responses to the consultation questions

Q1. Do you agree that individual local authorities should be responsible for designing and implementing their own discretionary relief schemes, having regard to local circumstances and reflecting local economies?

London Councils agrees with the principle that individual local authorities should be responsible for designing and implementing their own discretionary relief schemes. By necessity, they will need to have regard to local circumstances and local economies in designing schemes including the make-up of the local tax base.

Q2. Are the Government's assumptions about the design of local discretionary relief schemes reasonable?

London Councils broadly agrees with the assumptions that support will be provided to ratepayers or localities facing the most significant increases in bills and ratepayers occupying lower value properties.

However, we believe the higher average rateable values in London compared with the rest of the country must be more accurately reflected:

- London's average 2017 rateable value is £67,000; almost twice that of the national average £34,000.[3]
- Around 11% of London's total properties have a rateable value above £100,000 compared with 4% for the rest of England.[4]
- Around 52% of London's properties have a rateable value below £15,000 compared with 72% for the rest of England.

This clearly has implications for the design of local schemes but also about the types of support that London local government may choose to provide to its ratepayers seeing significant increases in bills.

Q3. Is the allocation methodology reasonable?

London Councils appreciates the simplicity and transparency of the proposed allocation methodology but would question its fairness in achieving an allocation of funding that meets the Government's assumptions about where more support will be provided. The use of bills (excluding the impact of transitional relief and other reliefs) in the allocation methodology results in many hereditaments being used to allocate funding which in practice with rateable values below £12,000 would receive 100% discount on their bill. The effect of allocating the funding before small business rate relief, and/or transitional relief, potentially results in insufficient funding going to areas facing the most significant increases in bills. It also runs the risk of misaligning funding with cost pressures for different areas through allocating funding on a theoretical basis against actual cost pressures faced by local authorities from ratepayers being determined after reliefs are applied.

It also has implications for the allocation methodology, as a uniform rateable value threshold does not reflect the higher average values in London and will exclude many of the ratepayers that are seeing significant increases in their bills. As such, we believe a regional threshold would be appropriate as is the case in both the Small Business Rates Relief and Transitional Relief thresholds which reflect London's different tax base to the rest of the country. For example, a

---

[3] VOA data release on rateable values: 6 October 2016.
[4] Analysis of the September 2016 Draft 2017 Revaluation list for Rateable Values

medium sized property is classed as above £28,000 in London and £20,000 rateable value elsewhere for Transitional Relief purposes.

There is also arguably a contradiction between the practical reality of providing support through the proposed allocation methodology parameters and the government's stated assumptions of where more support will be provided, particularly for the first year of the scheme. In addition to the Small Business Rate Relief threshold accounting for many hereditaments, Transitional Relief will see protection of 5% for small businesses and 12.5% for medium sized businesses – leaving only large businesses (rateable values above £100,000) but below the proposed threshold of £200,000 as potentially eligible for a scheme designed along the national funding methodology principles.

Q4. Do you think that authorities should have some flexibility to switch resources between years to ensure relief provided meets local need and provides maximum value for money?

London Councils agrees fully that authorities should have flexibility to switch resources between years. Local authorities are best placed to understand their areas and the pressures on local ratepayers as a result of the revaluation. However, whilst this principle is readily agreeable there is a more significant issue of funding being misaligned with cost pressures locally. For example, the 'unwinding' of the transitional relief caps over time means that more hereditaments are likely to be eligible for support with increases above 12.5% over the four years. However, in contrast, the funding profile is tapered down meaning that funding available is reducing as the cost pressures and need for support local schemes face will be increasing.

Q5. Do you agree with the proposal that s.31 grant should be paid to compensate authorities for their loss of income under the rates retention scheme up to the maximum of that year's 'total pot'?

London Councils agrees that local authorities should not be worse off by switching funding from an earlier year to a later year due to any increase in locally retained business rates and agrees with the proposed extra funding from government through s.31 grant to ensure full compensation for the relief given. This may be particularly relevant to London in the context of a 2018-19 100% retention pilot, which would increase exposure to the granting of relief and seeing income reduced by the entire value of the relief if retention is at 100%.

Q6. Do you agree with the proposals for administering payments, including in-year payments based on estimates, end-year reconciliations and payments quarterly in arrears?

London Councils agrees. This seems sensible based on how existing reliefs and the business rates retention system operate.

Q7. Do you agree that the grant conditions are appropriate?

One of the conditions of the grant is for billing authorities to consult with their major precepting authorities. Further clarity is sought regarding the scope and format of these consultations.

Given London's higher average rateable values, higher growth in rateable values and therefore greater demand for support as a result of the revaluation, there is a disproportionate impact on London local government from the requirement of State Aid law around a maximum of €200,000 over a three year period being paid that will impact on providing discretionary relief to ratepayers in the capital that need support. It is not clear how the limitation created by the State Aid law has been accounted for within the funding allocation formula. London Councils

believes the government should have provided some indication of the potential impact alongside the consultation.

This page is intentionally left blank

Committee:	Date:
Finance Committee	2 May 2017
Subject: Road Danger Reduction Clause in City Procurement contracts	**Public**
Report of: Director of the Department of Built Environment City of London Police Commissioner	**For Decision**
Report author: Rory McMullan, Road Danger Reduction and Behaviour Change Manager	

Summary

Road Danger is a Red Risk for the Corporation: "The City's reputation and credibility is adversely impacted with businesses and the public considering that the Corporation is not taking sufficient action to protect vulnerable road users; adverse coverage on national and local media."

The various engineering, educational and enforcement measures taken over recent years have achieved a reduction in the risk of being injured on the City's streets. However, the City's casualty targets are based on absolute numbers, set in compliance with the Mayor's Transport Strategy, and as such a reduction will not be met by the target year 2020. This means more radical action is required to meet our targets for reducing danger on the streets of the City.

Officers are proposing a wide range of measures (detailed further in the Appendices) aimed at reducing casualties further, these include:-

- Physical Engineering Measures
- Closer working with City businesses to target messages to City workers
- A broad range of Education Training and Promotion (ETP) including schools but particularly focused towards City workers
- Targeted enforcement by the City of London Police (CoLP)
- Implementing 'City Mark', an extension to Considerate Contractors Scheme.

It is also proposed that a Road Danger Reduction clause be included in the procurement processes of the Corporation. This would require suppliers to the Corporation to achieve Fleet Operators Recognition Scheme (FORS) Bronze status, or acceptable equivalent standard. This would require additional driver qualifications and vehicle safety devices to be fitted as standard to goods vehicles supplying the Corporation. It follows the lead taken by Transport for London (TfL), Crossrail and neighbouring Borough's such as Camden, and meets the commitment made in the Responsible Procurement Strategy.

This item was approved by the Planning and Transportation Committee on 21st March 2017. It is deemed appropriate that approval also be sought from Finance Committee, due to the potential commercial implications of enhanced contractual requirements.

Recommendations

Members are asked to:
   a) Approve the addition of the Road Danger Reduction requirements presented, within relevant contracts.
   b) Agree to the decision making process outlined in paragraphs 11 and 12 below, passing the responsibility for making regular, increasingly rigorous contractual requirements from Committee to Officer level.

Main Report

Background

1. The City Corporation has agreed clear targets for reducing casualties on its streets. These are set out in the City of London Local Implementation Plan (LIP) 2011 and the targets are designed to be consistent with the Mayor of London's Transport Policy. The current targets require the City Corporation to:

- reduce the total number of persons injured in road traffic collisions to 30% below the 2004–2008 annual average by 2020, i.e., to a three-year rolling average of 258.0 casualties per annum by 2020.

- reduce the number of persons killed or seriously injured (KSI) in road traffic collisions to 50% below the 2004–2008 annual average by 2020, i.e., to a three-year rolling average of 24.7 casualties per annum by 2020.

2. To put these figures into context the latest three year rolling average figures from 2013-2015 is a total of 374 casualties per annum and 53 KSI per annum.

Working with the Freight Sector to improve Work Related Road Safety

3. Goods vehicles have been disproportionally represented in the KSI and casualty statistics for a number of years. As the largest vehicles on the streets, they pose the most danger to the network and therefore sit near the top of our Work Plan.

4. The City Corporation is one of the leading organisations in managing safer freight deliveries. We are registered as Gold status in the Fleet Operators Recognition Scheme (FORS) and are a Construction Logistics and Community Safety (CLOCS) Champion. The City Corporation have been working with TfL and leading manufacturers on development of safer direct vision goods vehicles, the use of which will be promoted through the City Mark scheme.

5. The City of London Police support the compliance of goods vehicles and drivers to road safety legislation through the activities of the commercial vehicles unit; which stopped and inspected over 1200 goods vehicles in 2016.

RDR Clause to Procurement:

6. In order to provide further support to the City of London Corporation's Road Danger Reduction Plan and improve the safety of freight movements within the

Square Mile, it is proposed that road safety requirements be included in contracts of a certain threshold and involving Heavy Goods Vehicles (HGVs), from 1st April 2017 onwards.

7. By making Fleet Operators Recognition Scheme (FORS) a requirement for construction logistics/ deliveries made by contractors to the City Corporation, we will demonstrate continued leadership in the management of safer goods vehicles in London. The Corporation will be following a number of our key stakeholders, such as TfL, Camden and Crossrail in implementing this change. The City Corporation is recognised as a leader in the field of work related road safety, it is a Construction Logistics and Community Safety (CLOCS) Champion, and has FORS Gold Accreditation. Our continued status would be threatened by failure to implement these changes.

8. The latest 3-year rolling average shows 1.33 vulnerable road users killed and 13 seriously injured due to collisions with goods vehicles. The changes to procurement are proposed to influence fleet operators to make it good for business to improve their safety procedures. Organisations such as TfL and Camden that have implemented this scheme, show no discernable effect on the costs of contracts. It is proposed that subsequent to the City Corporation adoption; this will be promoted to other employers in the City. When a number of City employers start requiring accreditation such as FORS, this will provide the impetus for this to become business as usual for fleet operators.

9. The proposed requirements, to be included in the terms and conditions of relevant contracts, and also referred to in Invitation to Tender (ITT) guidance, are outlined in Table 5 below:

Table 1 Proposed Work Related Road Risk Requirements to procurement

Contracts in scope:	Contract duration	Requirement	Deadline
Contracts involving the delivery of goods and services £250k and above AND Works contracts valued at £400k and above	6 months and longer	Contractors are required to register with the Fleet Operator Recognition Scheme (FORS) and to have achieved Bronze accreditation or scheme, which in the reasonable opinion of the Corporation, is an acceptable equivalent to FORS. The requirement must be cascaded to any relevant sub-contractors.	Within 3 months of contract start
	3 years and longer	Contractors are required to progress to Silver accreditation under the FORS or a scheme, which in the reasonable opinion of the City Corporation, is an acceptable equivalent to FORS. The requirement must be cascaded to any relevant sub-contractors.	Within 18 months of contract start

10. This builds upon the commitment already made within the Corporation's Responsible Procurement Strategy with a view to strengthening and expanding the scope of requirements over time. The original commitment was:

Commitment: The City Corporation will use procurement and contractual mechanisms to ensure that all relevant contractors take active steps to address the safety of construction vehicles use in the execution of contracts. This would include hiring/ leasing/ buying/ retrofitting vehicles with relevant safety features or working towards compliance with initiatives such as the Fleet Operator Recognition Scheme (FORS), the Construction Logistics and Community Safety (CLOCS) Standard and/or TfL's Work Related Road Risk (WRRR) requirements.

11. It is proposed that the decision-making process on the frequency and extent of these incremental changes be decided upon by the Construction & Property Services, Facilities Services and Land Management Category Boards, and the Transport Coordination Group, with proposals be*in*g brought forward by Built Environment's Road Danger Reduction team.

12. It is envisaged that collaboration on decision making between these groups will strike an appropriate balance between road safety/reputational risks and the operational/financial viability of proposed changes. The three category boards mentioned are those with the most significant interest in contracts that impose road danger risks and as a group are best placed to decide on the appropriateness of proposals according to market maturity and levels of anticipated competition. The Transport Coordination Group represents a wide variety of departments and has expertise in vehicles and both national and Corporate road safety standards, accreditation and requirements.

13. The Road Danger Reduction team will support contractors in terms of advice and providing or referring them to relevant training. We propose to provide internal staff training on how to undertake spot checks to make sure requirements are being implemented. The Road Danger Reduction team can also provide colleagues throughout the Corporation with advice on working with contractors to support them achieving the appropriate FORS standard.

Appendices

For information: Road Danger Reduction data and associated activities

- **Appendix 1:** Central LAs performance by KSI 2020 targets over baseline
- **Appendix 2:** All Road Casualty data for the City of London 2014 - 2015
- **Appendix 3:** Proposed 2017/18 RDR Engineering schemes and activities
- **Appendix 4:** City Mark example Road Safety sign for building site hoardings
- **Appendix 5:** DBE Road Danger Reduction Team – Action plan 2017/18
- **Appendix 6:** CoLP Roads Policing Enforcement Activity 2016/17
- **Appendix 7:** Commercial Vehicles Enforcement Activity 2016/17

Appendix 1 Central London Authorities performance by KSI 2020 targets over baseline

Borough name	Borough baseline period	Borough baseline KSIs	Borough long term (LIP) Target Year	Borough forecast KSI casualties in 2020 and % change*	2015 KSIs	% change in 2015 over borough baseline
City of London	2004-08	49	2020	25 (-50%)	43	-13%
Westminster #	2006-08	284	2018-20	171 (-40%)	135	-52%
Camden #	2007-09	123	2018-20	92 (-25%)	76	-38%
Islington	2006-08	89	2020	55 (-38%)	89	0%
Hackney	2007-09	131	2030	80 (-39%)	82	-37%
Tower Hamlets #	2007-09	134	2018-20	85 (-37%)	68	-49%
Greenwich #	2004-08	120	2020	89 (-26%)	54	-55%
Lewisham #	2007-09	116	2018-20	97 (-17%)	53	-54%
Southwark #	2004-08	140	2018-20	93 (-34%)	89	-36%
Lambeth #	2004-08	175	2020	118 (-32%)	99	-43%

Appendix 2: All Road Casualty data for the City of London 2014 – 2015

CLASSIFICATION	January to December 2015				January to December 2014			
	FATAL	SER.	SLIGHT	TOTAL	FATAL	SER.	SLIGHT	TOTAL
PEDESTRIANS		23	93	116	1	18	98	117
PEDAL CYCLES	1	10	128	139	3	20	115	138
POWERED 2 WHEEL		6	45	51		8	71	79
CAR OR TAXI		1	50	51		2	27	29
P.S.V.		3	17	20		2	21	23
GOODS			9	9		1	3	4
OTHER				0			1	1
Total Casualties	1	43	342	386	4	51	336	391

Appendix 3: Proposed 2017/18 RDR Engineering schemes and activities

Scheme location & description	Expected output	Anticipated delivery date
City-wide. Analysis of collisions at hotspots across the City's highway network. This also includes consideration of potential engineering measures to improve road safety.	Collision trends (if any) and potential engineering measures identified. Provide feedback to inform other road safety activities	Mar-18
Newgate Street/Warwick Lane junction.	Implementation of a signalised junction. Expected to save an average of 2.6 collisions per year.	Summer 2017
Puddle Dock/Queen Victoria Street. Detailed options, design and enabling works to reduce collisions	Detailed options evaluated, measures designed and approved for implementation. Commence enabling works	Mar-18

Page 181

City-wide. Design & implement measures to reduce collisions. Potential sites include: Holborn Viaduct/Snow Hill Cheapside, London Wall, Cannon Street & West Smithfield	Locations and RDR engineering measures evaluated. Designs approved and implemented where possible. More complex measures for further development in 2018/19	Mar-18
Cycle Quietways Phase 2	Routes identified & outline options approved	Mar-18
Other cycling improvement measures	Improvement measures identified & delivered	Mar-18
Facilitation of TfL's North - South Cycle Superhighway Phase 2	TfL delivers their N-S Phase 2 Cycle Superhighway. Measures which benefit the City is incorporated	Mar-18

Appendix 4: City Mark example Road Safety sign for building site hoardings

CityMark
Hoarding Panel
With QR Code

Blue and yellow icons.
Green title with
red footer bar.

This design is
proportionate to
1220 x 1500mm
landscape format.

ROAD SAFETY

Safer Supply Chains

Trained Drivers

Vehicles Checked

Contracts Enforced

Driving Compliance for a Safer City

Appendix 5 – DBE Road Danger Reduction Team – Action plan 2017/18

TOP PRIORITY ITEMS – which can be funded from current LIP Allocation			
Priority	**Activity**	**Partnerships**	**Cost**
1	Road Danger Reduction and Active Travel Strategy – Consultation with members, key stakeholders, experts and practitioners	Planning and Transportation Committee Streets and Walkways Committee Road Danger Reduction Partnership Active City Network	£5K
1	Research to input into Strategy and to inform Work Programme delivery – Attitudinal Surveys, Stake-holder meetings, desk-top study, consultation with academics and senior practitioners.	TfL, City Police, RDRP	£10K
1	Business Engagement - Active City Network – expand engagement with City employers to provide channel for communications about road danger. Organise seminars and networking events for businesses, Produce Best Practice Guide for businesses Promote the Active City Network, expand membership Develop package of support for businesses – induction for new staff, cycle training, management of freight deliveries	RDRP City Employers City Police	£25K
1	Community Engagement – promote road danger reduction through activities at major events. (Nocturne, Ride London, Lord Mayors Show, Open House, St. Patricks Day)	Multi-partnership	£5K
1	City Mark – Work with developers, fleet operators, contractors to increase compliance with Construction Logistics Community Safety and Fleet Operators Recognition Scheme to improve safety of supply chain	Developers, TfL, Highways team, CCS	£45K
1	Support City procurement in implementing Fleet Operators Recognition Scheme (FORS) for deliveries on all new contracts – develop engagement, e-learning and workshops for departments and suppliers affected	City Procurement – essential to allow influencing of other employers	£5K
1	Communications Plan delivery – City Wide Campaign – Targeting all road users to 'Make Eye Contact'	Launch a targeted campaign with on street events, press releases, engagement	£25K
1	Driver Assessments for all City of London Corporation drivers develop e-learning and assessments for all City drivers	All Departments – led by Transportation and Cleansing	£0 (cost neutral)
Total Cost High Priority items			**£120K**

Appendix 5 – DBE Road Danger Reduction Team – Action plan 2017/18

	Second & Third Priority Items – dependent on funding being secured from Sponsorship or TfL grants		
1 (but high level of difficulty)	Multi-channel marketing campaign on Road Danger Reduction. Launch at a major event as part of the European Mobility Week in September. Envisaging part of the City without traffic, combined with cultural events. Propose at Bank or Eastern Cluster. Coordinate with Open House, City Cultural teams, Guildhall School of Music, Lord Mayors Appeal, Active City Network.	All City departments, GLA, TfL, European Cities, Open City, Mainstream media, Barbican, Guildhall School of Music	£100K
1 (funding being sought)	Cycling campaign – Launch and Promotion of Quietways – encourage cyclists to use the Quietways as a safer route to work – launch event at Guildhall coordination with Nocturne, City Cultural hub	All departments	£35K
2	Motorcyclists – Safer riding campaign in spring – promote safer motorcycling training – engage with delivery riders	City Police	£5K
2	Pedestrian Campaign – As part of Make Eye Contact develop a campaign to target pedestrians through distribution of branded umbrellas outside of main train stations	Active City Network – Living Streets (Pedestrian Association)	£5K
2	Operation Atrium – Changing Places – support with roadshow giveaway items	City Police	£5K
3	Continue the campaign on improving taxi driver behaviour (avoid U-turns, giving cyclists room, look for cyclists before opening doors) – extension to Uber and Addison Lee	LTDA	£5K
3	Promotion of 20mph Awareness	Active City Network	£5K
	Items with no financial cost – staff time only		
1	Bank Junction - Support the promotion of the changes during the Experimental Traffic Order	Major projects	£0K
2	Schools – Work with schools to deliver pedestrian training, awareness of sustainable modes of travel, Youth Travel Ambassadors.	Schools	£0K
2	Better Air Quality promotion - Support the air quality initiatives around the LEN	Air quality team	£0K
1	Data and seasonal led activities –monitor data and seasonal trends to develop appropriate interventions	RDRP	£0K
1	Deliver Road Safety Audits to review the safety of new projects from design phase through to completion	Major Projects Network performance	£0K
2	Highway Monitoring – constant review of existing roads for safety	Highways	£0K
BUDGET shortfall	**To be made up through applications of grants and sponsorship**		**£160K**

Appendix 6 CoLP Roads Policing Enforcement Activity 2016/17

City Police Roads Policing Enforcement activity 2016.

Legend:
- Number attending Op Atrium Road Show
- Op Atrium
- Mobile phones - EFPN
- Mobile phones - TOR
- Seatbelts - Ticket
- Seatbelts - TOR
- Speed 30 - EFPN
- Speed 30 - TOR
- Speed 20 - EFPN
- Speed 20 - TOR
- Community Road Watch 1st warning letter 20mph zone
- Without consideration to others - EFPN
- Without consideration to others - TOR
- Without due care and attention - EFPN
- Without due care and attention - TOR
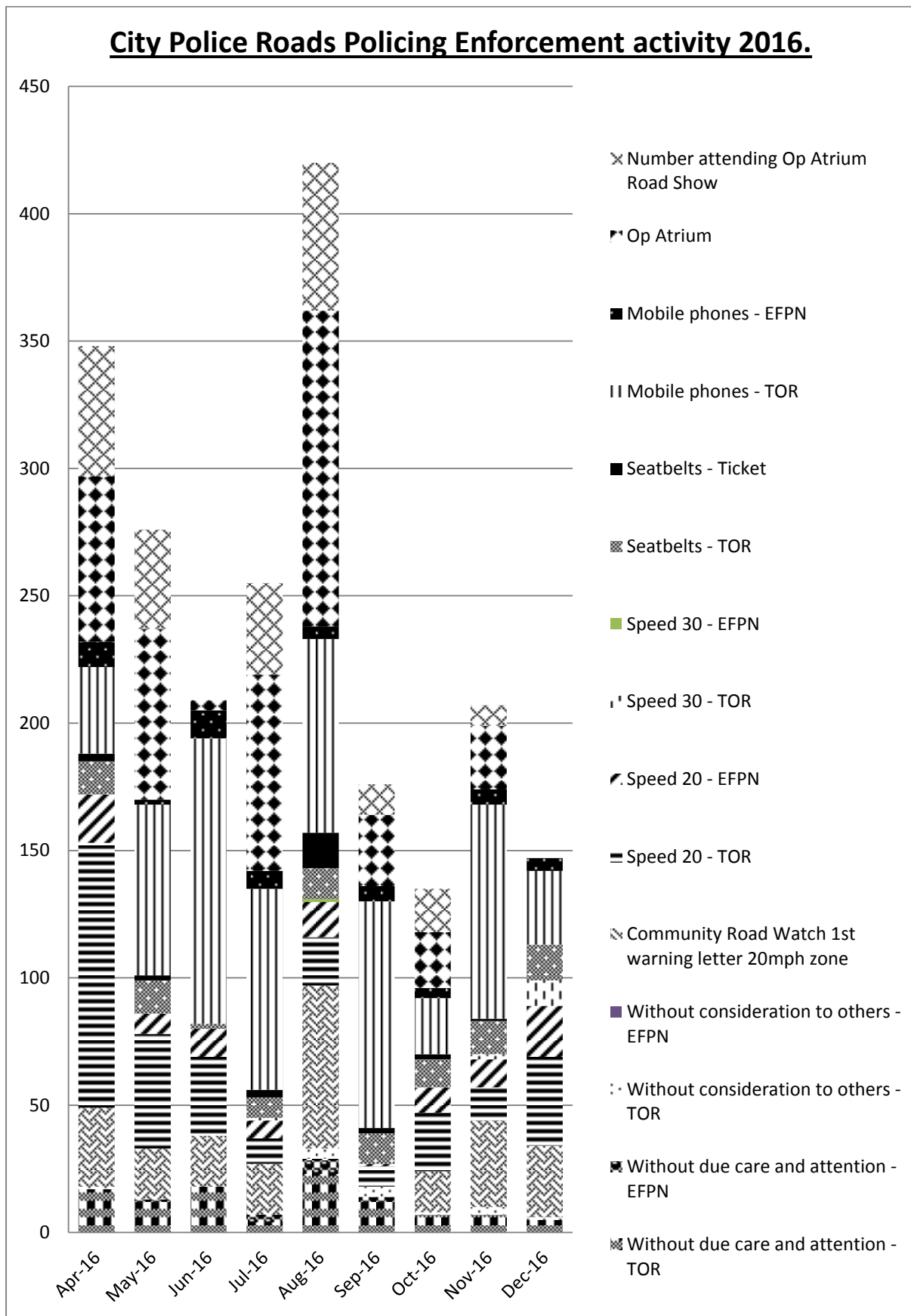
Appendix 7 Commercial Vehicles Enforcement Activity 2016/17

		Cvu Ops Per Month	Vehicles Stopped	Number with Offences	Number of Offences
January		16	111	62	92
February		10	87	63	110
March		12	117	89	167
April		11	83	58	136
May		11	116	74	189
June		16	136	79	209
July		13	121	89	222
August		8	70	49	117
September		14	91	63	122
October		12	91	60	105
November		15	105	69	165
December		14	101	60	194
Total		152	1229	815	1828

Committee	Date:
Finance Committee	2 May 2017
Subject: Central Contingencies	Public
Report of: Chamberlain	For Decision
Report author: Philip Gregory	

Summary

At your Committee's November meeting, queries were raised on the apparently high level of contingencies and whether the amount should be reduced. However, this is the contingency budget for the entire organisation, so flexibility is desirable particularly as local risk budgets have decreased in 2017/18 following implementation of the service based review. A review of central risk budgets, including Finance Committee contingency, is planned for the summer in preparation for the 2018/19 budget setting process.

In light of the central risk review, it is proposed that no adjustments are made yet to the 2017/18 contingency budget. Allocations of £85,000 have been approved in previous financial years from the City's Cash Contingency Fund. In view of this quantified need, it is proposed that £85,000 from the City's Cash central Contingency Fund is carried forward to 2017/18.

Recommendation

Members are asked to agree to carry forward £85,000 from the City's Cash 2016/17 Central Contingency Fund to meet existing allocations which have been agreed in previous years and thereby providing a full year's contingency for funding requirements that may arise during 2017/18.

Main Report

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 contingencies. The budgets directly overseen by the Finance Committee therefore include central contingencies to meet unforeseen and/or exceptional items that may be identified across the City Corporation's range of activities. Requests for allocations from the contingencies should demonstrate why the costs cannot, or should not, be met from existing provisions.

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

3. The anticipated year-end positions of the 2016/17 central contingencies and the national and international disasters contingency are set out in tables 1 and 2 respectively.

Table 1: 2016/17 Central Contingencies at 31 March 2017				
	City's Cash £'000	City Fund £'000	Bridge House Estates £'000	Total £'000
2016/17 Provision	950	800	50	1,800
2015/16 Provision brought forward to fund allocations agreed in previous financial years	310	118	0	428
Total Provision	1,260	918	50	2,228
Less Allocations				
2016/17 financial year	871	132	2	1,005
Agreed for future financial years- carry forward	85	0	0	85
Agreed for future financial years- not carried forward	0	95	0	95
Uncommitted Balances	**304**	**691**	**48**	**1,043**

Table 2: 2016/17 National and International Disasters Contingency at 31 March 2017	
	City's Cash £'000
2016/17 Provision	100
2015/16 unspent provision brought forward	80
Less Allocations	180
Uncommitted Balances	**0**

4. At your Committee's November meeting, queries were raised on the apparently high level of contingencies and whether the amount should be reduced. However, this is the contingency budget for the entire organisation, so flexibility is desirable, particularly as local risk budgets have decreased following implementation of the service based review. A review of central risk budgets, including Finance Committee contingency, is planned for the summer in preparation for the 2018/19 budget setting process. This review will assess spending trends to date and potential calls on contingency funding.

5. In light of the central risk review, it is proposed that no adjustments are made yet to the 2017/18 contingency budget.

6. Allocations of £85,000 have been approved in previous financial years from the City's Cash Contingency Fund. In view of this quantified need, it is proposed that £85,000 from the City's Cash Contingency Fund is carried forward to 2017/18

thereby ensuring that funds are available during 2017/18. There are no proposed carry forward requests for City Fund Contingency.

7. There has been one approved request for funding from the Finance Committee's 2017/18 City Fund contingency, totalling £90,000. This is detailed in the non-public report of action taken elsewhere on the agenda

8. At the time of writing this report, there was one request for funding from the 2017/18 Contingency Budgets, for £375k of funding, split between City's Cash, City Fund and Bridge House Estates. This request is set out in a report within the non-public part of the agenda. Assuming the proposals outlined in paragraph 6 are agreed the uncommitted balances that are available for 2017/18 are set out in Table 3 below.

Table 3: Uncommitted Balances and requests against 2017/18 Contingencies at 31 March 2017				
	City's Cash £'000	City Fund £'000	Bridge House Estates £'000	Total £'000
General Contingencies	950	615	50	1,705
National and International Disasters	100	0	0	100
Uncommitted Balances	**1,050**	**615**	**50**	**1,705**
Requests for contingency allocations	66	218	15	0
Balances pending approval	**984**	**397**	**35**	**1,416**

Conclusion

9. Members are asked to agree to carry forward sufficient resources from the City's Cash 2016/17 Central Contingency Fund to meet existing allocations and thereby providing a full year's contingency for funding requirements that may arise during 2017/18.

Appendices

- Appendix 1   2016/17 Contingencies
- Appendix 2   2017/18 Contingencies

Philip Gregory
Deputy Director, Financial Services, Chamberlain's
T: 020 7332 1284
E: Philip.Gregory@cityoflondon.gov.uk

This page is intentionally left blank

2016/17 General Contingency – City's Cash

Date	Description	Responsible Officer	Allocation £	Balance £
	2016/17 Provision			950,000
	2015/16 Provision brought forward to fund allocations agreed in previous years			310,000
	Total Provision			1,260,000
21 Oct 2014	Up to £98,500 in match funding (in partnership with the Mercers' Company) for a biography of Sir Thomas Gresham phased over 5 years	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 for development which was delayed until 2016/17	TC	50,000	
15 Dec 2015	To fund emergency repair works to the glass panels of the Guildhall West wing staircase	CS	150,000	
15 Dec 2015	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 Jul 2016	To fund the staffing of the Central Grants Unit for a total of 3 months	TC	19,000	
1 Aug 2016	Additional amount to fund emergency repair works to the glass panels of the Guildhall West wing staircase	CS	75,000	

Date	Description	Responsible Officer	Allocation £	Balance £
13 Dec 2016	Towards the Guildhall Administration budgetary 2016/17 overspend	CS	372,000	
13 Dec 2016	To fund three additional members of staff in Investment Property Group	CS	83,000	
13 Dec 2016	For Christmas 2016 charitable donations	TC	10,000	
21 Feb 2017	Funding of £100,000 towards the Computer Aided Facilities Management Project split £31,000 City Fund and £69,000 City's Cash	CS	69,000	
21 Feb 2017	Funding of up to £5,000 towards the Queens Commonwealth Canopy Conservation Event and £5,000 towards refurbishment works to the High Beech visitor centre	OS	6,000	
28 March 2017 (Urgency)	Funding of £29,000 for an independent review of the standards regime split £15,000 City Fund, £12,000 City's Cash and £2,000 Bridge House Estates	TC	12,000	
	Total allocations agreed to date			956,000
	Balance remaining prior to any requests that may be made to this meeting			304,000

2016/17 General Contingency – City Fund

Date	Description	Responsible Officer	Allocation £	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	Funding of £142,000 towards an appeal regarding Greater London Authority Roads (£84,000 for 2014/15 and £58,000 for 2015/16)	C&CS/CS	38,000	
19 Jan 2016	Additional funding towards the Greater London Authority Roads appeal	C&CS/CS	80,000	
18 Oct 2016	Up to £6,250 to fund legal fees in relation to the admittance of the London Collective Investment Vehicle (CIV) into the Corporations Local Government Pension Scheme	CHB/C&CS	2,000	
13 Dec 2016	To meet the costs of setting up the City of London Corporations Apprenticeship Service	DCCS	61,000	
21 Feb 2017	Funding of £100,000 towards the Computer Aided Facilities Management Project split £31,000 City Fund and £69,000 City's Cash	CS	31,000	
28 March 2017 (Urgency)	Funding of £29,000 towards an independent review of the Standards regime split £15,000 City Fund, £12,000 City's Cash and £2,000 Bridge House Estates	TC	15,000	
	Total allocations agreed to date			227,000
	Balance remaining prior to any requests that may be made to this meeting			691,000

2016/17 General Contingency – Bridge House Estates

Date	Description	Responsible Officer	Allocation £	Balance £
28 March 2017 (Urgency)	2016/17 Provision			50,000
	Funding of £29,000 to fund an independent review of the Standards regime split £15,000 City Fund, £12,000 City's Cash and £2,000 Bridge House Estates	TC	2,000	
	Total allocations agreed to date			2,000
	Balance remaining prior to any requests that may be made to this meeting			48,000

Page 194

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

Date	Description	Responsible Officer	Allocation £	Balance £
	2016/17 Provision			100,000
	2015/16 Provision brought forward to fund allocations agreed in previous years			80,000
	Total Provision			180,000
12 Apr 2016	Grant to UK Community Foundations in order to benefit children who are refugees/seeking asylum	TC	50,000	
10 Oct 2016	Donation to the Red Cross Hurricane Appeal	TC	30,000	
12 Dec 2016	Donation to Save the Children's Nigeria Food Crisis Emergency Appeal	TC	20,000	
12 Dec 2016	Donation to the Disaster Emergency Committee's Yemen Crisis Emergency Appeal	TC	25,000	
20 Mar 2017	Donation to the Disaster Emergency Committee for famine relief in East Africa	TC	55,000	
	Total allocations agreed to date			180,000
	Balance remaining prior to any requests that may be made to this meeting			0

Key to Responsible Officers:

CS – City Surveyor
TC – Town Clerk
C&CS – Comptroller and City Solicitor
CHB – Chamberlain
DCCS – Department of Community and Children's Services

This page is intentionally left blank

2017/18 General Contingency – City's Cash

Date	Description	Responsible Officer	Allocation £	Balance £
	2017/18 Provision			950,000
	2016/17 Provision brought forward to fund allocations agreed in previous years			85,000
	Total Provision			1,035,000
21 Oct 2014	Up to £98,500 in match funding (in partnership with the Mercers' Company) for a biography of Sir Thomas Gresham phased over 5 years	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 for development which was delayed until 2016/17	TC	25,000	
	Total allocations agreed to date			85,000
	Balance remaining prior to any requests that may be made to this meeting			950,000

2017/18 General Contingency – City Fund

Date	Description	Responsible Officer	Allocation £	Balance £
	2017/18 Provision			800,000
	2016/17 Provision brought forward to fund allocations agreed in previous years			0
	Total Provision			800,000
17 Feb 2015	Funding of £142,000 towards an appeal regarding Greater London Authority Roads (£84,000 for 2014/15 and £58,000 for 2015/16)	C&CS/CS	15,000	
19 Jan 2016	Additional funding towards the Greater London Authority Roads appeal	C&CS/CS	80,000	
12 Apr 2017	Funding for Security Assurance Testing Total allocations agreed to date	TC	90,000	185,000
	Balance remaining prior to any requests that may be made to this meeting			615,000

2016/17 General Contingency – Bridge House Estates

Date	Description	Responsible Officer	Allocation £	Balance £
	2017/18 Provision			50,000
	Total allocations agreed to date			0
	Balance remaining prior to any requests that may be made to this meeting			50,000

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

Date	Description	Responsible Officer	Allocation £	Balance £
	2017/18 Provision			100,000
	Total allocations agreed to date			0
	Balance remaining prior to any requests that may be made to this meeting			100,000

Key to Responsible Officers:

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

This page is intentionally left blank

Committee:	Date:
Finance Committee	2 May 2017
Subject: Decisions taken under Delegated Authority or Urgency since the last meeting of the Committee	**Public**
Report of: Town Clerk	**For Information**
Report author: 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 to make a donation of £55,000 to the Disasters Emergency Committee (DEC) East Africa famine Emergency Appeal.

Recommendation

Members are asked to note the report.

Main report

Donation to the Disasters Emergency Committee (DEC) East Africa famine Emergency Appeal

Background
1. The DEC brings 13 leading UK aid charities together in times of crisis. They launch appeals to raise money to help those impacted by disaster; making sure that funds reach those that need them most. DEC member charities are already delivering life-saving assistance in all affected countries but they need more money to help reduce the scale and severity of the crisis. The DEC also operates an extremely cost effective model and spends an average of just 5.9% of the money raised on running their appeals, with the rest distributed to member charities to carry out their vital work.

2. The DEC has launched an urgent appeal in relation to the famine in East Africa and, without immediate relief, it will get much worse. Drought and conflict have left 16 million people on the brink of starvation and in urgent need of food, water and medical treatment. People are already dying in South Sudan and Somalia. In Kenya, the government has declared a national emergency and Ethiopia is battling a new wave of drought following the strongest *El Nino* on record. Women, children and older people are suffering the most; more than 800,000 children under five are severely malnourished.

3. The Finance Committee's City Cash Contingency Fund for National and International Disasters had a balance of £55,000 for the 2016/17 financial year.

<u>Action Taken</u>

4. The Town Clerk, following consultation with the Chairman and Deputy Chairman of the Finance Committee, approved a donation of the balance of the Finance Committee's City Cash Contingency Fund for National and International Disasters, amounting to a donation of £55,000, be made to the DEC's emergency appeal for famine relief in East Africa.

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

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

Document is Restricted

This page is intentionally left blank

Document is Restricted

This page is intentionally left blank

Document is Restricted

This page is intentionally left blank

Document is Restricted

This page is intentionally left blank

Document is Restricted

This page is intentionally left blank

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

Document is Restricted

This page is intentionally left blank

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

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