



## Finance Committee

**Date:** TUESDAY, 23 JANUARY 2024

**Time:** 12.45 pm

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

**Members:**

Deputy Henry Colthurst (Chairman)	Paul Martinelli
Deputy Randall Anderson (Deputy Chairman)	Catherine McGuinness
George Abrahams	Deputy Andrien Meyers
Deputy Rehana Ameer	Deputy Brian Mooney
Shahnan Bakth	Eamonn Mullally
Brendan Barns	Benjamin Murphy
Emily Benn	Hugh Selka
Nicholas Bensted-Smith	Paul Singh
Aaron Anthony Jose Hasan D'Souza	Tom Sleigh
Alderman Professor Emma Edhem	Deputy Sir Michael Snyder
Alderman Sir Peter Estlin	James St John Davis
Sophie Anne Fernandes	Luis Felipe Tilleria
Steve Goodman OBE	Deputy James Thomson
Deputy Madush Gupta	James Tumbridge
Michael Hudson	Mark Wheatley
Alderman Robert Hughes-Penney	Philip Woodhouse
Deputy Elizabeth King	Deputy Christopher Hayward, Policy and Resources Committee (Ex-Officio Member)
Alderman Tim Levene	Deputy Keith Bottomley, Policy and Resources Committee (Ex-Officio Member)

**Enquiries:** Ben Dunleavy [ben.dunleavy@cityoflondon.gov.uk](mailto:ben.dunleavy@cityoflondon.gov.uk)

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City of London Corporation's website. Recordings may be edited, at the discretion of the proper officer, to remove any inappropriate material.

Whilst we endeavour to livestream all of our public meetings, this is not always possible due to technical difficulties. In these instances, if possible, a recording will be uploaded following the end of the meeting.

**Ian Thomas CBE**  
**Town Clerk and Chief Executive**

# AGENDA

## Part 1 - Public Agenda

1. **APOLOGIES**

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

3. **MINUTES OF THE PREVIOUS MEETING**

To agree the public minutes and non-public summary of the meeting held on 12 December 2023.

**For Decision**  
(Pages 7 - 14)

4. **ACTION TRACKER**

Report of the Town Clerk.

**For Information**  
(Pages 15 - 16)

5. **FINANCE COMMITTEE'S FORWARD PLAN**

Report of the Chamberlain.

**For Information**  
(Pages 17 - 18)

6. **DRAFT PUBLIC MINUTES OF THE PROJECTS AND PROCUREMENT SUB-COMMITTEE**

To receive the draft public minutes and non-public summary of the Projects and Procurement Sub-Committee held on 4 December 2023.

**For Information**  
(Pages 19 - 22)

7. **FINAL DRAFT HIGH-LEVEL BUSINESS PLAN 2024/25 - CHAMBERLAIN'S DEPARTMENT, DIGITAL, INFORMATION AND TECHNOLOGY SERVICES BUSINESS PLAN 2024/25 AND COMMERCIAL, CHANGE AND PORTFOLIO DELIVERY BUSINESS PLAN 2024/25**

Report of the Chamberlain.

**For Decision**  
(Pages 23 - 28)

8. **CITY FUND AND PENSION FUNDS STATEMENT OF ACCOUNTS DELEGATIONS**  
Report of the Chamberlain.

**For Decision**  
(Pages 29 - 30)

9. **CHAMBERLAIN'S DEPARTMENTAL RISK MANAGEMENT UPDATE**  
Report of the Chamberlain.

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

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

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

12. **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**

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

To agree the non-public minutes of the meeting held on 12 December 2023.

**For Decision**  
(Pages 35 - 40)

14. **DRAFT NON-PUBLIC MINUTES OF THE PROJECTS AND PROCUREMENT SUB-COMMITTEE**

To note the draft non-public minutes of the Projects and Procurement Sub-Committee held on 4 December 2023.

**For Information**  
(Pages 41 - 46)

15. **THE CITY'S HR AND PAYROLL SYSTEM – THE RECTIFICATION OF THE ESTABLISHMENT AND ITS FINANCIAL IMPACT**

Report of the Chamberlain.

**For Decision**  
(Pages 47 - 54)

16. **ERP BUDGET UPDATE TO FINANCE COMMITTEE**

Report of the Chamberlain.

**For Decision**  
(Pages 55 - 64)

17. **OPTIONS ANALYSIS - PUDDLE DOCK**

Report of the City Surveyor and Executive Director of Property.

**For Information**  
(Pages 65 - 70)

18. **WHOLESALE MARKETS COVID BAD DEBT WRITE OFF**

Report of the Chamberlain.

**For Information**  
(Pages 71 - 76)

19. **REPORT OF ACTION TAKEN**

Report of the Town Clerk.

**For Information**  
(Pages 77 - 80)

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

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

**Part 3 - Confidential Agenda**

22. **CONFIDENTIAL MINUTES**

To approve the confidential minutes of the meeting held on 12 December 2023.

**For Decision**

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## FINANCE COMMITTEE

Tuesday, 12 December 2023

Minutes of the meeting of the Finance Committee held at Guildhall, EC2 on Tuesday, 12 December 2023 at 12.45 pm

### Present

#### Members:

Deputy Henry Colthurst (Chairman)	Paul Martinelli
Deputy Randall Anderson (Deputy Chairman)	Deputy Andrien Meyers
Deputy Rehana Ameer	Eamonn Mullally
Brendan Barns	Hugh Selka
Emily Benn	James St John Davis
Nicholas Bensted-Smith	Luis Felipe Tilleria
Steve Goodman OBE	Deputy James Thomson
Michael Hudson	Mark Wheatley
Alderman Robert Hughes-Penney	Philip Woodhouse

#### Officers:

Caroline Al-Beyerty	- Chamberlain
Paul Wilkinson	- City Surveyor
Bob Roberts	- Interim Executive Director, Environment
Gregory Moore	- Interim Deputy Town Clerk
Dionne Corradine	- Chief Strategy Officer
Phil Black	- Chamberlain's Department
Oliqur Chowdhury	- Chamberlain's Department
Daria Faeti	- Chamberlain's Department
Samantha Kay	- Chamberlain's Department
Daniel Peattie	- Chamberlain's Department
Sonia Virdee	- Chamberlain's Department
John James	- Chamberlain's Department
Jack Joslin	- City Bridge Foundation
Alan Bennetts	- City Solicitors Department
Robert Murphy	- City Surveyor's Department
Michael Gwyther-Jones	- Community & Children's Services Department
Ben Dixon	- Town Clerk's Department
Caroline Jack	- Town Clerk's Department
Ben Dunleavy	- Town Clerk's Department

#### 1. APOLOGIES

Apologies for absence were received from Alderman Sir Peter Estlin, Deputy Christopher Hayward, Alderman Tim Levene, Catherine McGuinness, Sir Michael Snyder, and James Tumbridge.

Shahnan Bakth, Deputy Elizabeth King and Benjamin Murphy observed the meeting virtually.

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

The Town Clerk informed the Committee that Deputy Madush Gupta, who had given apologies for lateness, had a non-pecuniary/pecuniary interest in respect of item 18 on the non-public agenda.

3. **MINUTES OF THE PREVIOUS MEETING**

The public minutes and non-public summary of the meeting held on 8 November 2023 were approved as an accurate record.

4. **ACTION TRACKER**

Members received a report of the Town Clerk providing the Committee's action tracker.

5. **FINANCE COMMITTEE'S FORWARD PLAN**

Members received a report of the Chamberlain providing the Committee's forward plan.

The Chairman requested that the Committee receive quarterly update reports on the Enterprise Resource Planning programme.

6. **DRAFT PUBLIC MINUTES OF THE PROJECTS AND PROCUREMENT SUB-COMMITTEE**

The public minutes and non-public summary of the Projects and Procurement Sub-Committee meeting held on 6 November 2023 were noted.

The Deputy Chairman provided an update from the Sub-Committee's meeting on 4 December. It was recognised that the process for management of external contracts by the City Corporation was unacceptable. The Chairman requested that officers return within six months with proposals on how the City Corporation could upgrade its ability to manage contracts.

7. **CYCLICAL WORKS PROGRAMME - FUNDING STRATEGY**

Members received a report of the Chamberlain concerning the Cyclical Works Programme.

The Chairman stressed the importance of ensuring that the funding strategy embedded cyclical works as part of the future capital programme. Members were fully supportive of increasing the budget allocation to a cumulative £133.7m as recommended at option 3 in the report and supported the funding allocation against the overall programme for the next 5 years.

Several Members requested greater visibility on areas with ring-fenced budgets, such as the independent schools, the City of London Police, City Bridge Foundation and the Markets. The Chamberlain undertook to include further information on these through future financing plans and in the budget papers, to allow the Finance Committee to see the overall picture.



A Member, also the Chair of the Investment Committee, sought assurance that the outsourced Chief Investment Officer (OCIO) function had taken the funding strategy into account when formulating asset allocation recommendations. The Chamberlain replied that the funding strategy figures had not been included in the overall calculation, as this would not take place until February 2024 when the entire capital programme was put together following input from the Resource Allocation Sub-Committee and the Policy and Resources Committee. The OCIO'S recommendations on asset allocation were points of principle around investment strategy, based on the available sums of money and the likely medium-term requests for funding.

RESOLVED, that – Members:

- a) Note the report, including the profile and categories of CWP works across Backlog (the 'bow wave') and 3 years forward plan forecasts.
- b) Endorse a total 5-year budget allocation of £133m comprising £62.7m for City Fund plus £71m for City Estate to meet the immediate needs of Cyclical Works Programme for onward approval, under the budget setting process, to the Court of Common Council.
- c) Note the amount requested against the City's Community Infrastructure Levy (CIL) of £30m to support the New Museum Build, which will enable release of £30m funds from the City Fund major projects reserve to be reallocated to Cyclical Works Programme forward plan, to be recommended to Resource Allocation Sub Committee in January 2024 and onward approval to Policy and Resources Committee.
- d) Note the amount requested against On-Street Parking Reserve monies totalling £4.4m to meet the costs of CWP works relating to City Fund car parks, recommended to Resource Allocation Sub Committee in January 2024 and onward approval to Policy & Resources Committee.

8. **FINANCE COMMITTEE OPERATIONAL BUDGET ESTIMATE 2024/25**

Members received a report of the Chamberlain concerning the Committee's operational budget.

The Chairman informed the Committee that he had requested that this be the last time the Committee was presented with the 'latest' budget. It was accepted that once agreed a budget was set in stone subject only to separate identification of adjustments and/or carry forward items specifically agreed after year end. He thanked the Financial Services Department for their work.

RESOLVED, that – Members:

- a) Note the latest revenue budget for 2023/24.
- b) Review and approve the estimate for 2024/25.
- c) Agree that amendments for 2023/24 and 2024/25 budgets arising from changes to recharges or for any further implications arising from energy price increases and other reviews and changes to the capital charges during budget setting are delegated to the Chamberlain.

d) Note the approved capital and supplementary revenue budgets.

9. **BENEFITS IN KIND REVIEW**

Members received a report of the Managing Director, Bridge House Estates, concerning Benefits in Kind.

Members noted that the Committee's former sub-committee, the Financial Grants Oversight and Performance Sub-Committee, had historically been responsible for benefits in kind (BIK). The Chairman asked Members to consider whether they felt the Finance Committee remained the appropriate place for these to be reported.

The Chamberlain noted that the Finance Committee may wish to retain some oversight due to its responsibility for obtaining value for money, while the Policy and Resources Committee would want to consider whether BIKs were being deployed in the right areas.

Members felt the paper was helpful. The Deputy Chairman suggested that the Efficiency and Performance Working Party might be an appropriate place for BIKs to be considered in detail.

RESOLVED, that – Members:

- a) Note the process undertaken to review BIK across CoLC Departments/ Institutions.
- b) Approve the £10,000 additional City's Cash Budget for this review with implementation to take place in 2023/24.
- c) Approve the amendments to the BIK Guidelines including its implementation and ongoing support.

10. **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 for the current year.

RESOLVED – the report be received and its contents be noted.

11. **AUTUMN STATEMENT 2023 BRIEFING**

Members received a report of the Chamberlain concerning the Autumn Statement 2023.

RESOLVED, that – the report be received and its contents be noted.

12. **CHAMBERLAIN'S DEPARTMENTAL RISK MANAGEMENT UPDATE**

Members received a report of the Chamberlain concerning the risk register.

RESOLVED, that – the report be received and its contents be noted.

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

A Member asked if the City Corporation's position on the minimum receipt from London Wall West was still in effect.

In reply, the Chairman said that the minimum acceptable figure had been agreed some time ago by the Finance Committee. He reminded Members of the City Corporation's fiduciary responsibilities, which should remain the Finance Committee's paramount concern on this subject, and the obligation to maximise the return from a site held in City Fund.

Several Members noted that the City Corporation was obligated to get the best value from the site, with value incorporating meanings beyond financial, such as social or cultural. The consideration of the offers received by the City Corporation would have to take such issues into account.

The City Surveyor said that the City Corporation was pursuing planning permission and wanted to achieve best value from the site. Bids would be invited if and when such approval was obtained. The importance of the financial return from the site needed to be recognised as it would provide a significant part of the funds for the City Corporation's various projects.

Asking a separate question, a Member noted they had received more emails regarding the condition of the Golden Lane Estate Leisure Centre than on any other topic during their time on the Court. They asked if there was any progress that could be made by applying for CIL money. In reply, the Chairman said that officers were exploring all such options albeit noting that there were restrictions on what CIL money could be used for.

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

The Chairman noted, with regard to business rates, that the City Corporation was developing an SME Delivery Plan. He felt it was important for the Finance Committee to have sight of the draft plan particularly in light of wider interest in the Business Rates regime.

15. **EXCLUSION OF THE PUBLIC**

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

<b>Item No.</b>	<b>Paragraphs in Schedule 12A</b>
16-24, 26, 27	3
25	1 and 3

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

The non-public minutes of the meeting held on 8 November 2023 were approved as an accurate record.

17. **DRAFT NON-PUBLIC MINUTES OF THE PROJECTS AND PROCUREMENT SUB-COMMITTEE**  
The non-public minutes of the Projects and Procurement Sub-Committee meeting held on 6 November 2023 were noted. The Sub-Committee had also met on 4 December.
18. **SUPPORT FOR FUNDAMENTAL REVIEW INTO THE NATURAL ENVIRONMENT CHARITIES**  
Members received a joint report of the Executive Director, Environment, the Managing Director of City Bridge Foundation and the Chamberlain concerning the Natural Environment Charities.
19. **DITS CORPORATE LICENCE & CLOUD SERVICE PROVIDER PROCUREMENT**  
Members received a report of the Chamberlain concerning software licencing procurement.
20. **EXTENSION TO REPAIRS AND MAINTENANCE CONTRACTS**  
Members received a report of the Executive Director of Community and Children's Services concerning a contract extension.
21. **PROCUREMENT OF PURCHASE CARD SCHEME STAGE 1-2 STRATEGY AND AWARD REPORT**  
Members received a report of the Chamberlain concerning procurement of purchase cards.
22. **RATEABLE VALUE FINDER SERVICE FOR BUSINESS RATES**  
Members received a report of the Chamberlain concerning business rates.
23. **REVIEW OF METRICS USED IN PROPERTY DECISIONS**  
This report had been pulled from the agenda to allow the Investment Committee to consider it first.
24. **CITY'S ESTATE: ASSET SWAP – THE COURTYARD, 1 ALFRED PLACE, WC1 AND 95-96 NEW BOND STREET, W1**  
Members received a report of the City Surveyor concerning an asset swap.
25. **CITY'S ESTATE: FREEHOLD DISPOSAL OF 26 BROOK STREET**  
Members received a report of the City Surveyor concerning the disposal of a freehold.
26. **CITY'S ESTATE: FREEHOLD DISPOSAL OF 55-61 CHARTERHOUSE STREET, EC1M**  
Members received a report of the City Surveyor concerning the disposal of a freehold.
27. **DELEGATION REQUEST REPORT**  
Members received a report of the City Surveyor requesting delegated authority.
28. **PRESTIGIOUS SITES - PROCUREMENT STAGE 1 STRATEGY REPORT**

Members received a joint report of the City Surveyor and the Deputy Town Clerk concerning procurement for catering.

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

The Committee noted a report of the Town Clerk detailing a non-public decision taken under urgency procedures since the last meeting.

**30. MPO DASHBOARD REPORTING**

Members received a report of the Chamberlain concerning major projects.

**31. 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.

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

The Committee considered two related items of urgent business relating to the Enterprise Resource Planning programme.

a) **ERP Budget Update**

Members received a report of the Chamberlain providing an update on the Enterprise Resource Planning programme's budget.

b) **HR, Payroll, Finance Solution, ERP (Enterprise Resource Planning)**

Members received a report of the Chamberlain concerning the Enterprise Resource Planning programme.

**Part 3 - Confidential Agenda**

**33. FINANCIAL SERVICES DIVISION RECRUITMENT QUARTERLY UPDATE**

Members received oral updates from the Financial Services Director and the Chief Strategy Officer concerning resourcing in their respective teams.

**The meeting ended at 2.28 pm**

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Chairman

**Contact Officer: Ben Dunleavy [ben.dunleavy@cityoflondon.gov.uk](mailto:ben.dunleavy@cityoflondon.gov.uk)**

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## FINANCE COMMITTEE – Action Tracker – December 2023

Items from meeting held 16 May 2023		
ITEM	Action	Officer and target date
<b>12. RISK MANAGEMENT UPDATE</b>	The Committee to receive a report on the Markets Co-Location Programme, once the Project Governance Review has concluded.	City Surveyor February 2024

Items from meeting held 8 November 2023		
ITEM	Action	Officer and target date
<b>15. TARGET OPERATING MODEL – FINAL REPORT</b>	Include information on the savings achieved by the TOM in the budget monitoring report	Financial Services Director – February 2024
	Draw out information on the total unachieved permanent savings in the budget setting report	Financial Services Director – February 2024

Items from meeting held 12 December 2023		
ITEM	Action	Officer and target date
<b>7. CWP Funding Strategy</b>	Include greater visibility of all projects, both those within funding strategy and outliers, in budget papers	Financial Services Director – include in 2024/25 Budget Reports – February 2024
<b>9. Benefits in Kind Review</b>	Keep annual report on the Forward Plan and schedule a deep dive in BIKs for the Efficiency and Performance Working Group	Financial Services Director/Head of Central Grants – add to forward plan and set EPWG date
<b>14. AOB</b>	Give Committee sight of the draft SME Delivery Plan	Head of SME Delivery/Office of Policy Chairman – find out when due and add to Forward Plan
<b>20. Extension to Repairs and Maintenance Contracts</b>	Return with update on contract management in six months	Executive Director of CCS/Chamberlain - April





## FINANCE COMMITTEE – WORK PROGRAMME 2024

	Jan -24	Feb-24	Mar-24	Apr-24	May-24	June-24	July-24	Sept-24	Nov-24	Dec-24
<b>Budget Setting Process &amp; Medium-Term Financial Planning</b>	2024/25 Annual Capital Bids - update	City Fund Budget Report and Medium-Term Financial Strategy  City Cash Budget report and Medium-Term Financial Strategy						Update on Budget setting 24/25		Autumn Budget  Finance Committee's Estimates report
<b>Effective Financial Management Arrangements for The City Corporation</b>		Q3 Budget monitoring, including capital projects forecast.  Irrecoverable Non-Domestic Rates  MPO Dashboard Reporting (CHB)  Annual Parking Meter Surplus Report 2022-23 (CHB)  Barbican Centre Catering - Stage 1 Procurement Strategy Report and Extension of the current contracts (CHB)  MPO Dashboard Reporting (CHB)	Getting Best Value from our low-value spend - 12 months from April.  Outcome of Finance Regulations Review  Financial Services Division Recruitment Quarterly Update (VERBAL)  MPO Dashboard Reporting  ERP budget (quarterly review)	MPO Dashboard Reporting  Contract Management report (AP from 12 <sup>th</sup> Dec meeting)  Review of Member Allowance Mechanism	<b>Project Procedure Revision six-month Update</b>  MPO Dashboard Reporting  <b>Update of Finance Regulations -Deep Dive</b>	Financial Services Division Recruitment Quarterly Update(VERBAL)  MPO Dashboard Reporting ERP budget (quarterly review)	Revenue Outturn report 23/24  Provisional Outturn report 23/24  MPO Dashboard Reporting	Budget Monitoring Q1  Provision for Bad and Doubtful Debts  City Re update  MPO Dashboard Reporting	Budget monitoring Q2  Capital Projects – Forecasting  Financial Services Division Recruitment Quarterly Update (VERBAL)  MPO Dashboard Reporting ERP budget (quarterly review)	MPO Dashboard Reporting
<b>Financial Statements</b>	Delegation Request							City Fund and Pension Fund statement of accounts	City's cash financial statements  City's Cash trust funds and sundry trust funds annual reports and financial statements	
<b>Finance Committee as a Service Committee</b>	Risk Management Update Report  Draft 2024-25 CHB Business Plan	Risk Management Update Report  Chamberlain's Business plan Q report	Risk Management Update Report  Central Contingencies (Quarterly report)  <b>ERP Programme Update (Quarterly)</b>	Risk Management Update Report  Chamberlain's Business plan Q report	Risk Management Update Report  Chamberlains Business plan End of Year update	Risk Management Update Report  Central Contingencies (Quarterly report)  <b>ERP Programme Update (Quarterly)</b>	Risk Management Update Report  Chamberlain's Business plan Q report	Risk Management Update Report  Central Contingencies (quarterly report)  Chamberlain's Business plan Q report  <b>ERP Programme Update (Quarterly)</b>	Risk Management Update Report  Chamberlain's Business plan Q report	Risk Management Update Report  Central Contingencies (quarterly report)  <b>ERP Programme Update (Quarterly)</b>

Other Departments reports	Lessons learnt - Write-off of Outstanding Debt – Markets Debt Write-off – Lessons Learnt (CS)	Review of Metrics (CS) Sale of South Molton Street (CS) CIL Rate Review Timeline Paper (ENV)		Results of External Review into Resident Service Charges (CCS)	Appointment of Sub-Committees (TC)					Benefits in Kind Annual Report (CBF)
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## PROJECTS AND PROCUREMENT SUB-COMMITTEE

Monday, 4 December 2023

Minutes of the meeting of the Projects and Procurement Sub-Committee held at Committee Rooms, 2nd Floor, West Wing, Guildhall on Monday, 4 December 2023 at 1.45 pm

### Present

#### Members:

Deputy Madush Gupta  
Alderman Timothy Hailes (Chairman)  
Deputy Shravan Joshi (Deputy Chairman)  
Deputy Charles Edward Lord  
Luis Felipe Tilleria

#### Officers:

Polly Dunn	- Assistant Town Clerk
Genine Whitehorn	- Commercial Director, Chamberlains
Oliqur Chowdhury	- Commercial Lead (Environment), Chamberlains
Michael Gwyther Jones	- Head of new Developments and Special Projects, Community and Children's Services
Daria Faeti	- Procurement and Contracts Manager, Chamberlains
Sarah Baker	- Corporate Programme Manager, Chamberlains
Julie Mayer	- Governance and Members Services

### 1. APOLOGIES

Apologies were received from Randall Anderson\*, Keith Bottomley, Caroline Haines, Christopher Hayward, Paul Martinelli, Annet Rideg, Tom Sleigh and Philip Woodhouse\*.

*\*Members who joined the meeting remotely*

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

There were no declarations

### 3. MINUTES

RESOLVED, that – the minutes of the meeting held on 6<sup>th</sup> November 2023 be approved.

#### Matters arising

In response to a question about agenda item 18, the Guildhall Cooling Plant Replacement, the Assistant Town Clerk advised that, following changes to Projects Governance agreed in July 2023, the delegation was no longer in effect as the responsibilities of this Sub-Committee had changed. The decision was consequently referred to all necessary committees, who agreed proposals

at their respective meetings, with the exception of City Bridge Foundation, who considered it under urgency procedures.

4. **GW2: ENHANCING CHEAPSIDE PROGRAMME**  
The Sub Committee received a report of the Interim Executive Director, Environment.
5. **GW3/4/5: BEMS UPGRADE PHASE 2**  
The Sub Committee received a report of the City Surveyor.
6. **GW4:CLIMATE ACTION STRATEGY - COOL STREETS AND GREENING PROGRAMME - PHASE 4**  
The Sub Committee received a report of the Interim Executive Director, Environment.
7. **GW4: ST PAUL'S EXTERNAL RE-LIGHTING**  
The Sub Committee received a report of the Interim Executive Director, Environment
8. **GW4: LITTLE TRINITY LANE**  
The Sub Committee received a report of the Interim Executive Director, Environment
9. **GW5: FLEET STREET HEALTHY STREETS PLAN**  
The Sub Committee received a report of the Interim Executive Director, Environment
10. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE SUB COMMITTEE**  
There were no questions.
11. **ANY URGENT BUSINESS**  
There were no items
12. **EXCLUSION OF THE PUBLIC AND PRESS**  
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 Paragraph 3 of Part I of Schedule 12A of the Local Government Act.  

<b>Item No (s)</b>	<b>Para No (s)</b>
13-26	3
13. **NON-PUBLIC MINUTES**  
RESOLVED, that – the non-public minutes of the meeting held on 6<sup>th</sup> November 2023 be approved.

14. **DITS CORPORATE LICENCE & CLOUD SERVICE PROVIDER PROCUREMENT**  
The Sub Committee considered and approved a report of the Chief Operating Officer. Members noted that 'Institutions' includes the Guildhall School of Music and Drama, the City's Schools, the Barbican Arts Centre and London Councils.
15. **EXTENSION TO REPAIRS AND MAINTENANCE CONTRACTS**  
The Sub Committee considered and approved a report of the Executive Director, Community and Children's Services.
16. **PRESTIGIOUS SITES - PROCUREMENT STAGE 1 STRATEGY REPORT**  
The Sub Committee considered and approved a report of the City Surveyor
17. **PROCUREMENT OF PURCHASE CARD SCHEME STAGE 1-2 STRATEGY AND AWARD REPORT**  
The Sub Committee considered and approved a report of the Chamberlain.
18. **PORTFOLIO OVERVIEW**  
The Sub Committee received a report of the Chief Operating Officer
19. **CITIGEN OPTIONS REVIEW APPROACH UPDATE**  
The Sub Committee received a report of the City Surveyor
20. **GW2: GUILDHALL SCHOOL OF MUSIC AND DRAMA HEATING COOLING AND VENTILATION**  
The Sub Committee received a report of the Principal, Guildhall School of Music and Drama.
21. **GW3: BARBICAN RENEWAL PROGRAMME**  
The Sub Committee received a joint report of the Chamberlain, the City Surveyor and the CEO, Barbican Centre.
22. **GW3/4 ART GALLERY CHILLER**  
The Sub Committee received a report of the CEO, Barbican Centre.
23. **GW5: WINDOWS AND COMMON PARTS REDECORATIONS - GOLDEN LANE ESTATE**  
The Sub Committee received a report of the Executive Director, Community and Children's Services
24. **GW6: CONCERT HALL STAGE RISERS**  
The Sub Committee received a report of the CEO, Barbican Centre.
25. **NON-PUBLIC QUESTIONS RELATING TO THE WORK OF THE SUB COMMITTEE**  
There were no questions.

**26. ANY OTHER BUSINESS THAT THE CHAIR CONSIDERS URGENT AND WHICH THE SUB COMMITTEE AGREES SHOULD BE CONSIDERED WHILST THE PUBLIC ARE EXCLUDED**

There were no items.

**The meeting ended at Time Not Specified**

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Chairman

**Contact Officer: Polly Dunn**  
**Polly.Dunn@cityoflondon.gov.uk**

# Agenda Item 7

<b>Committee(s):</b> Finance Committee	<b>Date:</b> 23 January 2024
<b>Subject:</b> Final Draft High-Level Business Plan 2024/25 – Chamberlain’s Department, Digital, Information and Technology Services Business Plan 2024/25 and Commercial, Change and Portfolio Delivery Business Plan 2024/25	<b>Public</b>
<b>Which outcomes in the City Corporation’s Corporate Plan does this proposal aim to impact directly?</b>	3, 5, 8, 9 & 10
<b>Does this proposal require extra revenue and/or capital spending?</b>	Y
<b>If so, how much?</b>	£701k per annum
<b>What is the source of Funding?</b>	City Fund/City’s Cash to be agreed as part of the budget setting process 24/25
<b>Has this Funding Source been agreed with the Chamberlain’s Department?</b>	Y
<b>Report of:</b> The Chamberlain	<b>For Decision</b>
<b>Report author:</b> The Head of the Chamberlain’s Office	

## Summary

This report presents for approval the high-level Business Plan for the Chamberlain’s Department, the Digital, Information and Technology Services and Commercial, Change and Portfolio Delivery teams Business Plans for 2024/25 (now part of Chamberlain’s). The covering report draws together the overall themes from the Chamberlain’s Business Plan and the DITs and Commercial business plans. In future years there will be an overall Chamberlain’s Department plan presented to Finance Committee (Digital Services Committee will continue to receive the DITS team plan).

## Recommendation

Members are asked to:

- i. Note the factors taken into consideration in compiling the Chamberlain’s Department Business Plans; and
- ii. Approve, subject to the incorporation of any changes sought by this Committee, the departmental Business Plans 2024/25.

## **Main Report**

### **Background**

1. As part of the new framework for corporate and business planning, departments were asked to produce standardised and concise high-level Business Plans for the first time in 2017 for the 2018/19 year.
2. For 2024/25, the high-level Business Plans have evolved further to describe the funding and people resources associated with each priority workstream.

### **Final Draft High-level Business Plans for 2024/25**

3. This report presents, at Appendix 1 – High-Level Business Plan 2024/25 – Chamberlain’s Department and the business plans for Digital, Information and Technology Services and Commercial, Change and Portfolio Delivery teams who have recently moved into the Chamberlain’s Department. (Appendix 2 and 3).
4. The priorities outlined in the CHB Business Plans were developed based on discussions with key stakeholders and feedback from departmental communications channels, the Staff Survey and Customer Focus groups (e.g. Strategy Forum, cocreation of the DITS Strategy with the wider organisation).
5. Chamberlain’s conducted a SWOT analysis on departmental performance and current position to inform workstream development and prioritisation (Appendix 4).
6. The Chamberlain’s Business Plans priority workstreams are focused on legal and statutory duties, transformational projects to drive systems and process improvements to increase automation and self-service creating space for agile provision of timely insight, to improve commercial maturity to manage risk, improve compliance and deliver savings and data and insights to improve SROI. All workstreams were ranked on their value and risk to the Corporation and its stakeholders.

### **7. Primary Aims**

- Carry out legal and statutory duties underpinned by the Local Government Finance Act 1992 & 1988, NNDR (Collection & Enforcement Regs) 1989, Council Tax (Administration & Enforcement) 1992, Local Audit & Accountability Act 2014, Public Contract Regulations 2015 and Accounts & Audit Regulations 2015.
- Effective stewardship of public finances and social value from third party services.
- Implement the Investment Strategy for City Fund and City’s Cash, maximising investment return whilst balancing risk; and ensuring effective cash flow management.
- Provide strategic financial advice, supporting the delivery of the CoLC vision.
- Delivery of a new cross-Corporation Digital, Data and Technology strategy to enable and accelerate the implementation of the new Corporate Plan.
- Maximise income streams and identify opportunities for new and increased revenue.
- Delivery of the CHB Transformation Programme.
  - Deliver high quality services that meet the needs of our customers.
  - Drive systems and process improvements to increase automation and self-service to deliver more proactive added value support.
- Delivery of the project programme portfolio.
  - Collaborate with colleagues to facilitate continuous improvement.



- Provide assurance of the Corporation's ability to effectively deliver its project/programme portfolio.

## 8. Supporting aims and activities

- Promote equalities, diversity and inclusivity internally and externally to the CoLC supply chain.
- Upskilling of Corporation/CHB staff to promote learning and engagement and ensure we have access to the skills and talent we need now and for the future.
- Delivery of efficiencies and value for money.
- Maintain and increase income to fund core public services.

## 9. Synergies and combatting silos

- The Chamberlain's Department has an enabling function for the Corporation's ambitions and therefore, services are delivered on a cross cutting basis.
- Finance is the Corporation's activity in £s. Throughout the year Chamberlain's liaises with all departments through the Business Partnering Matrix Model and Budget process to understand business pressures and continuously review, revisit, recalibrate and advise throughout the year to adapt to the Corporation's changing priorities.
- The Commercial team work collaboratively across organisation to provide leadership, project governance and assurance that partnerships, projects and contracts portfolios deliver strategic outcomes and value for money.
- Income collection is a shared departmental process with City Surveyor's and other CoLC departments. Financial Shared Services (FSS) works closely with Housing to maximise the Housing Benefit Subsidy.
- Chamberlain's Court works closely with Remembrancers department on Freedom applications and ceremonies to exercise the Corporation's soft power in the most effective way.
- DITS continues to identify synergies between the Corporation and its Institutional Departments in order share best practice whilst maximising return on investment.
- All CoLC draft business plans 2024/25 will be reviewed to identify synergies and combat silos and to plan future resourcing requirements.

## 10. Resources utilised:

- Currently the Chamberlain's Department uses resource intensive processes to deliver some services (e.g. payment of invoices, to conduct some financial processes such as budget reporting). In 2024/25 work is planned to increase automation, upskill staff and commence the process to embed self-service to build further capacity for the department to deliver more proactive and value-added support. The implementation of a new Enterprise Resource Planning system will enable further enhancement of self-service and efficiencies.

## 11. Performance Measurement:

- The Department's 2024/25 KPIs have been developed to track and monitor progress against the delivery of its key workstreams and incremental targets have been set where appropriate which are included within the individual business plans. (Appendix 1,2 & 3). KPIs have been developed to measure; Statutory, Legal, Compliance; Internal Performance; Financial Performance (costs, income) and Customer Experience performance.

- Local benchmarking takes place through the London Revenues Group (LRG) and Society of London Treasurers and national Business Rates/Council Tax collection rates are published by the Department for Levelling Up, Housing & Communities (DLUHC) annually.

## 12. Measuring Impact and Value for Money (VfM)

- A Chamberlain's Internal Customer Survey will be conducted in 2024. To ensure a continuous improvement approach all key issues and results will be reviewed by CHB SLT who will create and deliver service area improvement plans.

## 13. Departmental Operational Property Assets Utilisation Assessment

- As part of the compliance requirements of Standing Order 56, the Chamberlain's Department undertook an operational property review of its property assets at the Guildhall Complex, the Barbican and New Street which was completed in November 2023. This review was undertaken by key officers across the department with input and expertise from Officers from the City Surveyor's Department and findings are within Appendix 5.

### Recommendations to improve utilisation of property assets

#### Guildhall

- A greater concentration of desks or consolidation of the Chamberlain's allocation of space to 2 floors that are within proximity would be beneficial (excluding Chamberlain's Court and DITS Service Desk), however, there is currently no centralised funding for this office redesign.

#### Barbican Estate Office and Barbican Arts Centre

- FSS staff based in the Barbican Estate Office will be relocating to the Guildhall in 2024. The FSD team are awaiting further information from the Barbican Centre's Renewal Project Team to formulate plans to improve utilisation.

#### New Street

- The team at New Street is a blend of City of London vetted staff and City of London Police Staff. Hot desking is not possible for non-vetted personal due to security requirements. DITS have commenced with a new initiative to allow Guildhall Yard East Police personnel to come into the Service Desk at Guildhall where there will always be a vetted member of staff available.

### Corporate & Strategic Implications

14. The department will review any new corporate strategies as they are approved and will consider how the department can and will support the delivery during 2024/25. This will include the new Corporate Plan 2024 – 2029 and the People Strategy. The Chamberlain's Department has an enabling function for the Corporation's ambitions and therefore, services are delivered on a cross cutting basis.
15. The department also supports the Risk Strategy, Medium-Term Financial Planning and Longer-Term Financial Planning, Treasury Management Strategy, Capital Strategy, People Strategy, EDI Strategy, Climate Action Strategy, SME Strategy and Digital, Data and Technology Strategy.

### Security implications

16. N/A

## **Financial Implications**

17. The Business Plans at Appendix 1 – 3 have been drawn up on within departmental budget estimates for 2024/25 based on the 2023/24 budget, plus July 2023 pay award, + 3% uplift, and the capital funding is already agreed. In addition, £701k uplift funding will be required to support the new Commercial, Change and Portfolio Delivery team, approved by Policy and Resources Committee on 14 December 2023 – recommended to be funded by one-off funding in 2024/25 to be requested via the budget setting cycle (to be approved by Court of Common Council in March 2024). On-going funding from 2025/26 will be offset through additional income generated identified through the Resource Prioritisation Refresh programme.
18. Business Plans are aligned to departments, so all financial information presented within the Business Plan reflects the departmental budget rather than the Committee budget.

## **Public sector equality duty**

19. The department has a separate Equalities and Inclusion Plan created and agreed by the departmental ED&I Working Group. Where appropriate the department will complete an Equality Impact Assessment for upcoming changes.

## **Resourcing implications**

20. The Business Plans have been designed within current agreed resource base.

## **Conclusion**

21. This report presents the high-level Business Plan for 2024/25 for the Chamberlain's Department and separate plans for DITS and Commercial, Change and Portfolio Delivery for Members to consider and approve.

## **Appendices**

- Appendix 1 – High-Level Business Plan 2024/25 – Chamberlain's Department
- Appendix 2 – Digital, Information and Technology Services Business Plan 2024/25
- Appendix 3 – Commercial, Change and Portfolio Delivery Business Plan 2024/2025
- Appendix 4 – Chamberlain's Department SWOT Analysis
- Appendix 5 – Chamberlain's Departmental Operational Property Assets Utilisation Assessment Findings

## **Anna Flashman**

Head of the Chamberlain's Office

E: [anna.flashman@cityoflondon.gov.uk](mailto:anna.flashman@cityoflondon.gov.uk)

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# Agenda Item 8

<b>Committee(s):</b> Finance Committee – For decision	<b>Dated:</b> 23/01/2024
<b>Subject:</b> City Fund and Pension Funds Statement of Accounts Delegations	<b>Public</b>
<b>Which outcomes in the City Corporation’s Corporate Plan does this proposal aim to impact directly?</b>	<b>N/A</b>
<b>Does this proposal require extra revenue and/or capital spending?</b>	<b>N</b>
<b>If so, how much?</b>	<b>N/A</b>
<b>What is the source of Funding?</b>	<b>N/A</b>
<b>Has this Funding Source been agreed with the Chamberlain’s Department?</b>	<b>N/A</b>
<b>Report of:</b> The Chamberlain	<b>For Decision</b>
<b>Report author:</b> Sonia Virdee, Financial Services Director	

## Summary

This report requests delegated authority to approve any significant changes to the 2022/23 City Fund and Pension Fund Statement of Accounts.

The formal process for approving the City Fund and Pension Fund Statement of Accounts:

- The Audit and Risk Management Committee needs to consider the audited accounts and make recommendations relating to the approval to the Finance Committee.
- On recommendation from the Audit and Risk Management Committee the Finance Committee approves the audited accounts.
- The Finance Committee Chairman and Deputy Chairman sign on behalf of the Court of Common Council alongside the Chamberlain.

Members are asked to note an update to the revised draft accounts was submitted to this Committee on 8<sup>th</sup> November 2023, since then significant progress has been made and our External Auditors, Grant Thornton expect to be able to issue the audit opinion by the end of this month.

The next Audit and Risk Management Committee takes place on 28<sup>th</sup> February, followed by Finance Committee on 12<sup>th</sup> March. Without this Committee’s approval we are unable to proceed with approving the final statement of accounts. The timings of the next Committee meetings increase the exposure of additional audit queries, and these will remain subject to audit until approved.

Members are reminded over the last 2 years the Finance Team have battled with additional workload arising from the back log of unsigned accounts, originally caused by a national accounting issue. The team have worked incredible hard alongside the External Audit team to catch up and get back on track. The City Fund and Pension

Fund Statements accounts for 2020/21 and 2021/22 were finally signed on 8<sup>th</sup> November and 7<sup>th</sup> December respectively.

In order to provide Members the opportunity to review and consider the audited accounts, and the audit findings report of the auditors, it is proposed a Member Briefing Session for Members of both the Audit and Risk Management Committee and the Finance Committee is held in advance of signing of the accounts.

Officers will look to take the report under urgency to the Audit & Risk Management Committee for approval prior to using this delegated authority, if granted.

### **Recommendation(s)**

**Approve** delegated authority to the Town Clerk, in consultation with the Chamberlain, Chairman and Deputy Chairman of the Finance Committee, to approve any significant changes to the 2022/23 Statement of Accounts that may be necessary before the issuance of the audit opinion by GT, expected by the end of January 2024.

**Sonia Virdee**

Financial Services Director

E: [sonia.virdee@cityoflondon.gov.uk](mailto:sonia.virdee@cityoflondon.gov.uk)

<b>Committee(s)</b>	<b>Dated:</b>
Finance Committee – For information	23 January 2024
<b>Subject:</b> Chamberlain’s Departmental Risk Management Update	<b>Public</b>
<b>Does this proposal require extra revenue and/or capital spending?</b>	<b>No</b>
<b>If so, how much?</b>	<b>N/A</b>
<b>What is the source of Funding?</b>	<b>N/A</b>
<b>Has this Funding Source been agreed with the Chamberlain’s Department?</b>	<b>N/A</b>
<b>Report of:</b> The Chamberlain	<b>For Information</b>
<b>Report author:</b> Leah Woodlock, Chamberlain’s Department	

## Summary

This report has been produced to provide the Finance Committee with an update on the risks the Chamberlain’s department faces.

There are currently two RED risks on the Corporate Risk Register within the responsibility of the Chamberlain and two RED risks on the Chamberlain’s departmental risk register.

Following a deep dive conducted by Internal Audit, the Corporate Financial Risks have been reviewed and updated, as detailed in this report.

The key changes are to extend the target dates to align with the medium-term related actions/mitigations in place. The mitigating actions have been updated to reflect the budget pressures highlighted during the 2024/25 budget-setting process; including the financial pressures of the ageing operational property estate, monitoring changes in commercial property demand, the impact of the major projects and inflationary pressures. The updated risks also highlight the mitigating opportunities through income generation schemes and the Charity Review.

## Recommendation

Members are asked to note the report.

## Main Report

### Background

1. The Risk Management Framework of the City of London Corporation requires each Chief Officer to report regularly to Committee the key risks faced in their department. The Finance Committee has determined that it will receive the Chamberlain’s Risk Register at each meeting.

## Current Position

2. This report provides an update on the current risks that exist in relation to the operations of the Chamberlain's Department. The risk register has been reviewed and the details are reflected in the appendix of this report.
3. The Audit and Risk Committee in conjunction with the Chief Officers Risk Management Group commissioned an Internal Audit Deep Dive into Corporate Risks, in November 2023 **CR38 Unsustainable Medium-Term Finances - City's Estate** and **CR35 Unsustainable Medium-Term Finances** were reviewed. The full report will be presented to the Audit and Risk Committee in February 2024.
4. The Deep Dive findings demonstrated that both CR35 and CR38 have adequate monitoring arrangements in place. It is suggested that the actions and correlating updates require clarification to indicate the actions and activities being undertaken to mitigate the overall risk. The report indicated that the current risk Target Dates should be amended to reflect the medium-term nature of the risks.
5. Both of the financial risks have been reviewed following the deep dive and aligning with the budget-setting process. Several mitigating actions have been identified throughout this process and added to the risk register. The documented changes are included within Appendix 1 of this report.
6. For the City's Estate, the added mitigating actions include: forecasting the financial pressures of the ageing estate's cyclical works programme; monitoring reductions in demand for grade B office accommodation due to post-pandemic office attendance arrangements; ensuring income generation schemes are sustainable, including developing new opportunities; undertaking the Charities review (Natural Environment) and implementing recommendations; capturing and embedding permanent savings across departments and sourcing funding for projects via third-party capital schemes.
7. For City Fund, the added mitigating actions are; forecasting the financial pressures of the ageing estate's cyclical works programme; monitoring the eligibility and availability of government funding; and ensuring income generation schemes are sustainable, including developing income generation opportunities.
8. The risks have been reframed, and updated and the documented changes are included within Appendix 1 of this report. The **CR38 Unsustainable Medium Term Finances - City's Estate** risk score remains at RED 16.
9. Details of **CR16 Information Security** are available in appendix 3.
10. **CHB002 – Housing Revenue Account (HRA) Finances** risk score remains at RED 16.
11. **COO DITS 045 PSTN Switch Off 2025** is currently a RED risk with a score of 16. The departmental risk is currently being updated to become a Corporate Risk. A data maturity assessment has been completed to determine priority



areas and will inform the transition plan that is due in March 2024. Details of the risk and the associated mitigations are outlined in Appendix 2.

## **Conclusion**

12. Members are asked to note the actions taken by Chamberlain's Department to manage all risks. Actions aim to continue monitoring and reducing the risk level and will be reported on at future Finance Committees.

## **Appendices**

- Appendix 1 – Tracked changes to Corporate Risks CR35 and CR38
- Appendix 2 – Departmental Risk Register
- Appendix 3 – Non-Public Risk Register

## **Background Papers**

Chamberlain's Departmental Risk Management Update Reports to Finance Committee.

### **Leah Woodlock**

Chamberlain's Project Manager

Chamberlain's Department

E: Leah.Woodlock@cityoflondon.gov.uk

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