



Finance Committee

Date: TUESDAY, 8 MAY 2018

Time: 1.45 pm

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

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

Enquiries: John Cater
tel. no.: 020 7332 1407
john.cater@cityoflondon.gov.uk

Lunch will be served for Members in Guildhall Club at 1pm
NB: Part of this meeting could be the subject of audio 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 Thursday, 19 April 2018.
For Information
(Pages 1 - 2)
4. **ELECTION OF THE CHAIRMAN**
To elect a Chairman in accordance with Standing Order 29.
For Decision
5. **ELECTION OF THE 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 of the meeting held on 10th April 2018.
For Decision
(Pages 3 - 10)
7. **OUTSTANDING ACTIONS FROM PREVIOUS MEETINGS**
Report of the Town Clerk.
For Information
(Pages 11 - 12)
8. **REPORT OF THE WORK OF THE SUB-COMMITTEES**
Report of the Town Clerk.
For Information
(Pages 13 - 14)
9. **DRAFT PUBLIC MINUTES OF SUB-COMMITTEES**
To note the draft minutes of the following Sub-Committee meetings:

Finance Grants Oversight and Performance Sub Committee – 10 April 2018
For Information
 - a) Draft public minutes of the Finance Grants Sub-Committee held on 10 April 2018 (Pages 15 - 18)

10. **APPOINTMENT OF SUB-COMMITTEES AND REPRESENTATIVES ON OTHER COMMITTEES**
Report of the Town Clerk.
For Decision
(Pages 19 - 32)
11. **GRESHAM MUSIC COLLECTION CONSERVATION**
Report of the Town Clerk.
For Decision
(Pages 33 - 38)
12. **CHAMBERLAIN'S DEPARTMENT RISK MANAGEMENT - MONTHLY REPORT**
Report of the Chamberlain.
For Information
(Pages 39 - 40)
13. **CITY PROCUREMENT QUARTERLY RESULTS**
Report of the Chamberlain.
For Information
(Pages 41 - 44)
14. **CENTRAL CONTINGENCIES**
Report of the Chamberlain.
For Information
(Pages 45 - 48)
15. **BUSINESS PLAN END OF YEAR UPDATE**
Report of the Chamberlain.
For Information
(Pages 49 - 52)
16. **NOTE FROM POLICE COMMITTEE**
To Note
(Pages 53 - 54)
17. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**
18. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT**
19. **EXCLUSION OF THE PUBLIC**
MOTION - That under Section 100(A) of the Local Government Act 1972, the public be excluded from the meeting for the following items on the grounds that they involve the likely disclosure of exempt information as defined in Part I of Schedule 12A of the Local Government Act.
For Decision

Part 2 - Non-Public Agenda

20. **NON-PUBLIC MINUTES OF THE PREVIOUS MEETING**
To agree the non-public minutes of the meeting held on 10 April 2018.
For Decision
(Pages 55 - 60)

21. **OUTSTANDING ACTIONS FROM NON-PUBLIC MINUTES OF PREVIOUS MEETINGS**
Report of the Town Clerk.
For Information
(Pages 61 - 62)
22. **REPORT OF THE WORK OF THE SUB-COMMITTEES - NON-PUBLIC ISSUES**
Report of the Town Clerk.
For Information
(Pages 63 - 64)
23. **DRAFT NON-PUBLIC MINUTES OF SUB-COMMITTEES**
To note the draft non-public minutes of the following Sub-Committee meetings:

Finance Grants Oversight and Performance Sub Committee – 10 April 2018
For Information
- a) Draft non-public minutes of the Finance Grants Sub-Committee held on 10 April 2018 (Pages 65 - 66)
24. **CORPORATE CATERING SERVICES - CONTRACT AWARD**
Report of the Chamberlain.
For Decision
(Pages 67 - 72)
25. **MANDATORY REVIEW OF CORPORATE PURCHASE CARD HOLDERS AND CREDIT LIMITS**
Report of the Chamberlain.
For Information
(Pages 73 - 78)
26. **ELECTRICITY AND GAS PROCUREMENT STAGE 1 STRATEGY REPORT**
Report of the Chamberlain.
For Decision
(Pages 79 - 84)
27. **ST LAWRENCE JEWRY**
Report of the City Surveyor.
For Decision
(Pages 85 - 92)
28. **GRESHAM COLLEGE FUNDING ARRANGEMENTS**
Report of the Town Clerk
For Decision
(Pages 93 - 96)
29. **SALE OF 1-5 LONDON WALL BUILDINGS**
Report of the City Surveyor
For Decision
(Pages 97 - 100)

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

Report of the Town Clerk.

For Information
(Pages 101 - 104)

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

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

Part 3 - Confidential Agenda

33. **CITYDYNAMICS SUPPORT FUNCTION**

Report of the Director of the Economic Development Office.

For Decision

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BOWMAN, Mayor	RESOLVED: That the Court of Common Council holden in the Guildhall of the City of London on Thursday 19th April 2018, doth hereby appoint the following Committee until the first meeting of the Court in April, 2019.
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FINANCE COMMITTEE

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

- Quorum**
The quorum consists of any nine Members.

- Membership 2018/19**

ALDERMEN

- 1 Robert Picton Seymour Howard
- 1 Alastair John Naisbitt King
- 4 Sir Andrew Parmley
- 2 Matthew Richardson

COMMONERS

- | | | |
|----|---|---------------------------|
| 19 | Jeremy Paul Mayhew | Aldersgate |
| 6 | Randall Keith Anderson..... | Aldersgate |
| 2 | Hugh Fenton Morris..... | Aldgate |
| 6 | Robert Allan Merrett, Deputy..... | Bassishaw |
| 6 | Jamie Ingham Clark, Deputy..... | Billingsgate |
| 16 | Simon D'Olier Duckworth, O.B.E., D.L..... | Bishopsgate |
| 8 | Wendy Marilyn Hyde, Deputy..... | Bishopsgate |
| 5 | Oliver Arthur Wynlayne Lodge | Bread Street |
| 2 | Timothy Levene..... | Bridge and Bridge Without |
| 4 | Christopher Michael Hayward..... | Broad Street |
| 4 | James de Sausmarez..... | Candlewick |
| 6 | Christopher Paul Boden..... | Castle Baynard |
| 2 | Michael Hudson..... | Castle Baynard |
| 5 | Nicholas Michael Bensted-Smith, J.P..... | Cheap |
| 3 | Sophie Anne Fernandes..... | Coleman Street |
| 28 | Sir Michael Snyder..... | Cordwainer |
| 8 | Ian Christopher Norman Seaton..... | Cornhill |
| 1 | William Pimlott..... | Cripplegate |
| 1 | Susan Jane Pearson..... | Cripplegate |
| 14 | James Henry George Pollard, Deputy..... | Dowgate |
| 2 | Karina Dostalova..... | Farringdon Within |
| 6 | Clare James, Deputy..... | Farringdon Within |
| 6 | Gregory Alfred Lawrence..... | Farringdon Without |
| 3 | Paul Nicholas Martinelli..... | Farringdon Without |
| 6 | Philip John Woodhouse, Deputy..... | Langbourn |
| 3 | Dominic Gerard Christian..... | Lime Street |

5	John William Fletcher.....	Portsoken
2	Caroline Wilma Haines.....	Queenhithe
16	Roger Arthur Holden Chadwick, O.B.E., Deputy.....	Tower
17	Tom Hoffman, Deputy.....	Vintry
3	James Michael Douglas Thomson, Deputy.....	Walbrook

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

4. **Terms of Reference**

To be responsible for:-

Finance

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

Sub-Committees

- (l) appointing such Sub-Committees as are considered necessary for the better performance of its duties including the following areas:-

Efficiency & Performance

The Efficiency & Performance Sub Committee was created in 2011 to scrutinise plans for efficiency and performance across all of the City Corporation's departments and the City of London Police. It supports officers to drive value for money in areas such as third-party contracts, budgeting and facilities/asset management, and promotes effective planning - both on a departmental basis and for the Corporation as a whole.

Finance Grants Oversight & Performance

The Finance Grants Oversight and Performance Sub Committee provides strategic oversight of the City of London Corporation's Central Grants Programme, including reviewing progress, performance, impact against outcomes, and risks for all grants.

Information Technology

The Information Technology Sub Committee recommends IT strategy and oversees implementation for both the City of London Corporation and the City of London Police to the Finance Committee. Furthermore, the Sub Committee also monitors delivery of IT internally and our contractor partners supplying the delivery of IT.

Corporate Assets

The Corporate Asset Sub Committee is responsible for the effective and sustainable management and strategic plans for the City of London Corporation's operational property portfolio; this includes the monitoring of capital projects, acquisitions and disposals, and the upkeep, maintenance and, where appropriate, furnishing for operational properties (including the Guildhall Complex). In addition, the Sub Committee is responsible for strategies, performance, and monitoring initiatives in relation to energy usage, and for monitoring and advising on bids for Heritage Lottery funding.

FINANCE COMMITTEE

Tuesday, 10 April 2018

DRAFT Minutes of the meeting of the Finance Committee held at Guildhall, EC2 on Tuesday, 10 April 2018 at 1.45 pm

Present

Members:

Jeremy Mayhew (Chairman)
Deputy Jamie Ingham Clark (Deputy
Chairman)
Randall Anderson
Nicholas Bensted-Smith
Chris Boden
Mark Bostock
Deputy Roger Chadwick
Karina Dostalova
Christopher Hayward
Deputy Tom Hoffman
Michael Hudson

Deputy Wendy Hyde
Gregory Lawrence
Oliver Lodge
Paul Martinelli
Deputy Henry Pollard
William Pimlott
Alderman Matthew Richardson
James de Sausmarez
Ian Seaton
Deputy Philip Woodhouse
Deputy Catherine McGuinness (Ex-Officio
Member)

Officers:

John Cater	-	Committee Clerk
Peter Lisley	-	Assistant Town Clerk
Peter Kane	-	Chamberlain
Caroline Al-Beyerty	-	Chamberlain's Department
Christopher Bell	-	Chamberlain's Department
Sean Green	-	Chamberlain's Department
Phil Black	-	Chamberlain's Department
Michael Cogher	-	Comptroller and City Solicitor
Ian Dyson	-	Commissioner of the City of London Police
Richard Holt	-	Town Clerk's Department

1. APOLOGIES

Apologies for absence were received from Simon Duckworth, Alderman Peter Estlin, Alderman & Sheriff Timothy Hailes, Caroline Haines, Deputy Clare James, Deputy Robert Merrett, Hugh Morris, Alderman William Russell, Deputy James Thomson, Sir Mark Boleat.

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 of the meeting held on 20th February 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.

RESOLVED – That the Committee notes the report.

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

The Committee noted the draft public minutes and verbal updates of the following Sub-Committee meetings:

- Corporate Asset Sub-Committee held on 19th March 2018;
- Efficiency and Performance Sub-Committee held on 21st March 2018; and
- Information Technology Sub-Committee held on 26th March 2018.

a) **Draft public minutes of the Corporate Asset Sub-Committee held on 19 March 2018**

RESOLVED – That the public minutes and non-public summary of the Corporate Assets Sub-Committee meeting held on 19th March be noted.

7. **RISK MANAGEMENT - TOP RISKS**

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

Officers explained that the status for CR23 (City of London Police Funding) had been revised from amber to red. The previous status did not adequately recognise the risks associated with the Police's long-term Budget.

The Commissioner reminded Members that he was clear about distinguishing between the current pressures on the COLP budget and the possibility that new operational challenges may arise in the future which require extra funding. The Chairman emphasised, that whilst a blank cheque would not be provided and value for money remains crucial, if, in the future, a recognised, legitimate need arose to mitigate a new operational challenge, funds could be made available.

The Deputy Chairman informed Members that the status of CR16 (Information Security) was now anticipated to be reduced from red to amber by the end of April.

A Member informed the Committee that the Data Protection Act listed on page 93 (appendix section) displayed the incorrect year (1988) – UK Data Protection Acts were passed in 1984 and 1998.

The Member also sought clarity from officers on the financial impact of a data breach; this was listed as up to £500,000 in the appendix section. He reminded Members that under GDPR the upward limit of the fine was significantly higher. The Comptroller confirmed that the maximum fine is in fact 4% of global turnover. Officers agreed to review and revise the text to reflect this.

RESOLVED – That the Committee notes the report.

8. **CENTRAL CONTINGENCIES**

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

After a recent case of an officer approaching the Chairman for his view on contingency funding for a project, the Chairman reminded Members and officers that the Finance Committee Contingency Fund was for the whole Corporation, but excluded policy initiatives which should be directed to the Policy & Resources Contingency Fund.

On the wider point, Members emphasised that if there were legitimate reasons presented by officers to access the Fund, Members should consider them, the Contingency Fund should not however be “raided for every idea” and if some of the fund remained unspent at the end of the financial year, that was certainly not a reason to spend it.

Members raised a query on whether the £60,000 GLA Roads dispute contingency fund (listed in the appendix), was in addition to the £80,000 originally allocated. Officers confirmed that the £80,000 was additional to the original allocation. £60,000 would be carried forward from the total amount, as the dispute was ongoing and due to go to the Supreme Court. Further detailed queries were raised by a member, to which Officers agreed to respond.

A Member queried the cost of the new Guildhall Club Kitchen servery counter. The Chairman and officers confirmed that the cost amounted to £49,500.

RESOLVED – That the Committee notes the report.

9. **FINAL DEPARTMENTAL BUSINESS PLAN 2018/19 - CHAMBERLAIN'S DEPARTMENT**

Members considered a Report of the Chamberlain concerning the Departmental Business Plan 2018/19.

In response to a query, officers confirmed that City Procurement did not include their forecasted savings in the Plan; the listed £128,000 listed was income.

RESOLVED – that the Committee approved the Chamberlain's Department's high-level Business Plan for 2018/19.

10. **ERADICATION OF PROCUREMENT CODE BREACH WAIVERS (RETROSPECTIVE WAIVERS)**

Members received a Report of the Chamberlain concerning the eradication of procurement code breach waivers.

Members showed significant support for the new measures, including the Waiver Danger Campaign and the new sanctions. Members wanted to ensure that this is imposed to maximum effect, and suggested that the Establishment Committee paper should be a "For Decision" paper, and that the 3 measures for sub-OjEU (Official Journal of the European Union) should be fast-forwarded for repeat offenders over the previous year.

ACTION City Procurement to amend the Report and liaise with Town Clerk's Department to ensure a note goes to Establishment Committee from Finance Committee reflecting this feedback. One Member commended City Procurement on the journey of getting to this level of compliance, and that this final step should be backed by Members and Officers alike.

RESOLVED – That the Committee notes the Report.

11. **FINANCIAL SERVICES DIVISION - QUARTERLY UPDATE**

Members considered a Report of the Chamberlain concerning a quarterly update for the Financial Services Division.

Officers emphasised that the closure of the 2018/19 accounts presents an opportunity to be more radical in the approach taken, as the Corporation moves to having one external auditor for all funds. One benefit should be that the accounts will go out quicker to Members.

A Member queried what action was taken in response to the amber rating for Business Rates collection. Officers responded that the target for collection was split on a quarterly basis, and the collection team was "ahead of where we were this time last year". Officers added that the collection trend was previously part of the Chamberlain's Department's KPIs. This can be incorporated again for future iterations of this Report.

RESOLVED – That the Committee notes the Report

12. **MAJOR WORKS STRATEGIC SOLUTION (AWARD)**

Members considered a Report of the Chamberlain concerning procuring Major Works for the City of London between £1m and £15m.

The Chairman noted that there were parallels between the Strategic Framework proposed in the Report and the Central Government Commercial Framework. Officers emphasised that the Framework presented an opportunity to cut down on delays and bureaucracy.

In response to a query from a Member, officers responded that the Corporation would apply the framework to the City of London's Freeman's School despite the School being outside the Corporation's local authority remit".

Members welcomed the initiative as potentially offering a new flexibility which would better match the needs of the organisation.

Officers confirmed that the term "professional services" applied to any third party involved with our projects.

RESOLVED – that the Committee approved the following:

- Approve the strategy, implementation and procurement route for Major Works between £1m and £15m, which is to develop 4 strategic frameworks for works within an estimated total annual value range £130m to £245m. These will be procured as follows:
 - Framework 1 – £1m-£4.6m/ OJEU threshold (IPG, CPG, Open Space, Police, Markets and Barbican)
 - Framework 2 –£1m to £4.6m/OJEU threshold (Housing)
 - Framework 3 - £4.6m/OJEU to £15million (IPG, CPG, Open Space, Police, Markets and Barbican)
 - Framework 4 - £4.6m/OJEU to £15million (Housing)
- Approve the evaluation criteria; the proposed evaluation criteria of 60% quality of 40% price is in line with the Procurement Code. The proposed weighting towards quality reflects the priority and focus of getting the quality of the service element right.
- Approve undertaking of soft market testing in May 2018 and look to procure a strategic solution in September 2018 with a potential award date in March 2019.

13. UPDATE ON THE FAIR FUNDING REVIEW

Members considered a Report of the Chamberlain concerning the Fair Funding Review.

Members noted that the Corporation was an outlier and that the review carried risks. A Member commended the Report as simple and straightforward and encouraged officers to keep the Committee updated on this issue.

RESOLVED – That the Committee notes the Report.

14. DECISIONS TAKEN UNDER DELEGATED AUTHORITY AND URGENCY PROCEDURES

The Committee considered a report of the Town Clerk which provided information about the actions taken by the Town Clerk since the last meeting of the Committee, in consultation with the Chairman and Deputy Chairman, in accordance with Standing Orders 41(a) and 41(b). The decisions related to Bridge House Estates Strategic Review Fund Bids and Culture Mile Funding.

RESOLVED – That the Committee notes the report.

15. QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE

Questions were raised as follows -

In February, the Chairman of Finance had queried whether it was necessary for the Chairman and Deputy Chairman to see every item with regards to the Bridge House Estate Strategic Review funding and requested that officers give some thought to a more proportionate approach to approvals.

Officers recommended that individual items over £100k required the four relevant Chairmen's approval or where cumulatively the funding needed over a quarter exceeded £300k, but otherwise officers had delegation. Officers also proposed that a quarterly summary of spend is provided. Members agreed with this proposal.

16. ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT

There were no urgent items.

17. 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.

18. NON-PUBLIC MINUTES OF THE PREVIOUS MEETING

The non-public minutes of the meeting held on 20th February were approved as an accurate record.

19. 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.

20. 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 non-public session at recent meetings of the Committee's Sub-Committees.

21. DRAFT NON-PUBLIC MINUTES OF SUB-COMMITTEES

The Committee noted the draft non-public minutes and verbal updates of the following Sub-Committee meetings:

- Corporate Asset Sub-Committee held on 19th March
- Efficiency and Performance Sub-Committee held on 21st March 2018; and
- Information Technology Sub-Committee held on 26th March 2018.

a) **Draft non-public minutes of the Corporate Asset Sub-Committee held on 19 March 2018**

The draft non-public minutes of the Corporate Asset Sub-Committee meeting held on 19 March 2018 were noted.

22. **REPORT ON WAIVERS OVER £50,000: DECEMBER 2017 - MARCH 2018**

Members considered a report of the Chamberlain.

23. **STAGE 1: REPORT FOR CITY OF LONDON FREEMEN'S SCHOOL CATERING, CLEANING AND HOUSEKEEPING SERVICES.**

Members considered a joint Report of the Chamberlain and the Headmaster of the Freeman's School.

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

The Committee considered a Report of the Director of the Museum of London.

25. **NON-DOMESTIC RATES - DISCRETIONARY RATE RELIEF**

The Committee considered a Report of the Chamberlain.

26. **POLICE NATIONAL ENABLING PROGRAMME ACCOUNTABLE BODY**

N.B. This Report was taken (as a non-public item) after Item 6a.

The Committee considered a Report of the Commissioner of Police.

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

The Committee noted a report of the Town Clerk detailing four non-public decisions taken under delegated authority procedures since the last meeting.

28. **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.

29. **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.

N.B. This was taken (as a non-public item) after Item 6a

The meeting ended at 3.15 pm

Chairman

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tel. no.: 020 7332 1426
john.cater@cityoflondon.gov.uk

DRAFT

Finance Committee – Outstanding Actions

ITEM 7

Item	Date	Item and Action	Officer responsible	To be completed/ progressed to next stage	Progress Update
1	10 April 2018	<p><u>Eradication of Procurement Code Breach Waivers (Retrospective Waivers) (item 10)</u></p> <p>Members showed significant support for the new measures, including the Waiver Danger Campaign and the new sanctions. Members wanted to ensure that this is imposed to maximum effect and suggested that the Establishment Committee paper should be a “For Decision” paper, and that the 3 measures for sub-OjEU (Official Journal of the European Union) should be fast-forwarded for repeat offenders over the previous year.</p> <p>City Procurement to liaise with Town Clerk’s Department to ensure a note goes to Establishment Committee from Finance Committee.</p>	Chris Bell	Establishment Committee to receive note on 25/04	Chris Bell – Verbal Update on 8 th May

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Committee: Finance Committee	Date: 10 April 2018
Subject: Public Report of the work of the Sub-Committees	Public
Report of: Town Clerk	For Information
Report author: John Cater, 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. This report sets out some of the main public issues considered by the following Sub Committees since 10th April 2018:

Finance Grants Oversight and Performance Sub Committee – 10 April 2018

IMPLEMENTATION OF 'BRIDGING DIVIDES'

The resourcing implications for 'Bridging Divides' was signed off by the Policy and Resources and Resource Allocation Sub Committees earlier in the year and the Strategy had gone live. Members would be contacted in respect of briefing sessions in due course.

CENTRAL GRANTS PROGRAMME - UPDATE AND NEXT STEPS

This report provided an outcome of the four CGP rounds delivered in 2017/18 and recent amendments to Education and Employment (approved by the Education Board). Officers had been working to develop a suitable policy, consistent with the City Corporation's duties as Trustees. The Grants Team offered advice ahead of applications being submitted and ran workshops to ensure that potential applicants understood the criteria. Unsuccessful applicants were given feedback and advised of their potential eligibility for other programmes

Recommendations

The Committee is asked to note the report.

John Cater

Senior Committee Services Officer, Town Clerk's Department

john.cater@cityoflondon.gov.uk

FINANCE GRANTS OVERSIGHT AND PERFORMANCE SUB COMMITTEE **Tuesday, 10 April 2018**

Minutes of the meeting of the Finance Grants Oversight and Performance Sub
Committee held at Guildhall at 3.15 pm

Present

Members:

Simon Duckworth (Chairman)
Deputy Philip Woodhouse (Deputy Chairman) - in the Chair
Randall Anderson
Nicholas Bensted-Smith
Deputy Jamie Ingham Clark
Oliver Lodge
Jeremy Mayhew

Officers:

David Farnsworth	-	Chief Grants Officer
Karen Atkinson	-	Chamberlain's Department
Julie Mayer	-	Town Clerk's Department
Scott Nixon	-	Town Clerk's Department
Karen Atkinson	-	Town Clerk's Department
Jack Joslin	-	Town Clerk's Department

1. APOLOGIES

Apologies were received from Alderman William Russell and from the Chairman, Simon Duckworth for late attendance. The meeting was chaired by the Deputy Chairman, Mr Philip Woodhouse.

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

There were no declarations.

3. MINUTES

The public minutes and non-public summary of the meeting held on 21 November 2017 were approved.

4. IMPLEMENTATION OF 'BRIDGING DIVIDES'

The Chief Grants Officer was heard in respect of the implementation of the City Bridge Trust's 'Bridging Divides' Strategy, through which the City Bridge Trust (CBT) intends to consider the ways in which it can make the most positive impact on reducing inequality and creating cohesive communities.

Members noted that resourcing implications had been signed off by the Policy and Resources and Resource Allocation Sub Committees earlier in the year and the Strategy was now live. Members would be contacted in respect of training sessions in due course.

5. **CENTRAL GRANTS PROGRAMME - UPDATE AND NEXT STEPS**

Members received a report of the Chief Grants Officer which provided an update and next steps in respect of the Central Grants Programme (CGP). The report provided an outcome of the four CGP rounds delivered in 2017/18 and recent amendments to Education and Employment (approved by the Education Board).

Members asked to be kept advised on the outcome of the new crowd funding platform run by Spacehive. In respect of those applications to the City Corporation's Relief of Poverty Charity, which did not meet the criteria, grants officers had been working with community and children's services and comptroller and city solicitors' officers to develop a suitable policy, consistent with the City Corporation's duties as Trustees. Members noted that the new Education Grants Policy permitted individual grants through schools and the grants officers had been working with education officers on marketing.

Members noted that feedback was provided to unsuccessful applicants and they were advised of their potential eligibility for other programmes. Members asked if they could be given a summary of information in respect of unsuccessful applicants, as they were concerned about any that might effectively 'fall through the gaps' and keen to maintain good relationships with applicants and potential applicants. The Senior Grants Officer advised that the team offered advice ahead of applications being submitted and ran workshops to ensure that potential applicants understand the criteria.

RESOLVED, that:

1. The Central Grants Programme progress update be noted.
2. Policy and Resources approval to implement the Central Grants Programme and the Central Grants Unit on a permanent basis, from 1 April 2018, be noted.

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

There were no questions.

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

The Chief Grants Officer advised Members that, now the Central Grants Unit had been formalised, so too would the staffing arrangements. To ensure a seamless transition, the current secondment to the team would be extended during the recruitment process.

The Chairman, who had arrived late for this meeting, thanked the Deputy Chairman for stepping in at short notice.

Members noted that the Policy and Resources Committee had signed off the new Benefits in Kind Policy, which would go live on 1st April 2018. All Chief Officers and recipients had been advised and Members would receive a report, with data collection, at the Autumn meeting of the Finance Grants Sub Committee.

8. EXCLUSION OF THE PUBLIC

RESOLVED, that - Under Section 100A (4) 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 of Schedule 12A of the Local Government Act

Item Nos	Para nos
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9-11	2 & 3
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9. NON PUBLIC MINUTES

There were no questions.

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

There were no questions.

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

The Senior Grants Officer was heard while the public were excluded.

The meeting ended at 4pm

Chairman

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Committees:	Date:
Finance Committee	8 May 2018
Subject: Appointment of Sub-Committees and representatives on other Committees	Public
Report of: Town Clerk	For Decision
Report author: John Cater, Town Clerk's Department	

Summary

The purpose of this report is to consider the appointment of the Committee's Sub-Committees for 2018/19, 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

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 (1 Member)

Recommendations

Members are asked to:

- a) Agree the composition and Terms of Reference of the following Sub-Committees as set out in Appendix A;
 - i. Corporate Asset Sub-Committee
 - ii. Efficiency & Performance Sub-Committee
 - iii. Finance Grants Oversight and Performance Sub-Committee
 - iv. Information Technology Sub-Committee
- 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 nine total Members of the Finance Committee**
 - ii. Efficiency & Performance Sub-Committee – **a minimum of nine and maximum of 13 Members total of the Finance Committee**
 - iii. Finance Grants Oversight and Performance Sub-Committee – **a minimum of 10 and a maximum of 13 Members total of the Finance Committee**
 - iv. Information Technology Sub-Committee – **a minimum of 10 and maximum of 12 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 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 is working well, and it is suggested that it continues to be scheduled to meet six times per year.
7. The Sub-Committee met six times in 2017/18. Membership and attendance from Finance Committee representatives was as follows:

Finance Committee Representatives

Nick Bensted-Smith (Chairman of the Sub-Committee)	6/6
Dominic Christian (Deputy Chairman of the Sub-Committee)	3/6
Randall Anderson	6/6
Mark Bostock	6/6
Karina Dostalova	2/6
Michael Hudson	4/6
Deputy Jamie Ingham Clark	6/6
Jeremy Mayhew	6/6
Deputy Philip Woodhouse	6/6

Policy & Resources Committee Representatives

Henry Colthurst	4/6
Deputy Edward Lord	5/6
Deputy John Tomlinson	2/6

Property Investment Board Representatives

John Chapman	4/6
Alderman Gowman	2/6
Deputy Alastair Moss	0/6

(B) Efficiency and Performance Sub-Committee

8. The role of the Efficiency and Performance Sub-Committee was created to advise the Grand Committee on matters relating to value for money in all aspects of the City of London Corporation's and the City of London Police'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. The Sub-Committee met five times in 2017/18 and the membership and attendance was as follows:

Jeremy Mayhew (Chairman)	5/5
Jamie Ingham Clark (Deputy Chairman)	5/5
Randall Anderson	3/5
Christopher Boden	1/5
Alderman Peter Estlin	2/5
Alderman Matthew Richardson	1/5
Ian Seaton	3/5
Philip Woodhouse	5/5

(C) Finance Grants Oversight and Performance Sub-Committee

10. The Sub-Committee's is working well and it is suggested that it continues to be scheduled to meet three times per year.
11. The Sub-Committee met three times in 2017/18 and the membership and attendance was as follows.

Simon Duckworth (Chairman)	3/3
Philip Woodhouse (Deputy Chairman)	3/3
Randall Anderson	2/3
Nicholas Bensted-Smith JP	2/3
Deputy Jamie Ingham Clark	3/3
Oliver Lodge	1/3
Jeremy Mayhew	2/3
Alderman William Russell	1/3

(D) Information Technology Sub-Committee

12. 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.
13. 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.
14. 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.
15. The Sub-Committee met six times in 2017/18. The membership and attendance was as follows:
- Finance Committee Representatives
- | | |
|--------------------------------------|-----|
| Deputy Jamie Ingham Clark (Chairman) | 6/6 |
| Hugh Morris (Deputy Chairman) | 5/6 |
| Randall Anderson | 5/6 |
| Tim Levene | 4/6 |

Jeremy Mayhew	6/6
Deputy Robert Merrett	5/6
<u>Court of Common Council Representatives</u>	
Rehana Ameer^	4/6
John Chapman^	5/6
Sylvia Moys^	6/6
James Tumbridge^	3/6
<u>Police Committee representative</u>	
Keith Bottomley	6/6
^ Court of Common Council representatives	

Representatives on other Committees etc.

(E) One representative to serve on the Establishment Committee

The Committee met 8 times in 2017/18 and the representative was Deputy Jamie Ingham Clark. Deputy Ingham Clark attended 6 meetings. Deputy Ingham Clark also served on the Joint Consultative Committee, which met four times, with Deputy Ingham Clark attending three meetings.

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

Deputy Wendy Hyde was appointed to the Barbican Centre Board in 2017/18. The Barbican Centre Board met six times and Deputy Hyde attended all of the meetings.

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

The Sub-Committee met 10 times in 2017/18 and the representatives were Jamie Ingham Clark and Nick Bensted-Smith. 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 Chris Hayward were appointed to the Sub-Committee by the Policy and Resources Committee, while Karina Dostalova was co-opted as a member of the Sub-Committee.

Jamie Ingham Clark	9/10
Nick Bensted Smith	7/10

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

The Sub-Committee met 7 times in 2017/18 and the representative was Clare James. Deputy James attended 3 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 2017/18, the Committee's representatives were the Chairman and

Deputy Chairman (In addition Nick Bensted Smith, representing Policy & Resources was a Member). This Committee met once in 2017/18. 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

16. 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

John Cater

Town Clerk's Department

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Corporate Asset Sub-Committee Terms of Reference

The Corporate Asset Sub Committee is responsible for the effective and sustainable management and strategic plans for the City of London Corporation's operational property portfolio; this includes the monitoring of capital projects, acquisitions and disposals, and the upkeep, maintenance and, where appropriate, furnishing for operational properties (including the Guildhall Complex). In addition, the Sub Committee is responsible for strategies, performance, and monitoring initiatives in relation to energy usage, and for monitoring and advising on bids for Heritage Lottery funding.

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
- Four to nine 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.

- In accordance with Standing Orders 56 and 57, the sub Committee can make disposals of properties which are not suitable to be retained as investment property assets
- 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

The Efficiency & Performance Sub Committee was created in 2011 to scrutinise plans for efficiency and performance across all of the City Corporation's departments and the City of London Police. It supports officers to drive value for money in areas such as third-party contracts, budgeting and facilities/asset management, and promotes effective planning - both on a departmental basis and for the Corporation as a whole.

Composition

- Chairman - Chairman of the Finance Committee
- Deputy Chairman - Deputy Chairman of the Finance Committee
- A minimum of 9 and a maximum of 13 Members of the Finance Committee appointed by the Finance Committee

Terms of Reference

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

The Finance Grants Oversight and Performance Sub Committee provides strategic oversight of the City of London Corporation's Central Grants Programme, including reviewing progress, performance, impact against outcomes, and risks for all grants

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 Central 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, as relevant
- 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

The Information Technology Sub Committee recommends IT strategy and oversees implementation for both the City of London Corporation and the City of London Police to the Finance Committee. Furthermore, the Sub Committee also monitors delivery of IT internally and our contractor partners supplying the delivery of IT.

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.

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Committee:	Date:
Gresham (City Side) Committee	4 May 2018
Finance Committee	8 May 2018
Culture, Heritage & Libraries Committee – <i>for information</i>	14 May 2018
Subject:	Public
Gresham Music Collection Conservation	
Report of:	For Decision
Town Clerk	
Report authors:	
Greg Moore – Principal Members' Services & Committee Manager	
Peter Ross – Principal Librarian, Guildhall Library	

Summary

At the February 2018 meetings of the Gresham (City Side) and Joint Grand Gresham Committees, discussion took place in relation to the Gresham Music Collection, elements of which were considered to be in urgent need of repair or restoration work. This Collection is housed in the Guildhall Library, where it has been held on deposit since 1958.

It was observed that there existed a legal liability on the City Corporation and Worshipful Company of Mercers to maintain the Collection and both Sides were supportive of a feasibility study being undertaken to ascertain the activities and costs associated with restoring and preserving the items within the Collection. This work has now been undertaken and the costs of restoring those items in most immediate need of attention has been identified. This report proposes the allocation of funding required to undertake these works and notes the position in respect of the remainder of the Collection. It also outlines future activities which will be proposed in relation to the long-term conservation of the Collection as a whole.

Recommendation

Members of the **Gresham (City Side) Committee** are asked to:

- approve the approach to restoration works outlined in the report, subject to the concurrence of the Worshipful Company of Mercers and the Joint Grand Gresham Committee;
- approve the approach to Finance Committee for an allocation of £18,477 to pay for the immediate works necessary to restore the priority works within the Gresham Music Collection, subject to the concurrence of the Worshipful Company of Mercers and the Joint Grand Gresham Committee; and
- note that the total cost of the works is £36,954, with £18,477 to be funded each from the City Corporation and the Worshipful Company of Mercers.

Members of the **Finance Committee** are asked to approve the allocation of £18,477 from Finance Contingency to pay for the immediate works necessary to restore the priority works within the Gresham Music Collection (noting that the total cost of the works is £36,954, with £18,477 to be funded each from the City Corporation and the Worshipful Company of Mercers).

Main Report

Background

1. Originally put together by Edward Taylor, who was appointed Gresham Professor of Music in 1837, the Gresham Music Collection belongs to Gresham College but has been on deposit at Guildhall Library since 1958.
2. In 1959, the City Corporation, in conjunction with The Worshipful Company of Mercers, formally agreed to be the custodian of the Gresham Music Collection, with any costs as deemed necessary to be executed by the Gresham Committee. The details of this agreement concerning the custodianship of the Collection were set out within the 6 January 1959 Agreement between the Mayor and Commonalty and Citizens of the City of London and the Joint Grand Gresham Committee, appended to this report.
3. The Collection is insured under the City Corporation's general insurance for library items (see: report to Gresham (City Side) Committee, October 2015). However, elements within the collection have been identified as in urgent need of restoration and repair.
4. To honour this responsibility, the Gresham (City Side) Committee agreed that a feasibility study should be produced by the Principal Librarian, clearly setting out a breakdown including costs of what was immediately necessary (i.e. to save those works/items that required immediate attention to stop them deteriorating beyond repair), and what was desirable (i.e. to return the totality of the Collection into acceptable condition).

The Collection

5. The most important single items within the Collection are probably the very early copy of Thomas Tallis's *Spem in Alium*, which is regarded as one of the most important copies of Tallis's work in existence, and the Purcell Autograph manuscript, which is an anthology of 48 songs, all but the last three in Purcell's hand.
6. Much of the rest of the collection remains undiscovered, despite it having many significant manuscripts – these make up the majority of those which the Principal Librarian has assessed as needing very urgent attention. They include autograph manuscripts by John Blow (1649–1708), choirmaster at St Paul's Cathedral, and an annotated copy of Handel's *Messiah* from which the famous 18th Century soprano Gertrude Mara sang. This volume also has autograph notes by Dr Samuel Arnold (1740 – 1802), who was both a composer and the publisher of the collected works of Handel.
7. An expert, previously commissioned to survey the collection from the point of view of creating a detailed catalogue to international music manuscript cataloguing standards (RISM), wrote the following:

“Regarding the nature of the collection, apart from the gems that are already well-known in the collection (for example the autograph manuscript by Purcell) the examination revealed important provenance information for some of the volumes examined. For example, one volume was found to have been in the possession of the important eighteenth-century collector Thomas Bever (1725-

1791) (MS 368). The collection also contains several volumes that bear the same bookplate, forming thus separate sub-collections within the Gresham collection. Recording this information could reveal important information about former owners and the history of the manuscripts before they entered the Library of Gresham College. By including the records in the RISM database such provenance information will reunite important collections dispersed in various libraries in the UK and abroad on one database.

Apart from the strong presence of English composers and manuscripts, the collection also contains several Italian manuscripts, some of which may have been purchased abroad by their first owners in lack of a strong publishing tradition in such countries in the eighteenth and nineteenth century. As well as their musical value such volumes shed important light on aspects of musical taste, and reception history of particular repertoire in Britain. The cataloguing of the collection will therefore shed important light on social history in eighteenth- and nineteenth-century London and Britain before the manuscript volumes entered the Library of Gresham College, as well as provide a useful resource for the study of musical taste and life at the College."

Restoration and Repair

8. Following the February Gresham (City Side) and JGGC meetings, the Principal Librarian has met with the City Corporation's Conservation Studio Manager to discuss prioritisation of works and to provide the requested breakdown of costs, both in respect of works that are immediately necessary (i.e. to save those works/items that need immediate attention to stop them deteriorating beyond repair), and which are desirable (i.e. to get the totality of the collection into acceptable condition).

Priority Works

9. To save those works which need immediate attention, the Conservation Studio Manager has detailed the hours required to work on each volume and estimated for materials, boxing, and so on. The total hours add up to nine months' work for a mid-scale grade D conservator (calculated to include annual leave, sick leave and other contingencies). Costings are as follows:

Salary for a grade D conservator:	£34154
Materials:	£2000
Boxes to be made:	£800
Total costs:	£36954

10. Should approvals for the funding of this project be obtained before the end of May, it might prove possible to extend the contract of one of the existing conservator already employed on fixed term contracts and currently working on other projects. This would save the costs of recruitment and the individual would not need to spend the first part of the contract being brought up to speed on systems of working and other induction items. It has been confirmed that all current postholders have the requisite skills necessary for the Gresham Music project.
11. Should it prove necessary to recruit a wholly new member of staff, the figure shown above would need to increase by a small percentage to allow for recruitment, initial management costs, and so on.

(i) Desirable Works

12. The costs and level of activity required to get the totality of the collection into acceptable condition is a much more difficult question to answer. There are more than 700 volumes of history, travel, biography and more from the sixteenth century onwards that formed part of the original Gresham College deposit. On the whole, these have been assessed as being less historically important than the music volumes and, for the most part, in a better condition. The Principal Librarian has confirmed that they could indeed carry out a survey of the remainder of this collection, but this would require some time and he is anxious not to delay the more urgent part of the project whilst this is completed.

(ii) Ongoing Maintenance

13. As well as requesting the aforementioned feasibility study, Members also asked that an assessment be produced of what would be required to maintain the collection on an ongoing basis.
14. The Principal Librarian has suggested that only when stages (i) and (ii) of the restoration project have been completed could he calculate a realistic figure in respect of ongoing costs.
15. However, he is confident that, having completed the necessary work on all the material, the annual costs would be quite low. Once stabilised, stored and consulted in a controlled environment (such as Guildhall Library), there should only be a limited necessity for further significant intervention.
16. It is believed that the serious problems of the Gresham Music Collection were sustained before the collections were deposited at the Library: Guildhall Library has many collections of a similar age and level of use, yet their condition has remained stable with none of the problems across the board that one finds in the Gresham Music Collection.

Proposal

17. It is therefore proposed that approval be given to the allocation of £18,477 to fund the immediate works necessary to restore the priority works within the Gresham Music Collection (£18,477 each from the City Corporation and the Mercers' Company, totalling £36,954).
18. Once this work is underway, it is suggested that the Principal Librarian be asked to undertake a survey of the rest of the collection to ascertain the costs of restoring the other elements of the Collection, following which, a separate bid for funding can be made.
19. Members previously suggested that future consideration might be given to the more general issue of displaying the Collection in due course, with a reference made to a variety of options such as the London Metropolitan Archives and the new Museum of London. It is proposed that this be considered once restoration works are complete, alongside a proposal relating to the resource requirements associated with ongoing conservation to prevent the Collection falling into disrepair again in future.

Conclusion

20. Members are therefore asked to approve funding of £18,477 to pay for the immediate works necessary to restore the priority works within the Gresham Music Collection (noting that a contribution of £18,477 would come from each of the City Corporation and the Mercers' Company, totalling a spend of £36,954). You are also asked to note that further reports, concerned with the restoration of the remainder of the Collection and arrangements for its future display and care, will be presented in due course.

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Committee(s)	Dated:
Finance Committee – For Information	08/05/2018
Subject: Chamberlain’s Department Risk Management – Monthly 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 most significant risks faced by the Chamberlain’s department.

There are currently no RED risks on the departmental risk register and two RED risks on the Corporate Risk Register within the responsibility of Chamberlain’s Department:

- **CR16 – Information Security**
- **CR23 – Police Funding**

The Senior Leadership Team continues to monitor closely the progress being made to mitigate these risks.

Recommendation(s)

Members are asked to note the report.

Main Report

Background

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

Current Position

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

CR16 – Information Security (Current Risk: Red – no change)

The IT team continues to develop training for Officers and Members, to be deployed this year. The Introduction of passphrases as opposed to passwords, consisting of at least 15 characters, has now been rolled out, improving network security. At the IT Sub-Committee in March 2018 it was agreed that this risk should stay at Red whilst further mitigations are being delivered with an aim of bringing the risk down to green by reducing the likelihood of occurrence.

CR23 – Police Funding (Current Risk: Red – no change)

This risk has recently been reviewed, but limited progress has been made on medium term financial modelling due to capacity issues in the Police finance team and resource prioritisation to year end. Mitigating actions continue on the transformation project and significant progress has been made against the Deloitte quick wins.

Conclusion

4. Members are asked to note the actions taken by Chamberlain's Department to manage both the Information Security and Police Funding risks.

Appendices

- None

Background Papers

Monthly Reports to Finance Committee: Finance Committee Risk
Report to Finance Committee 10 April 2018: Finance Committee Risk – Quarterly Report.

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Committee(s)	Dated:
Finance Committee	8 May 2018
Subject: City Procurement Quarterly Progress Report including annual results for 2017/18 (May 2018)	Public
Report of: The Chamberlain	For Information
Report author: Chris Bell, Commercial Director, Chamberlain's	

Summary

The report updates Members on the work of City Procurement and the annual performance figures for the 2017/18 financial year.

Members are asked to:

Note the key strategic performance indicators:

- i. Procurement savings achieved £6.98m, against a target of £6.47m.
- ii. New service of Commercial Contract Management, achieved savings £311k against a target of £550k. The shortfall will be added to this year's target to be presented at June 18 Finance Committee.
- iii. Purchase Order Compliance was 97%.
- iv. Supplier Payments
 - a. 95% of all supplier payments happening within 30 days (Target 97%).
 - b. 76% of SME payments happening within 10 days (Target 88%).
- v. 93% of invoices are currently received electronically.
- vi. The City Procurement service costs £3.08m, with a breakdown found at paragraph 13 in the main report.

Main Report

Background

1. City Procurement has four main functions, Category Management/Sourcing, Commercial Contract Management, Accounts Payable and Policy and Compliance. This report updates on progress and performance results in delivery against the service KPIs set in the Chamberlain's Business Plan in April 2017.

Efficiency and Savings

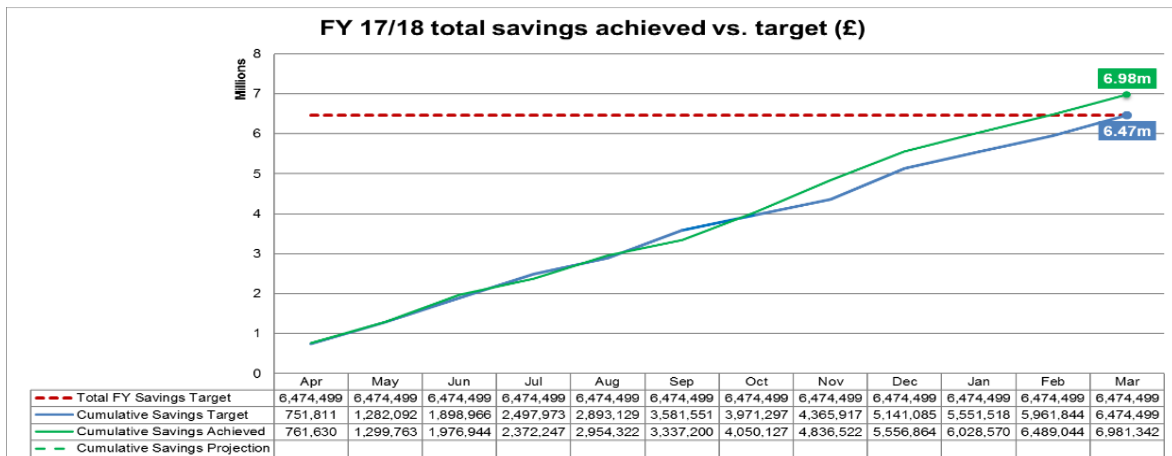
2. City Procurement is set an annual savings target at the start of each year based on the contracts to be let during the financial year that have the potential to make

efficiency or cost savings and contracts let in previous years that are generating guaranteed savings in the current year. Each contract is reviewed by the relevant Category Board to set the targets: each contract target considers historic spend, scope changes, complexity, risk and industry benchmarks. The 2017/18 City Procurement target was £6.47m.

The Annual Savings Target elements

3. The 2017/18 annual savings target was set using two types of in-year savings:
 - a. **Previously let contracts generating savings (known as run-rate)** – Savings already guaranteed for the current financial year from contracts let in previous years. This is for contracts that span different financial years and is typically for service contracts that are let for a 2-7 year period when the savings are spread across the contract life.
 - b. **New contracts let generating savings** – Savings targeted to be generated from new contracts let during the financial year.
4. The savings targets are for competitive price savings and are not inclusive of scope changes/service downgrades or other operation decisions which are treated as local department savings.
5. The results of 2017/18 show that procurement savings achieved are £6.98m in total, compared to the target of £6.47m. Figure A below shows how this was achieved. Of the total £6.98m savings, £6.16m are budget impact savings with £1.28m (of the £6.16m) being the in-year result.

Figure A – FY 2017/18 Procurement Actual Vs. Target savings (Target £6.47M)



Commercial Contract Management savings target

6. In addition to the City Procurement annual target, a savings target for the new Commercial Contract Management was set for 2017/2018. This relates to efficiencies and savings delivered within the duration of a contract. The target for Commercial Contract Management was £550k which is a cost recovery figure reflecting that this is a start-up area of business for City Procurement.
7. Efficiencies and savings from this new function delivered a total in-year savings of £311k, the shortfall will be added to next years' target. The key lesson has been to understand the time taken to realise some of these types of savings, particularly in dispute or negotiation scenarios. It should be noted that the work

of this team has secured a further £680k additional savings for future years, these savings are spread over the life of the contracts. A regular update on Commercial Contract Management efficiencies and savings initiatives are to be reported at Efficiency and Performance Sub-Committee.

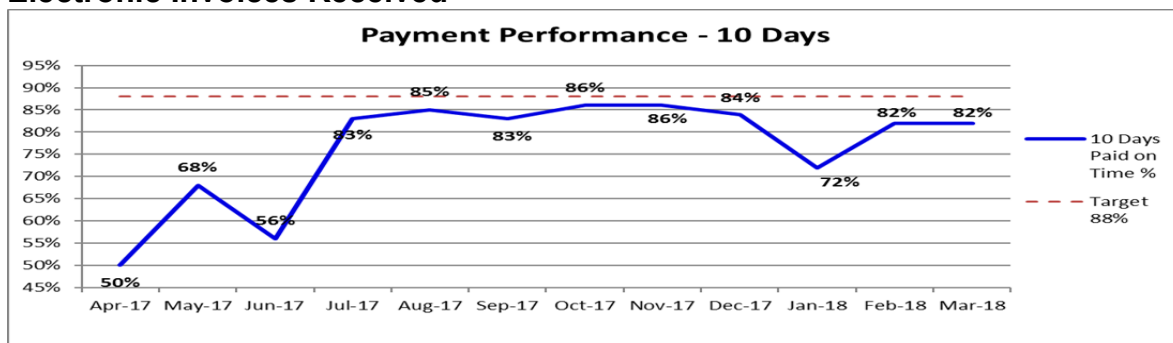
Accounts Payable Performance - PO Compliance/No PO No Pay

8. The Corporation's No PO No Pay Policy continues to achieve high levels of compliance, averaging 97% compliance overall for the year, and meeting or beating our target of 96% in each and every month.

Payment Performance

9. The Corporation's 30-day invoice paid on time performance for 2017/18 is 95% (target 97%). Quarter 4 performance is in line with previous years, seeing a reduction in the performance figures. This is due to departments preparing for year-end closure, typically this sees a rise in the number of legacy invoices older than 30 days being processed which has a negative impact on this metric.
10. Our 10-day SME invoice payment performance results are 76% (target 88%). The backlog of invoices to be input in Q1 played a significant part in this and made it difficult to pull the overall average back up. Other factors, such as PO receipting and approving invoices in a timely manner, that are out with our control, also contributed. These are the Departments' responsibilities, but City Procurement will continue to provide training, support and encouragement to Departments in order to improve payment performance in the new financial year.

**Figure B – 10 Day SME Payment Performance trend report (Target 88%)
Electronic Invoices Received**



11. The percentage of electronic invoices being received in 2017/18 is 93%. The focus of this report will change in 2018/19 when we will be encouraging suppliers to submit invoices to us in a True PDF format (not a scanned image), which will assist with our strategy to expand Electronic Invoicing significantly and increase efficiencies in invoice processing. This step will support greater automation and see the need for manual keying removed, significantly speeding up processing time and reducing human errors in future years and in time provide an opportunity for efficiency savings.

Freedom of Information Requests

12. City Procurement have responded to 41 FOIs during the last financial year totalling 100 hours of officer time.

Cost of City Procurement service

13. Members at the April 18 Finance Committee requested a breakdown of costs of the City Procurement service. To ascertain the costs of the elements that generate savings, specifically, these would be the Category Management and Sourcing and Commercial and Contract Management areas. The Total budget for City procurement £3.08m. This is broken down as follows:

a) Leadership, admin, income and non-staffing costs	£0.05m
b) Accounts Payable	£0.91m
c) Category Management and Sourcing	£1.27m
d) Policy and Compliance (<i>inc. Responsible Procurement</i>)	£0.32m
e) Commercial and Contract Management	£0.53m
TOTAL	£3.08m

Conclusion

14. City Procurement continues to achieve consistent performance, attaining the majority of its KPIs. Payment performance has suffered this year and in particular the 10-day payment was significantly lower than targeted. The team have considered the lessons learned and have a number of initiatives to improve this, whilst it should be noted we are reliant on Departments to support achieve this.

Report Author

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Committee:	Dated:
Finance Committee	8 May 2018
Subject:	Public
Central Contingencies	
Report of:	For Information
Chamberlain	
Report author:	
Philip Gregory	

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 significant contingencies. The budgets directly overseen by the Finance Committee therefore include central contingencies to meet unforeseen and/or exceptional items that may be identified across the City Corporation's range of activities. Requests for allocations from the contingencies should demonstrate why the costs cannot, or should not, be met from existing provisions.
2. In addition to the central contingencies, the Committee has a specific City's Cash contingency of £100,000 to support humanitarian disaster relief efforts both nationally and internationally.
3. The uncommitted balances that are currently available are set out in the table below. At the time of preparing this report there are no requests for funding elsewhere on the agenda.

2018/19 Contingencies – Uncommitted Balances at 18 April 2018				
	City's Cash	City Fund	Bridge House Estates	Total
	£'000	£'000	£'000	£'000
General Contingencies	950	800	50	1,800
National and International Disasters	100	0	0	100
Uncommitted Balances	1,050	800	50	1,900
Requests for contingency allocations	0	0	0	0
Balances pending approval	1,050	800	50	1,900

4. The sums which the Committee has previously allocated from the 2018/19 contingencies are listed in Appendix 1.

Recommendation

5. Members are asked to note the contents of this report.

Appendices

- Appendix 1 - Allocations from 2018/19 contingencies

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2018/19 General Contingency – City's Cash

Date	Description	Responsible Officer	Allocation £	Balance £
21 Oct 2014	2018/19 Provision	TC	59,000	950,000
	2017/18 Provision brought forward to fund allocations agreed in previous years			109,000
	Total Provision			1,009,000
	Up to £98,000 in phased match funding (in partnership with the Mercers' Company) for a biography of Sir Thomas Gresham (transferred £29,000 in 2014/15, £9,000 in 2015/16 and £1,000 in 2017/18)			
	Funding of £49,500 towards the replacement of a servery counter for the third floor Guildhall Club servery kitchen which will take place in 2018/19			
	Total allocations agreed to date			109,000
12 Mar 2018 (Urgency)	Balance remaining prior to any requests that may be made to this meeting	CS	50,000	950,000

2018/19 National & International Disasters Contingency – City's Cash

Date	Description	Responsible Officer	Allocation £	Balance £
	2018/19 Provision			100,000
	Total allocations agreed to date			0
	Balance remaining prior to any requests that may be made to this meeting			100,000

2018/19 General Contingency – City Fund

Date	Description	Responsible Officer	Allocation £	Balance £
17 Feb 2015 and 19 Jan 2016	2018/19 Provision	C&CS/CS	60,000	800,000
	2017/18 Provision brought forward to fund allocations agreed in previous years			60,000
	Total Provision			863,000
	Funding of £142,000 and an additional sum of £80,000 towards an ongoing appeal regarding Greater London Authority Roads (transferred £84,000 in 2014/15, £20,000 in 2015/16, £23,000 in 2016/17 and £35,000 in 2017/18)			
	Total allocations agreed to date			60,000
	Balance remaining prior to any requests that may be made to this meeting			800,000

2018/19 General Contingency – Bridge House Estates

Date	Description	Responsible Officer	Allocation £	Balance £
	2018/19 Provision			50,000
	2017/18 Provision brought forward to fund allocations agreed in previous years			0
	Total Provision			50,000
	Total allocations agreed to date			0
	Balance remaining prior to any requests that may be made to this meeting			50,000

Committee(s)	Dated:
Finance Committee – For Information	08/05/2018
Subject: Chamberlain’s Departmental Business Plan – Year-end Update	Public
Report of: Chamberlain	For Information
Report author: Hayley Hajduczek, 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 2017/18. Progress was good, with most key milestones met according to anticipated timescales.

Key achievements in 2017/18 include:

- Implementation of the Corporate Efficiency Plan, delivering against the strategy for continuous improvement and sustainable efficiency gains over the medium term.
- Annual procurement savings secured totalling £6.98m.
- Delivery of phase 1 of the IT Transformation Programme.
- Audit plan target delivered.

Overall performance for the department was good with some Key Performance Indicators exceeding targets. There were a very small number of Key Performance Indicators that were not met which have been detailed below.

Recommendation(s)

Members are asked to note the report.

Main Report

Background

1. The Chamberlain’s Department Business Plan for 2017/2018 was approved by Finance Committee on 2nd May 2017. 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. Chamberlain's department have worked closely with the Town Clerk's department to implement the first phase of the City Corporation's Efficiency Plan; coordinating the Chief Officer Peer Review process and embedding economy, efficiency and effectiveness review within the corporate business planning process. Linked closely to the Efficiency Plan, the Priorities Investment Pot was established, creating a mechanism to re-invest efficiency gains in front line services.
3. Delivery to date of the IT Transformation Programme has already secured significant benefits in relation to IT performance, resilience and user experience. The main elements being network transformation, end user device replacement and the upgrade to Windows10, as an indicator of impact, user log in times have been reduced from several minutes to only a few seconds.
4. The Commercial Contract Management Team is now established, early deliverables from the team include the launch of the Contract Management Toolkit, which will ensure more effective management of supplier contracts. A programme of work to enhance the City Corporation's commercial and income generating activity is being developed, first outcomes will begin to be seen in 2018/19.

Delivery against Key Performance Indicators

5. 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) –behind the target at 77% due to the Accounts Payable Team dealing with a backlog of invoices that built up as a result of year-end system down time in the first quarter. The team have improved against this target in each quarter since, but it was not enough to bring the average up over the year. Other factors, such as PO receipting and approving invoices in a timely manner, that are out of City Procurement's control, also contributed. These are Departments' responsibilities, but City Procurement will continue to provide training, support and encouragement to Departments in order to improve payment performance in the new financial year.
 - % of Invoices Received Electronically – performance against this target has remained the same as last year. The team continues to work with suppliers to improve this. Last year the team were able to progress rapidly by targeting suppliers who were readily able to convert to electronic invoices. They are now working with suppliers who are having more trouble to change to electronic invoices. The focus of this target will change in 2018/19 when we will be encouraging suppliers to submit invoices to us in a True PDF format (not a scanned image), which will assist with our strategy to expand Electronic Invoicing significantly and increase efficiencies in invoice processing.
 - The procurement savings target of £6.47m has been exceeded at £6.98m.
 - IT service availability shows an improvement against the existing KPIs, with a broader set of indicators being developed for future years.

- The target for delivery of the Internal Audit Plan for 2017/18 has been achieved, despite challenges earlier in the year.

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 – Very Good”. IT Division improved this year to achieve an overall rating of “Good” scoring particularly well on questions in relation to customer engagement.

Our staff survey received a very positive response overall, with no real pattern in the comments made for areas for improvement.

Conclusion

6. Members are asked to note the successful delivery of the Chamberlain’s Department Business Plan for 2017/18, 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 20/02/2018: Chamberlain’s Business Plan – Quarter three Update
- Report to Finance Committee 21/11/2017: Chamberlain’s Business Plan – Half Year Update
- Report to Finance Committee 25/07/2017: Chamberlain’s Business Plan – First Quarter Update
- Report to Finance Committee 02/05/2017: Chamberlain’s Business Plan 2017/18

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TO: POLICY & RESOURCES COMMITTEE (03 May 2018)
FINANCE COMMITTEE (08 MAY 2018)

FROM: POLICE COMMITTEE (12 April 2018)

A Member explained that they were surprised that the item relating to the Premium Rate increase had been withdrawn from the agenda and noted that it had not been made fully clear at the recent Ratepayers' Meeting that a rise would be considered. The Member suggested that a note be sent to the Policy and Resources Committee that highlights both the financial deficits identified by the Deloitte Demand and Value for Money Review and also the national appetite for support of frontline services, as illustrated by a lack of resistance to increased spending elsewhere in the country. He emphasised the importance of recognising that the national mood is receptive to the increased cost of Policing. The Member explained that, regardless of any identified efficiencies achieved, we can be confident that the net Policing costs are set to increase year-on-year for at least the next 3 years. Given this outlook, it would be advisable for the Corporation to take a view on this sooner rather than later, allowing sufficient notice for Business Ratepayers.

A second Member noted that the Police Committee has regularly highlighted the issue, and that the response was that it was not the Police Committee's responsibility to dictate policy on the Business Ratepayers' decision, but rather a question of Corporate Policy. He suggested that whilst the Police Committee accept this position, it retains the responsibility to highlight the issue for the attention of the Policy and Resources Committee to make an informed decision.

The Chairman agreed with Members statements and noted that historically the Corporation have always been supportive with the funding to supply Policing sufficiently.

A third Member noted that, whilst the Corporation's finances are determined on an annual basis, it might be preferable for the Corporation to set out a medium-term funding strategy for policing.

The Committee agreed to send a note to the Policy and Resources & Finance Committees that recognises and highlights the following:

- i. The consideration of Business Rates is one of Corporate policy.
- ii. That, regardless of any efficiencies achieved, net police costs are set to increase year-on-year for at least the next three years.
- iii. The national mood is receptive to increased Police spending and this is illustrated by little resistance to increases elsewhere in the country.

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