



Finance Committee

Date: TUESDAY, 18 APRIL 2023

Time: 12:45 PM

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

Members:

Deputy Henry Colthurst (Chairman)	Gregory Lawrence
Deputy Randall Anderson (Deputy Chairman)	Alderman Tim Levene
Munsur Ali	Paul Martinelli
Deputy Rehana Ameer	Catherine McGuinness
Shahnan Bakth	Deputy Andrien Meyers
Emily Benn	Deputy Brian Mooney
Nicholas Bensted-Smith	Eamonn Mullally
James Bromiley-Davis	Deputy Nighat Qureishi
Alderman Professor Emma Edhem	Paul Singh
Alderman Sir Peter Estlin	Tom Sleigh
Sophie Anne Fernandes	Deputy Sir Michael Snyder
Steve Goodman OBE	Deputy James Thomson
Deputy Madush Gupta	James Tumbridge
Deputy Ann Holmes	Mark Wheatley
Alderman Robert Hughes-Penney	Deputy Philip Woodhouse
Wendy Hyde	Deputy Christopher Hayward, Policy and Resources Committee (Ex-Officio Member)
Elizabeth Anne King	Deputy Keith Bottomley, Policy and Resources Committee (Ex-Officio Member)
Alderwoman Susan Langley	

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Ian Thomas
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 the meeting held on 21th February 2023.

For Decision
(Pages 7 - 22)

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

To receive the draft minutes and non-public summary of the following Sub Committee:

For Information

- a) **Operational Property and Projects Sub Committee: 6th March 2023**
(Pages 23 - 28)

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

Report of the Town Clerk.

For Information
(Pages 29 - 30)

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

Members are asked to note the Committee's Forward Plan.

(Pages 31 - 32)

7. **RISK MANAGEMENT - TOP RISKS**

Report of the Chamberlain.

For Information
(Pages 33 - 42)

8. **USE OF INTERIMS (CONSULTANTS)**

Report of the Chief People Officer.

For Information
(Pages 43 - 50)

9. **DECISIONS TAKEN UNDER DELEGATED AUTHORITY AND URGENCY PROCEDURES**

Report of the Town Clerk.

For Information

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 21st February 2023.

For Decision

(Pages 51 - 54)

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

To receive the draft non-public minutes of the following Sub Committee:

For Information

(Pages 55 - 58)

a) **Operational Property and Projects Sub Committee: 6th March 2023**

15. **REPORT OF THE WORK OF THE SUB-COMMITTEES - NON-PUBLIC**

Report of the Town Clerk.

For Information

(Pages 59 - 60)

16. **MAJOR PROJECTS – HIGH LEVEL FORECASTS AND CASH FLOW**

A report and presentation from the Chamberlain.

For Information

(Pages 61 - 68)

17. **CITY'S ESTATE: DISPOSAL OF FREEHOLD OF 42 CONDUIT STREET W1**

Report of the City Surveyor.

For Decision

(Pages 69 - 74)

18. **GETTING BEST VALUE FROM OUR LOW VALUE SPEND**

Report of the Chief Operating Officer.

For Decision
(Pages 75 - 104)

19. **EVENTS MANAGEMENT CONTRACT AT TOWER BRIDGE**

Report of the Chief Operating Officer – Bridge House Estates.

For Information
(Pages 105 - 118)

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

Report of the Town Clerk.

For Information
(Pages 119 - 122)

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

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

Confidential

23. **STAFFING UPDATE**

Report of the Chamberlain.

FINANCE COMMITTEE

Tuesday, 21 February 2023

Minutes of the meeting of the Finance Committee held at Guildhall, EC2 on Tuesday, 21 February 2023 at 1.15 pm

Present

Members:

Deputy Henry Colthurst (Chairman)	Alderman Tim Levene
Deputy Randall Anderson (Deputy Chairman)	Catherine McGuinness
Shahnan Bakth	Deputy Andrien Meyers
Emily Benn	Eamonn Mullally
Alderman Professor Emma Edhem	Deputy Nighat Qureishi
Steve Goodman OBE	Paul Singh
Deputy Ann Holmes	Tom Sleigh
Alderman Robert Hughes-Penney	Deputy Sir Michael Snyder
Wendy Hyde	Deputy James Thomson
Elizabeth Anne King	Deputy Philip Woodhouse
Alderwoman Susan Langley	Deputy Christopher Hayward (Ex-Officio Member)

Officers:

Ian Thomas	- Town Clerk & Chief Executive
John Cater	- Committee Clerk
Bob Roberts	- Director of Communications
Caroline Al-Beyerty	- Chamberlain & CFO
Michael Cogher	- Comptroller and City Solicitor
Paul Wilkinson	- City Surveyor
Simon Owen	- Chamberlain's Department
Sonia Virdee	- Chamberlain's Department
Dionne Corradine	- Town Clerk's Department
Genine Whitehorne	- Chief Operating Officer's Department
David Mendoza-Wolfson	- Town Clerk's Department
Jack Joslin	- The City Bridge Trust
Kate Limna	- Chamberlain's Department
Dylan McKay	- Deputy Town Clerk's Department
Neilesh Kakad	- Chamberlain's Department
Nicholas Gill	- City Surveyor's Department

1. APOLOGIES

Apologies for absence were received from Munsur Ali, Deputy Rehana Ameer, Nicholas Bensted-Smith, James Bromiley-Davis, Alderman Sir Peter Estlin,

Deputy Madush Gupta, Paul Martinelli, James Tumbridge, Mark Wheatley, and Deputy Keith Bottomley.

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

There were no declarations of interest.

3. **MINUTES OF THE PREVIOUS MEETING**

RESOLVED – That the public minutes and non-public summary of the meeting held on 24th January 2023 be approved as an accurate record.

A number of Members took this opportunity to discuss the scheduling of the Finance Committee meetings, with several suggesting that the current start time of 12.45pm was sub-optimal given that this often resulted in diary clashes with other Corporation meetings which began at 11am.

The Chairman asked that, post-meeting, the Town Clerk conduct a poll of all Members of the Committee asking them their view as to whether the start time of Finance Committee should remain at 12.45pm or revert to the previous slot of 1.45pm.

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

The Committee received a Report of the Chamberlain concerning the Committee's Forward Plan.

The Chamberlain informed Members that the proposed Report concerning the cost of consultants would be brought to the Committee at its April meeting.

The Chairman informed Members that the Chamberlain and the City Surveyor would be bringing proposed amendments to Delegated Authority levels to the Committee in May/June.

The Chairman highlighted that either the November or December 2023 meeting may be cancelled, depending on the anticipated level of business in the run-up to those sessions.

RESOLVED – that the Committee noted the Report.

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

The Committee received a Report of the Town Clerk which advised Members of the key discussions which had taken place during recent meetings of the Committee's Sub-Committees.

The Chair of the Property Investment Board and the Financial Investment Board informed Members of the main business during both Board's recent meetings, including, at PIB, matters concerning Blake Tower; he also noted that a number of items on the PIB and FIB agendas were also on today's Finance agenda.

RESOLVED – that the Committee noted the Report.

6. **DEPARTMENT OF THE CHIEF OPERATING OFFICER BUSINESS PLANS 2023/24**

The Committee considered a Report of the Chief Operating Officer concerning the COO's Departmental Business Plan 2023/24.

The COO highlighted paragraph 19 (page 22 of the agenda pack) concerning Project Governance, and asked Members to note that it was anticipated that officers would return later in the spring with a request for additional funding; the Project Governance Review was ongoing so it was not possible to include a finalised funding figure in the 2023/24 Budget.

A Member asked the COO to keep the promotion of social mobility as a central focus for her department in the year ahead.

The Chairman of the Policy & Resources Committee asked the COO to work with the Director of Digital Information and Technology to rectify the recent poor broadband access issues across the Guildhall complex.

RESOLVED – that the Committee:

- Noted the direction of travel within the Department of the COO and the associated transformation planning within the team Business Plans.
- Approved the Department of the COO Business Plan for 2023/24 (**Appendix 1**).
- Approve the 2023/24 Business Plans for the following COO divisions:
 - Commercial Service (**Appendix 2**)
 - Project Governance (**Appendix 3**)

7. **RISK MANAGEMENT - TOP RISKS**

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

A Member highlighted the concerns around the vacancy levels in the Department and proposed the creation of an action plan which focused on recruitment and retention. The Chamberlain, reflecting that this matter was also discussed at the last meeting of the Committee in January, informed Members that several critical positions in the Financial Services Division were now being filled by very capable interims; however, this arrangement did come at an additional cost; furthermore, it was clear that, in the context of the wider local authority sector, these recruitment challenges were not unique to the City of London Corporation, and it would remain a tough recruitment market for some time to come.

Given the critical nature of this issue, the Chairman requested that, going forward, the Chamberlain submit a non-public update Report concerning recruitment and retention to the Committee on a quarterly basis.

After a Member welcomed the emphasis in the Report on the concerns around CR35 (Unsustainable Medium-Term Finances - City Fund) and CR38 (Unsustainable Medium-Term Finances - City's Cash), the Chairman highlighted that both risks would receive additional scrutiny by way of the cashflow monitoring dashboard that, going forward, the Chamberlain would submit on a monthly basis to the Committee.

RESOLVED – that the Committee noted the Report.

8. CITY FUND MATTERS

a) **Annual Treasury Management Strategy Statement and Annual Investment Strategy**

The Committee received a Report of the Chamberlain concerning the Treasury Management Strategy Statement and the Annual Investment Strategy for 2023/24.

RESOLVED – that the Committee noted the Report.

b) **City Fund Budget Report and Medium-Term Financial Strategy**

The Committee considered a Report of the Chamberlain concerning the 2023/24 City Fund Budget.

Several points were raised:

Reflecting on the proposed increase to the Business Rates Premium, the Chairman noted the relative equanimity of the ratepayers who attended the City Corporation's recent Annual Business Ratepayer's meeting. The Chairman of the Policy & Resources Committee added that, whilst historically, the City had kept tax increases constrained, it was now clear that we, and the UK as a whole, had entered a new, and likely sustained, period of prudent spending, with relatively higher tax burdens across the board.

In terms of Council Tax, the Chamberlain advised Members that, despite the new increased limits available for local authorities to levy in 2023/24, it was projected that the City would remain fourth from bottom in the Council Tax table when comparing all London local authorities.

Whilst the wider renewal programme would require further consideration, Members acknowledged the fundamental requirement for the immediate remedial works at the Barbican Centre to be undertaken at pace and supported their request for funding.

In answer to a query concerning the ways in which the City Corporation was looking to mitigate HRA costs, the Chamberlain informed the Committee that the Savills review of how the City Corporation was managing its HRA obligations had recommended a number of measures which were currently

being considered. An update would be provided in due course to the Communities and Children's Services Committee.

The Chair of the Financial Investment Board (FIB) informed the Committee that, at its recent meeting, the Members of FIB had requested that officers amend the wording in the Treasury Management Strategy Statement and Annual Investment Strategy to make it clearer that the matters under consideration concerned City Fund and not City's Cash (i.e., this did not apply to the equities and securities portfolio for City's Cash). The Chairman asked the Chamberlain to revise the wording in the document in advance of it going to the Court of Common Council in March to clarify this point.

The Committee endorsed the Chairman's thanks to the Chamberlain and her team for their efforts in delivering the Budget Report in what was, given the significant issues around resourcing, a particularly challenging period.

RESOLVED – that the Committee endorsed the following for onward approval at the Court of Common Council in March:

1.0 Note the overall budget envelopes for City Fund.

1.1 Additional funding is required for new on-going cost pressures and have been included as budget uplifts:

1.1.1 Agreed pay award from 1st July 2022.

1.1.2 Assumptions for 2023/24 pay award held centrally – the final settlement will be approved by Corporate Services Committee.

1.1.3 Pressures on Adult Social Care and Children Services.

1.1.4 Health and Safety team to be offset from increase in income from RPR workstream(s).

1.1.5 For Cyclical Works Programme (CWP): Following the meeting with the Joint Resource Allocation Sub Committee (RASC) and Service Committee Chairmen, additional headroom has been created for 2023/24 to address urgent health and safety issues – profiled over two years. Plus, a further £9.5m additional funding allocated (profiled over two years) from 2024/25 is included within the medium term to support the bow wave. Recommendation to release £30m of general fund risk reserves to support CWP backlog (paragraph 25).

1.2 To address inflationary pressures, remove the 2% efficiency saving requirement, using this overall sum plus carry forward underspends from 2022/23 to bolster the inflation contingency. Going forward, flat cash assumptions are no longer sustainable year on year and assumptions include 3% uplift in 2024/25, returning to 2% from 2025/26.

1.3 Fund one-off pressures and opportunities for transformation/invest to save opportunities in 2023/24 outlined in paragraph 24 from forecast carry forward underspends from 2022/23.

1.4 Unfunded additional revenue bids (paragraph 5) to be avoided during 2023/24, unless these can be prioritised from savings or income generated under the Resource Prioritisation & Refresh (RPR) workstreams – plus realign resources to the revised Corporate Plan to new areas requiring investment whilst delivering a sustainable MTFP.

1.5 Increase the rents for social tenants within the Housing Revenue Account as recommended by management from 5% to 7% (paragraph 16).

1.6 Following the meeting with Joint RASC and Service Committee Chairmen, concerns were raised on the urgent health and safety works needed on the Barbican Centre. It is recommended to ringfence £13m from the Major Projects reserve (£13.19m balance on major projects reserve) to support these works subject to business case approval.

1.7 As in previous years, it is recommended the earmarked security reserve retains £1m as a minimum to support future revenue security pressures and is reviewed regularly to ensure sufficient funds are available at all times.

1.8 Mitigating the Police Deficit: City of London Police (CoLP) planned mitigations over and above £12m mitigations already built in 2022/23 budgets, £6.6m in 2023/24 with £4.6m from 2024/25 onwards. Chamberlain's recommendation to increase in Business Rate Premium of up to 0.2p in the £ in 2023/24 to further support mitigating residual deficits in Police MTFP and pressures under security.

1.9 Approve the overall financial framework and the revised Medium-Term Financial Strategy (paragraph 19-43).

1.10 Approve the City Fund Net Budget Requirement of £160.5m (Appendix A, paragraph 16)

2.0 Council Tax

2.1 To approve an increase of 2% on social care precept, raising circa £170k, in response to on-going pressures in homelessness and adult social care. This is recommended given the pressures within adult social care totalling £200k p.a. (paragraph 46).

2.2 To approve increase of 2.99% on core Council Tax, raising circa £250k p.a. This is recommended to address £1m pressure on children services (for children with special education needs and unaccompanied asylum-seeking children aged between 18 and 25- unfunded) (paragraph 47).

2.3 To note, if both increases are adopted, the 4.99% increase will increase income by £420k and raise the Band D rate by circa £47.51 to £1,003.62 (before GLA precept), much needed to support vulnerable members of society.

2.4 To determine that a fully funded means tested council tax reduction scheme will continue in place for those on low incomes and least able to pay more.

2.5 To determine that the Local Discretionary discount for Care Leavers between the ages of 18 to 25 is continued for 2023/24.

2.6 Determine the amounts of Council Tax for the three areas of the City (the City, the Middle Temple and the Inner Temple to which are added the precept of the Greater London Authority (GLA) - Appendix B.

2.7 Determine that the relevant (net of local precepts and levies) basic amount of Council Tax for 2023/24 will not be excessive in relation to the requirements for a referendum.

2.8 Determine, the current 100% discount awarded to unoccupied and unfurnished and uninhabitable dwellings is continued at zero (0%) for the financial year 2023/24.

2.9 Determine that the premium levied on long-term empty property for 2023/24 of 100%, 200% and 300% on properties that have been empty for 2, 5 and 10 years respectively is continued in 2023/24.

2.10 It is recommended that, having regard to the government guidance issued, the Chamberlain be given the discretion, delegated to the Assistant Director, Shared Services, to reduce or waive the long-term empty premium charge in exceptional circumstances.

2.11 Approve that the cost of highways, street cleansing, waste collection and disposal, drains and sewers, and road safety functions for 2023/24 be treated as special expenses to be borne by the City's residents outside the Temples (Appendix B)

3.0 Business Rates

3.1 To approve an increase of up to 0.2p in the £ in Business Rate Premium raising up to circa £4.2m p.a. Increase in inflation has increased pressure on City Fund – smaller and regular increases of the Premium are much needed to support security on City Fund and Police inflationary pressures (Appendix A, paragraph 21).

3.2 Note that the Non-Domestic Rate multiplier of 51.2p and a Small Business Non-Domestic Rate Multiplier Rate of 49.9p have been set by Central Government for 2023/24 (Appendix A, paragraph 20).

3.3 Note that, in addition, the GLA is levying a Business Rate Supplement in 2023/24 of 2.0p in the £ on properties with a rateable value of £75,000 and above (Appendix A, paragraph 22).

3.4 Delegate to the Chamberlain the award of discretionary rate reliefs under Section 47 of the Local Government Finance Act 1988 (Appendix A, paragraph 21).

4.0 Capital Expenditure

4.1 Approve the Capital Strategy (Appendix F).

4.2 Approve the Capital Contingency Budget for City Fund and the allocation of central funding from the appropriate reserves to meet the £3m contingency to support urgent health and safety new capital bids– release of funding being subject to approval at the relevant gateway and specific agreement of the Resource Allocation Sub Committee at gateway 4(a) (Appendix A, paragraph 33).

4.3 Approve the continuation of the allocation of central funding in 2023/24 to provide internal loan facilities for police and the HRA, currently estimated at £9.8m and £13.5m respectively (Appendix A, paragraph 33).

4.4 Approve the Prudential Code indicators (Appendix D).

5.0 Treasury Management Strategy Statement and Annual Investment Strategy 2023/24 (Appendix E)

5.1 Approve the Treasury Management Strategy Statement and Annual Investment Strategy for 2023/24, including the treasury indicators – Appendix E.

5.2 Approve the authorised limit for external debt (which is the maximum the City Fund may have outstanding by way of external borrowing) at £365.1m for 2023/24; and the Minimum Revenue Provision (MRP) for 2023/24 at £1.3m (MRP policy is included within Appendix E – Treasury Management Strategy Statement and Investment Strategy Statement 2023/24 - appendix 2).

5.3 Approve the addition of multi-asset funds to the list of permitted non-specified investments subject to an overall limit of £50m (Appendix E, sub appendix 3). The Corporation is expected to maintain significant surplus cash balances for the foreseeable future. Multi-asset funds enable the Corporation to mitigate the gradual erosion of the real value of these long-term cash balances from the effects of inflation.

5.4 Approve the new policy for managing environmental, social and governance (ESG) risks within treasury investment activity (Appendix E, paragraph 5.4).

6.0 Chamberlain's Assessment

6.1 Take account of the Chamberlain's assessment of the robustness of estimates and the adequacy of reserves and contingencies (paragraphs 54-57 and Appendices A, C and H respectively).

c) Addendum (Museum of London)

The Committee considered an addendum to item 8b, concerning the Museum of London.

The Committee expressed concern regarding the additional late request for a grant uplift for the Museum of London and asked that assurances were first sought and confirmed with the Greater London Authority (GLA) that it would accede to the request and provide its share before the City Corporation released its contribution.

RESOLVED – that the Committee agreed to delegate authority to the Town Clerk, in consultation with the Chairman and Deputy Chairman of the Finance Committee, to consider the request for additional funds once it had been confirmed that the GLA were content to match this funding.

9. CITY CASH BUDGET REPORT AND MEDIUM-TERM FINANCIAL STRATEGY

The Committee considered a Report of the Chamberlain concerning the 2023/24 Budget and Medium-Term Financial Strategy for City's Cash.

In response to a query, the Chamberlain confirmed that of the £450m private placement, £200m had been utilised for the purchase of the Barking site and the related remediation work of the site. Whilst the remaining £250m had been used to cashflow the business-as-usual capital programme, in terms of the Corporation's financial strategy this sum has been allocated for the major capital programme.

The Chairman endorsed the Chair of the Financial Investment Board's comments concerning the need to be careful to protect the integrity of City Fund when internal borrowing is undertaken. FIB have looked at ensuring that an equitable basis is established and enforced for any internal borrowing and, as per, the usual annual arrangement the Finance Committee will consider the Corporation wide internal borrowing rate at its meeting in April.

Further to several concerns that were raised about the remedial works required at the Guildhall School of Music & Drama (GSMD) and the Barbican Centre, the Chairman asked that the Committee was kept abreast of the work being undertaken by officers in conjunction with the Operational Property and Projects Sub-Committee to review the disposals, repairs, and maintenance programme – this work would culminate with a wider strategic Report going to the Resource Allocation Sub-Committee Away Day in the summer. It was also

pointed out the Efficiency & Performance Working Group would have a role to play here and that updates to Finance Committee would be provided on a regular basis.

A Member pointed out that both the Barbican Centre and GSMD had been here before, with budgets being spent on other items resulting in basic fabric and maintenance work being neglected; the City Corporation was then forced to pick up the bill; to mitigate this, strategic oversight should be maintained by the Corporation on those institutions' main sources of expenditure.

A Member pointed out that these buildings were ageing so costs would inevitably increase as they reached the end of their life cycle, however, it was clear that appropriate and realistic funds should be allocated to repairs and maintenance and this would be picked up in the wider strategic piece of work.

Whilst acknowledging the needs at the Barbican Centre and the GSMD, two Members highlighted the importance of also funding repairs across the residential estate and asked that these were given equal consideration alongside the higher profile cultural institutions when reviewing the bow wave.

The Chairman proposed reviewing the name of the Fund – City's Cash wasn't optimal and other suggestions, including City's Estate (a former name of the Fund) would be considered. The Chamberlain would raise this with the Remembrancer and the Chairman would update the Committee in due course.

RESOLVED – that the Committee endorsed for onward approval at the Court of Common Council in March the following:

- 1.0 Note the latest revenue budgets for 2022/23 (paragraphs 17 to 24).
- 2.0 Note the overall budget envelope for City Cash 2023/24 revenue budgets.
- 2.1 Additional funding is required for new on-going cost pressures and have been included as budget uplifts:
 - 2.1.1 Agreed pay award from 1st July 2022.
 - 2.1.2 Assumptions for 2023/24 pay award held centrally – the final settlement will be approved by Corporate Services Committee.
 - 2.1.3 Health and Safety team to be offset from increase in income from Resource Prioritisation Refresh (RPR) workstreams (split across City Fund and City's Cash).
 - 2.1.4 For Cyclical Works Programme (CWP): Following the meeting with the Joint Resource Allocation Sub Committee and Service Committee Chairmen, additional headroom has been created for 2023/24 to address urgent health and safety issues – City's Cash £2.216m – profiled over two years. Plus, a further £5.5m p.a. additional funding allocated (profiled over two years) from 2024/25 is included within the medium term to support the bow wave. Robust programme of delivery required,

including sufficient resources identified to deliver the programme in a timely manner – potential risk of cost creep.

3.0 To address inflationary pressures, remove the 2% savings requirement, using this overall sum plus carry forward underspends from 2022/23 to bolster the inflation contingency. Going forward, flat cash assumptions are no longer sustainable.

4.0 Fund one-off pressures and opportunities for transformation in 2023/24 outlined in paragraph 7 from forecast carry forward underspends from 2022/23.

5.0 Approve the overall financial framework and the revised Medium-Term Financial Strategy (paragraphs 3-16).

5.1 Unfunded additional revenue bids: To be avoided during 2023/24 - 2026/27 with the Resource and Priorities Refresh (RPR) being tasked with reprioritising current spend in line with new Corporate priorities.

5.2 Department carry forwards from 2022/23 to be minimised, but with a general contingency to be held from 2022/23 underspend to address 2023/24 one-off pressures and transformation opportunities.

6.0 Approve the 2023/24 Capital and Supplementary Revenue Project Budgets for City's Cash amounting to £58.2m (including the contribution to Crossrail) (paragraph 25).

7.0 Approve the allocation of central funding of up to £19.4m for City's Cash to meet the cost of 2023/24 approved capital schemes. Release of such funding being subject to approval at the relevant gateway and specific agreement of the Resource Allocation Sub-Committee at Gateway 4(a). In addition, a contingency to be held under the capital programme of up to £3.0m to address urgent health and safety capital schemes. No new capital bids to be received in 2023/24 (paragraph 26-30).

8.0 Delegate authority to the Chamberlain to determine the final financing of capital and supplementary revenue project expenditure.

9.0 Endorse this report for onward approval to the Court of Common Council.

10. **ANNUAL ON-STREET PARKING ACCOUNTS 2021/22 AND RELATED FUNDING OF HIGHWAY IMPROVEMENTS AND SCHEMES**

The Committee received a Report of the Chamberlain concerning the annual on-street parking accounts 2021/22 and related funding of highway improvements and schemes.

In response to a query, the Chamberlain informed the Committee that work was currently being undertaken to consider the scope of the On Street Parking Reserve and Community Infrastructure Levy; namely, whether the Corporation was exploring whether these funds could be utilised for a wider array of projects than was currently the case.

RESOLVED – that the Committee noted the contents of this Report for their information before submission to the Mayor for London.

11. TARGET OPERATING MODEL (TOM) - INTERIM UPDATE REPORT

The Committee received a Report of the Chief Strategy Officer concerning the Target Operating Model (TOM).

A follow-up Report providing a fuller outline of the conclusions to the TOM will be submitted to the Committee in July.

Whilst re-endorsing the soundness of the initial objectives of the TOM, Members expressed their dissatisfaction with its implementation, with the negative impact on morale being a source of frustration.

For the final summer Report, a Member proposed including commentary which outlines the impact the TOM has had on delivery, what the City has done to mitigate risks to delivery, and, when mitigations haven't been possible, what other measures could be taken.

The CSO thanked Members for their input and emphasised that, whilst the TOM structural changes were nearing their conclusion, the cultural transformation of the organisation was still in its infancy and a great deal of hard work, framed by the People Strategy, lay ahead.

RESOLVED – that the Committee noted the Report.

12. INDEPENDENT COMPLAINTS PANEL COST

The Committee received a Report of the Chamberlain concerning the costs of the independent complaints panel.

Due to inaccuracies in the data, the Chairman asked the Town Clerk to re-circulate a corrected version of the paper after the meeting.

RESOLVED – that the Committee noted the Report.

13. CENTRAL CONTINGENCIES

The Committee received 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 – that the Committee noted the Report.

14. DECISIONS TAKEN UNDER DELEGATED AUTHORITY AND URGENCY PROCEDURES

The Committee received a Report of the Town Clerk which provided information of the action taken by the Town Clerk since the last meeting of the Committee, in consultation with the Chairman and Deputy Chairman, in accordance with Standing Orders 41(a) and 41(b). The one decision related to a Finance Committee International Disaster Fund donation of £50,000 to the

Disaster Emergency Committee to support the coordination of Aid Efforts in Turkey and Syria in response the recent earthquake.

On behalf of the Committee, the Chairman took the opportunity to thank Jack Joslin for his efforts in facilitating this donation at pace.

RESOLVED – that the Committee noted the Report.

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

There were no questions.

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**

RESOLVED – That the non-public minutes of the meeting held on 24th January 2023 be approved as an accurate record.

19. **REPORT OF THE WORK OF THE SUB-COMMITTEES - NON-PUBLIC ISSUES**

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

20. **COVERING REPORT ON MAJOR PROJECTS - HIGH LEVEL FORECASTS AND CASH FLOW**

The Committee received a Report of the Chamberlain concerning the major capital projects cash flow forecasts for City Fund and City's Cash.

21. **CITY OF LONDON POLICE AND RAIL DELIVERY GROUP - CONTRACT AWARD REPORT**

The Committee considered a Report of the Commissioner of the City of London Police concerning a contract award for concessionary travel for officers of the City of London Police (CoLP).

22. **HOUSING RESPONSIVE REPAIRS, MAINTENANCE, AND VOIDS SERVICE - PROCUREMENT STAGE 1**

The Committee considered a joint Report of the Chamberlain and the Executive Director of Community and Children's Services.

23. **CITY'S ESTATE: 4-10 NORTH ROAD N7 - DISPOSAL OF 150-YEAR LEASE**

The Committee considered a Report of the City Surveyor concerning the disposal of a long leasehold interest in 4 – 10 North Road.

24. **CITY'S ESTATE: DISPOSAL OF FREEHOLD OF (1) 42 CONDUIT STREET AND (2) 45 CONDUIT STREET W1**
The Committee considered a Report of the City Surveyor concerning the disposal of the freehold of 42 and 45 Conduit Street.
25. **CITY FUND PROPERTY INVESTMENT PORTFOLIO - ANNUAL UPDATE & STRATEGY REPORT**
The Committee received a Report of the City Surveyor concerning the Annual Update and Strategy Report for the City Fund Property Investment Portfolio.
26. **CITY'S ESTATE: 2023 INVESTMENT PROPERTY PORTFOLIO STRATEGY**
The Committee received a Report of the City Surveyor concerning the Annual Update and Strategy Report for the City's Estate Property Investment Portfolio.
27. **STRATEGIC PROPERTY ESTATE (CITY FUND & CITY'S ESTATE) - ANNUAL UPDATE & STRATEGY FOR 2023/2024 TO 2027/28**
The Committee received a Report of the City Surveyor concerning the Annual Update and Strategy Report for the Strategic Property Estate.
28. **NON-PUBLIC APPENDIX TO ITEM 13 (CONTINGENCIES)**
The Committee noted the non-public appendix to ITEM 13 (Contingencies).
29. **NON-PUBLIC DECISIONS TAKEN UNDER DELEGATED AUTHORITY AND URGENCY PROCEDURES**
The Committee received a report of the Town Clerk which provided information of the non-public action taken by the Town Clerk since the last meeting of the Committee, in consultation with the Chairman and Deputy Chairman, in accordance with Standing Orders 41(a) and 41(b).
30. **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.
31. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT AND WHICH THE COMMITTEE AGREE SHOULD BE CONSIDERED WHILST THE PUBLIC ARE EXCLUDED**
There were no items of urgent business.
32. **CONFIDENTIAL MINUTES RESOLVED** – That the confidential minutes of the meeting held on 24th January 2023 be approved as an accurate record.

The meeting ended at 3.00 pm

Chairman

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

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OPERATIONAL PROPERTY AND PROJECTS SUB COMMITTEE

Monday, 6 March 2023

Minutes of the meeting of the Operational Property and Projects Sub Committee held at Committee Rooms, West Wing, Guildhall on Monday, 6 March 2023 at 1.45 pm

Present

Members:

Deputy Randall Anderson
Deputy Michael Cassidy
Deputy Shravan Joshi
Deputy Edward Lord
Paul Martinelli
Anett Rideg

Officers:

Sarah Baker	- Chief Operating Officer's Department
Sonia Virdee	- Chamberlain's Department
Peter Young	- City Surveyor's Department
Fiona McKeith	- City Surveyor's Department
John Galvin	- City Surveyor's Department
Graeme Low	- City Surveyor's Department
George Wright	- Environment Department
Mark Bailey	- Environment Department
Philippe Greaves	- Environment Department
Kristian Turner	- Environment Department
Polly Dunn	- Town Clerk's Department
Matthew Stickley	- Town Clerk's Department

1. **APOLOGIES**

In the absence of the Chair and Deputy Chair, the Clerk opened the meeting and invited members to nominate a member from among their number to preside for the duration of the meeting. Deputy Michael John Cassidy moved that Deputy Charles Edward Lord be elected as Chair for the duration of the meeting. This was seconded by Deputy Shравan Jashvantri Joshi and agreed by the Sub Committee.

The Chair advised the Sub Committee that the agenda would be reordered such that item 6 would be taken in non-public session, and that item 19 had been withdrawn.

Apologies for absence were received from Alderman Timothy Hailes, Deputy Rehana Ameer, and Deputy Christopher Hayward.

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

There were no declarations of interest.

3. **MINUTES**

RESOLVED - That the minutes and non-public summary of the meeting held on 13 February 2023 be agreed as an accurate record.

4. **GW3 ISSUES: MOORGATE CROSSRAIL STATION LINKS**

The Sub Committee considered a report of the Executive Director, Environment, regarding public realm works around Moorgate Crossrail Station.

RESOLVED, that the Sub Committee:

1. Note the progress made on the various elements of the project.
2. Note the revised timescales for Ropemaker Street junction improvements.
3. Approve the drawdown of £256,375 from the already agreed and secured funding allocation of £1,819,795 to continue the design development and assessment of each element of the project.
4. Approve a revised current project budget of £569,327 (including risk) as set out in appendix 2, table 2.
5. Approve the risk register in appendix 3 with the requested costed risk provision of £48,500, which is to be drawn down via delegation to Executive Director Environment.
6. Note the revised cost estimate of £430,022 for the 101 Moorgate Section 278 works, increasing the overall budget estimate by £30,022.
7. Note the intention to make further funding requests of an estimated £3.2 million to either the OSPR or CIL to progress elements of the work outlined below and that this is reliant on further detailed work regarding feasibility.

5. **GW3-4 ISSUES: LONDON WALL CAR PARK JOINTS AND WATERPROOFING**

The Sub Committee considered a report of the Executive Director, Environment, regarding London Wall Car Park Joints and Waterproofing.

The Sub Committee noted that the costs of delay to the project consisted of a small increase in staffing costs.

RESOLVED, that the Sub Committee:

1. Approve an additional budget of £129,000 at Gateway 3/4 for staff costs, fees, and investigations, as Table 1 below, in order to reach the next Gateway.
2. Note the revised project budget at Gateway 3/4 of £ 141,000 (excluding risk) up to Gateway 5, including for costs expended prior to Gateway 3/4.
3. Approve a Costed Risk Provision of £25,000 at this stage (up to Gateway 5) to cover unforeseen conditions during further investigations, to be drawn down via delegation to the Assistant Director Engineering.
4. Approve Option 3 (implementation of waterproofing, expansion joint replacement and internal structural concrete repairs)
5. Note the total estimated cost of the project at £2,384,000 (excluding risk).
6. Delegate authority to Chief Officer to appoint the successful contractor at Gateway 5 and to instruct the Comptroller and City Solicitor to enter into contract, subject to tendered works costs remaining within the £2,200,000 estimate provided by this report (or to instruct under the new highways term contract subject to satisfactory agreement of costs and the same proviso).
7. Approve a total Costed Risk Provision of £240,000 for use following Gateway 5, subject to tender costs remaining within budget, for expenditure against identified sums from the project risk registers against specified risks at the construction stage and to be drawn down to the Assistant Director Engineering.

6. GW5: PEDESTRIAN PRIORITIES STREETS PROGRAMME - PHASE 1

The Sub Committee considered a report of the Executive Director, Environment, regarding phase one of the Pedestrian Priorities Streets Programme.

The Sub Committee discussed the budget for the programme and related works, noting that staffing costs indicated the salaries of staff whose working week consisted of a portion of time spent working on the programme. In response to questions, officers clarified that a lack of project work would lead to the deletion of posts or reallocation of staff but that the staffing costs were shared with the Sub Committee to illustrate the true costs of programmes.

RESOLVED, that the Sub Committee:

1. Approve the adjustment of the existing Phase 1 budget of £2,402,628 (including Costed Risk as detailed in Section 3, below), to progress the detailed design of three locations and the development of the remaining schemes in the Phase 1 programme.
2. Approve the drawdown of the Costed Risk provision of £56,000 as outlined in paragraph 6.
3. Approve the costed risk register in Appendix 9 and delegate authority to the Executive Director Environment to draw down funds from this.
4. Delegate authority to the Executive Director Environment, in consultation with the Chamberlain, to make any further adjustments (above existing authority within the project procedures) between elements of the budget.

7. *22/23 ENERGY & DECARBONISATION PERFORMANCE Q3 UPDATE FOR THE OPERATIONAL PORTFOLIO

The Sub Committee received a report of the City Surveyor regarding the Energy and Decarbonisation Performance Q3 Update for the Operational Portfolio.

RESOLVED – That the report be noted.

8. ***CARBON ACTION STRATEGY (CAS) NZ1, NZ3 AND RS3 WORKSTREAM UPDATE FOR THE OPERATIONAL PORTFOLIO**

The Sub Committee received a report of the City Surveyor regarding the Carbon Action Strategy.

In response to a question regarding the developer of the London Wall site, it was confirmed that the City of London Corporation was the developer rather than an external organisation.

RESOLVED – That the report be noted.

9. ***CITY SURVEYOR'S BUSINESS PLAN 2022-27 QUARTER 3 2022/23 UPDATE**

The Sub Committee received a report of the City Surveyor regarding a third quarter update of the departmental business plan.

In response to a question regarding the Corporation's response to market trends, officers clarified that the organisation's strategic response as property owner was considered by the Property Investment Board and that the broader strategy in relation to use of the Square Mile was a matter for Policy and Resources Committee.

RESOLVED – That the report be noted.

10. ***THE CITY SURVEYOR'S DEPARTMENTAL RISK REGISTER - FEBRUARY 2023 UPDATE**

The Sub Committee received a report of the City Surveyor regarding the departmental risk register.

RESOLVED – That the report be noted.

11. ***HERITAGE AT RISK REGISTER (HARR) REPORT 2022**

The Sub Committee received a report of the City Surveyor regarding the heritage at risk register.

RESOLVED – That the report be noted.

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

In relation to Item 7 - Pedestrian Priorities Streets Programme, a question was asked regarding the staffing costs for the Pedestrian Priorities Streets Programme. In response, officers confirmed that the staffing costs were met by the budget for the specific project; and that the cost of time spent by an officer

on a specific project was recharged to the project which allowed for the true cost of a project to be illustrated.

In relation to Item 9 – Carbon Action Strategy Update, a question was asked regarding the developer of the London Wall. In response, officers confirmed that the City of London Corporation would be the developer of this site.

In relation to Item 10, City Surveyor's Business Plan Update, a question was asked regarding any strategy the Corporation may have to address the reduction of physical space utilisation of office spaces and the subsequent loss of revenue this had caused. In response, officers confirmed that the matter was within the remit of the Property Investment Board and Policy and Resources Committee.

13. **ANY OTHER BUSINESS THE CHAIR CONSIDERS URGENT**

There was no urgent business.

14. **EXCLUSION OF THE PUBLIC**

RESOLVED - That under Section 100(A) of the Local Government Act 1972, the public be excluded from the remainder of the meeting on the grounds that the remaining items involve the likely disclosure of exempt information as defined in Part 1 of Schedule 12A of the Local Government Act 1972.

15. **NON-PUBLIC MINUTES**

RESOLVED – That the non-public minutes of the meeting held on 13 February 2023 be agreed as an accurate record.

16. **GW5: INSTALLATION OF SPRINKLERS IN SOCIAL HOUSING TOWER BLOCKS - PETTICOAT TOWER - MIDDLESEX STREET ESTATE**

The Chair reordered the agenda such that the item would be heard in non-public session.

17. **GETTING THE BEST VALUE FROM OUR LOW VALUE SPEND**

The Sub Committee considered a report from the Chief Operating Officer regarding a procurement strategy for low value spend.

18. **UNIFORM MANAGED SERVICE FOR CITY OF LONDON POLICE VIA THE NATIONAL UNIFORM MANAGED SERVICE - CONTRACT EXTENSION**

The Sub Committee considered a report from the Commissioner and Chief Operating Officer of the City of London Police.

19. **GW5: DOMINANT HOUSE FOOTBRIDGE FUTURE OPTIONS**

The item was withdrawn as the recommendations of this report were able to be determined under existing delegations to officers.

20. ***GW5 PROGRESS: YORK WAY ESTATE PROVISION OF SOCIAL HOUSING**

The Sub Committee received a report from the Director of Community and Children's Services regarding the provision of social housing at York Way estate.

21. ***THE CITY OF LONDON HERITAGE ESTATE 2023 UPDATE**
The Sub Committee received a report from the City Surveyor regarding the City of London Heritage Estate.
22. ***CITIGEN UPDATE**
The Sub Committee received a report from the City Surveyor regarding an update on Citigen.
23. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE SUB COMMITTEE**
There were no questions.
24. **ANY OTHER BUSINESS THAT THE CHAIR CONSIDERS URGENT AND WHICH THE SUB COMMITTEE AGREES SHOULD BE CONSIDERED WHILST THE PUBLIC ARE EXCLUDED**
There was no urgent business.

Prior to the close of the meeting, the Chair noted the Sub Committee's thanks to Rohit Paul, who had recently left the Corporation and his post of Corporate Programme Manager.

The meeting ended at 2.23 pm

Chairman

Contact Officer: Matthew Stickley
Matthew.Stickley@cityoflondon.gov.uk

Committee(s)	Dated:
Finance Committee	18 April 2023
Subject: Report of the Work of the Sub-Committee(s)	Public
Which outcomes in the City Corporation’s Corporate Plan does this proposal aim to impact directly?	N/A
Does this proposal require extra revenue and/or capital spending?	Y/N
If so, how much?	N/A
What is the source of Funding?	N/A
Has this Funding Source been agreed with the Chamberlain’s Department?	N/A
Report of: Town Clerk	For Information
Report author: Julie Mayer – Governance Officer	

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 the main non-public issues considered by the following Sub Committees since 20th February 2022.

Operational Property and Projects Sub Committee – 6 March 2023

The Sub Committee considered a number of reports for decision and approved: -

- GW3 ISSUES: Moorgate Crossrail Station Links
- GW3-4 ISSUES: London Wall Car Park Joints and Waterproofing
- GW5: Pedestrian Priorities Streets Programme - Phase 1

Recommendations

The Committee is asked to note the report.

julie.mayer@cityoflondon.gov.uk

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FINANCE COMMITTEE – WORK PROGRAMME 2023-24

	April -23	May -23	June-23	July-23	Sept-23	Oct-23	Nov-23	Dec-23	Jan -24	Feb-24	Mar-24
Budget Setting Process & Medium-Term Financial Planning				Update on Budget setting approach 23/24			Finance Committee's Estimate report	Autumn Budget	2024/25 Annual Capital Bids	City Fund Budget Report and Medium-Term Financial Strategy City Cash Budget report and Medium-Term Financial Strategy	
Effective Financial Management Arrangements for The City Corporation	High-level Major Projects cashflow – update	Update of Finance Regulations Capital Funding Update 2022/23 Irrecoverable Non-Domestic Rates Interest rates for Loan Facilities High-level Major Projects cashflow – update Disaster Recovery/Summary Of Charitable Giving Savills Report/HRA	Provision for Bad and Doubtful Debts Financial Strategy for Bow-wave of Cyclical Works High-level Major Projects cashflow – update	Budget Monitoring Q1 Revenue Outturn report 22/23 Rental Income and Business Rate update Q1 High-level Major Projects cashflow – update Update on Target Operating Model	High-level Major Projects cashflow - update Capital Projects – Forecasting	Q2 Budget monitoring High-level Major Projects cashflow – update	High-level Major Projects cashflow – update	High-level Major Projects cashflow – update Capital Projects – Forecasting	Q3 Budget monitoring Rental Income and Business Rates Update Finance Committee Estimates report High-level Major Projects cashflow – update	High-level Major Projects cashflow – update	High-level Major Projects cashflow - update
Financial Statements							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				
Finance Committee as a Service Committee	Risk Management Update Report	Central Contingencies Risk Management Update Report	Central Contingencies	Central Contingencies	Central Contingencies	Central Contingencies	Central Contingencies	Central Contingencies Risk Management Update Report	Central Contingencies	Central Contingencies	Central Contingencies

		Chamberlains Business plan End of Year update	Risk Management Update Report	Risk Management Update Report Chamberlain's Business plan Q report	Risk Management Update Report	Risk Management Update Report Chamberlain's Business plan Q report	Risk Management Update Report Draft 2024-25 CHB Business Plan		Risk Management Update Report Chamberlain's Business plan Q report	Risk Management Update Report	Risk Management Update Report
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Committee(s)	Dated:
Finance Committee	18 April 2023
Subject: Chamberlain’s Departmental Risk Management Update	Public
Does this proposal require extra revenue and/or capital spending?	No
If so, how much?	N/A
What is the source of Funding?	N/A
Has this Funding Source been agreed with the Chamberlain’s Department?	N/A
Report of: The Chamberlain	For Information
Report author: Leah Woodlock, Chamberlain’s Department	

Summary

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

There are currently two RED risks on the Corporate Risk Register within the responsibility of the Chamberlain and one RED risk on the Chamberlain’s departmental risk register. The red corporate risk **CR35 Unsustainable Medium Term Finances - City Fund** following the approval of the 2023/24 budget by the Court of Common Council has reduced from risk score RED 24 to risk score AMBER 12. In addition, the **CR38 Unsustainable Medium Term Finances - City’s Cash** remains at red but has decreased from RED 24 to RED 16.

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 at each committee meeting.

Current Position

This report provides an update on the current risks that exist in relation to the operations of the Chamberlain’s Department up to the 31st March 2023. The risk register is now being further reviewed in light of the 2023/24 financial year, an update will be submitted to the May committee meeting.

2. The **CR35 Unsustainable Medium Term Finances - City Fund** following the approval of the 2023-24 City Fund budgets by Court of Common Council in March 2023, the risk score has decreased from RED 24 to AMBER 12.
3. This risk has been mitigated by the increase in the Business Rates Premium and the approved Council Tax increase. Contingency measures have also been adopted to mitigate 2023/24 pressures. Monthly reporting on major project programmes will be provided to Finance Committee, Capital Buildings Board and Policy and Resources Committee going forward.
4. The 2023/24 City's Cash five year financial forecast was approved by Court of Common Council in March 2023, however the **CR38 Unsustainable Medium Term Finances - City's Cash** risk score has also decreased, however still remains at RED as further attention is needed on the long-term financial plan as forecasts show a requirement to drawdown on financial instruments.
5. A savings tracker is being developed to monitor savings delivered throughout 2023/24, this tool will be presented to members at the Resource Allocation Sub-Committee Away Day.
6. Details of both CR35 and CR38 can be found in appendix 1.

Conclusion

7. 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 - Departmental 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

CHB Corporate and departmental risks - detailed report EXCLUDING COMPLETED ACTIONS

Report Author: Leah Woodlock

Generated on: 16 March 2023



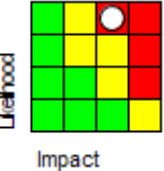
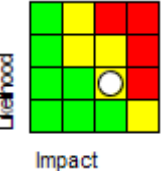

Rows are sorted by Risk Score

Risk no, title, location date, owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date/Risk Approach	Current Risk score change indicator
CR35 Sustainable Medium Term Finances - City Fund	<p>Causes: High inflation – Office for Budget Responsibility forecasting peak reached Autumn 2022 and although predicted to fall over the next two years, embedded increases. Construction inflation running at 20%. Contraction in key income streams and increase in bad debts following post pandemic change in working practices. Police Transform programme fails to realise the budget mitigations anticipated within the MTFP. Anticipated decline in public sector funding (local government and Police), increasing demands (revenue and capital) and an ambitious programme of major project delivery threaten our ability to continue to deliver a vibrant and thriving Square Mile.</p> <p>Event: Inability to contain financial pressures within year (2022/23) and compensatory savings and/or income generation to meet the Corporation’s forecast medium term financial deficit will not be realised. Inability to</p>		12	<p>Retail Price Index rose by 13.8% and Consumer Price Index rose by 10.4% in 12 months to February 2023. Inflation is predicted to fall between 6% to 8% in 2023, however increases are feared to be embedded creating pressures on service/departmental 2022/23 budgets and on the Housing Revenue Account.</p> <p>Construction inflation rose to c20% and we are not seeing a drop</p> <p>Mitigations currently include inflation contingencies and tight financial disciplines.</p> <p>Income from investment property and from business rates holding up well. The £30m ringfenced reserve for</p>		8	31-Mar-2023	↓

<p>19-Jun-2020 Caroline Al-Beyerty</p>	<p>contain construction inflation or inability to rescope capital schemes within budgets.</p> <p>Effects: Additional savings over and above those identified to meet this challenge are required, reserves are utilised and/or services stopped.</p> <p>The City Corporation's reputation is damaged due to failure to meet financial objectives or the need to reduce services / service levels to business and community. Being unable to set a balanced budget which is a statutory requirement for City Fund.</p> <p>Inability to deliver capital programme and major projects within affordability parameters.</p> <p>Spend is not aligned to Corporate Plan outcomes resulting in suboptimal use of resources and/or poor performance. Stakeholders experiencing reduced services and service closures.</p>			<p>income loss has not been utilised. The major projects programme and BAU capital programme was reprioritised by Policy and Resources Committee in 2022.</p> <p>The CWP programme and the bow-wave of repairs is being considered under the Operational Property review with recommendations to Operational Property and Projects Sub Committee.</p> <p>Identified inflationary pressures are well within the contingencies held, in addition, interest rates are giving a welcome boost to City Fund finances. The Bank of England base rate rose to 4.25% at end of March 2023, with an expectation at a three year horizon falling to 3%.</p> <p>The risk has reduced, the medium term financial plan was approved by Court of Common Council on 9 March, which includes contingency measures to support 2023/24 pressures.</p> <p>05 April 2023</p>				<p>Reduce</p> <p>Constant</p>
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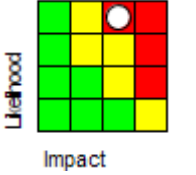
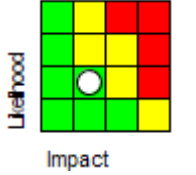

Action no	Action description	Latest Note	Action owner	Latest Note Date	Due Date
CR35a	<p>Impact of inflation</p> <ul style="list-style-type: none"> • Rising inflationary pressures on energy costs • Rising inflationary pressures on construction and labour costs 	<p>1) Inflation contingency held: 22/23 inflationary pressures are well within contingencies held. 23/24 includes 2% contingencies held centrally.</p> <p>2) CF - £3m contingency ringfenced for construction inflation under Major Projects reserve.</p>	Sonia Virdee	03-Apr-2023	31-Mar-2024

		The MTFP has been approved. Mitigations approved included: increase in Business Rate Premium; rise in core Council Tax and Adult Social Care; central contingencies held to support new pay pressures; carry forwards from 2022/23 underspends to support one-off pressures; transformation funding held centrally to support Resource Prioritisation Refresh workstreams and the culture shift. .			
CR35b	<ul style="list-style-type: none"> Review of HRA commissioned and due to report at the end of November 2022. Need to monitor identified expenditure risks around recovery of leaseholder contributions following the decision not to allow the Appeal of the Great Arthur Cladding case. Housing 30 year financial projects have been completed. 	<p>Reprioritisation of the schemes to sit within current budget envelope has been reported to and agreed by Resource Allocation Sub Committee.</p> <p>Review of HRA commissioned from Savills and Interim Report received at the end of November 2022, following member review and comments, final version now received and went to DCCS in March. Housing are now looking at detailed options following up on the report, to come back to Committee for agreement in the autumn. Housing 30 year financial projects have been completed.</p> <p>Need to continue to monitor identified expenditure risks around recovery of leaseholder contributions following the decision not to allow the Appeal of the Great Arthur Cladding case. Legal opinion is being sought on wider issue of recovery of costs through the service charge, particularly on the Golden Lane Estate.</p>	Mark Jarvis; Paul Murtagh	17-Feb-2023	31-Mar-2024
CR35c	Remain within the financial envelopes approved for major projects .	For Major Projects – Capital Buildings Board monitors delivery within the revised budget envelopes. Monthly updates on the cash flow requirements on the major projects are provided to Policy and Resources Committee and Finance Committee to understand the investment/asset disposal strategy Regular reporting on the major projects programmes will be presented to Capital Buildings Board, Finance Committee, and Policy and resources Committee on a monthly basis.	Sonia Virdee	03-Apr-2023	31-Mar-2024
CR35f	Achievement of current Savings Programme – includes flight path savings (Fundamental Review) and securing permanent year on year savings (12%).	<p>Biggest risk relates to Police - £13m p.a. cumulative sustainable savings included in MTFP. There is a risk to delivering elements of these savings plan and sustaining the savings. To monitor and manage residual risks to the Police MTFP post-BRP increase (including increased inflation, mitigation delivery risks and new areas of pressure or grant reduction) Update on the MTFP assumptions is being presented to this committee today as part of the 2023/24 budget setting.</p> <p>The medium term plan provides recommendations for one-off cost pressures and on-going pressures.</p> <p>A summary of savings yet to be delivered during 2023/24 is being worked on and will be presented to RASC sub away day.</p>	Alistair Cook; Sonia Virdee	03-Apr-2023	30 – June - 2023

Risk no, title, creation date, owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score	Risk Update and date of update	Target Risk Rating & Score	Target Date/Risk Approach	Current Risk score change indicator
CR38 Unsustainable Medium Term Finances - City's Cash 31-Oct-2022	<p>Causes: High inflation –Office for Budget Responsibility forecasting peak in Autumn 2022. Construction inflation running at 20%. Contraction in key income streams and increase in bad debts following post pandemic change in working practices.</p> <p>Event: Inability to contain financial pressures within year (2022/23) and compensatory savings and/or income generation not realised requiring further draw down on Reserves. Inability to contain construction inflation or inability to rescope capital schemes within budgets.</p> <p>Effects: Additional savings over and above those identified to meet this challenge are required, reserves are utilised and/or services stopped. The City Corporation’s reputation is damaged due to failure to meet financial objectives or the need to reduce services / service levels to business and community. Inability to deliver capital programme and major projects within affordability parameters. Spend is not aligned to Corporate Plan outcomes resulting in suboptimal use of resources and/or poor performance. Stakeholders experiencing reduced services and service closures.</p>		<p>16</p> <p>Refer CR35 for Price Index and inflation rates.</p> <p>Mitigations include inflation contingencies and tight financial disciplines. identified inflationary pressures are well within the contingencies held.</p> <p>Income from investment property has slightly fallen, however plans are in place to bring this back to budget.</p> <p>Policy and Resources Committee has reprioritised the major projects; and rescoped the Markets project – keeping within the original envelope. Resource Allocation Sub Committee has reprioritised the BAU capital programme to remain within the contingency held.</p> <p>The CWP programme is being considered under the Operational Property review with recommendations to Operational Property and Projects Sub Committee.</p> <p>The 5 year financial forecast was approved by Court of Common Council on 9th March, however the risk remains at red as City’s Cash is unable to levy taxes in the same way City Fund can – City’s Cash long term financial plan is running at a deficit which still needs to be addressed.</p> <p>05 Apr 2023</p>		<p>8</p> <p>31-Mar-2024</p>	

Caroline Al-Beyerty							Reduce	Constant
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Action no	Action description	Latest Note	Action owner	Latest Note Date	Due Date
CR38a	Impact of inflation <ul style="list-style-type: none"> • Rising inflationary pressures on energy costs • Rising inflationary pressures on construction and labour costs 	The five year financial plan was approved by Court of Common Council on 9 March: 1) Inflation contingency held: 22/23 inflationary pressures are well within contingencies held. 23/24 includes 2% contingencies held centrally. 2) £1m contingency ringfenced for construction inflation under capital programme. Reprioritisation of BAU capital programme sits within contingency held.	Sonia Virdee	03-Apr-2023	31-Mar-2024
CR38b	Impact of construction inflation on capital programme: <ul style="list-style-type: none"> • Major projects • Business as usual capital programme Remain within the financial envelopes approved for major projects	For Major Projects - Capital Buildings Committee monitoring delivery within the revised budget envelopes. Monthly updates on the cash flow requirements on the major projects are provided to Policy and Resources Committee and Finance Committee to understand the investment/asset disposal strategy.	Sonia Virdee	03-Apr-2023	31-Mar-2024
CR38e	A reduction in key income streams and increase in bad Debt <i>Triggers:</i> <i>Increase in loss of property investment portfolio income over £5m p.a.</i>	This is being monitored monthly, with action being taken to reduce spend where possible. Chief Officers continue to work with tenants on a payment plan to mitigate potential issues. The moratorium against legal action for recovery has now lifted. Outstanding sums are reducing across all Income Streams with significant improvement in Investment Property.	Phil Black; Sonia Virdee	11-Jan-2023	30 June - 2024
CR38f	Achievement of current Savings Programme – includes flight path savings (Fundamental Review) and securing permanent year on year savings (12%).	A summary of savings yet to be delivered during 2023/24 is being worked on and will be presented to RASC sub away day.	Sonia Virdee	03-Apr-2023	31-Mar-2024

Risk no, title, creation date, owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date/Risk Approach	Current Risk score change indicator
CHB 001 Chamberlain's department transformation and knowledge transfer 12-Nov-2021 Caroline Al-Beyerty	<p>Cause: The TOM changes are insufficient or implementation of radical change fails. The flexible retirement scheme has been taken up by many long term colleagues who left the corporation by March 2022. The TOM is also creating anxiety which in turn could cause colleagues to find roles elsewhere.</p> <p>Event: Culture change is insufficient. Corporate memory is lost. The Chamberlain's Department is not fit for the future.</p> <p>Effect: Chamberlain's Department fails to deliver its objectives.</p>		16	<p>Three of the four teams within Chamberlain's are now fully resourced and the CIO function commenced in January.</p> <p>A key risk remains within Financial Services Division- Recruitment is now underway where vacancies have been held, with key roles being prioritised. Management is deploying temps and external expertise where there are significant gaps to support the current team until permanent positions are filled.</p> <p>There is considerable pressure on existing staff and risk of not meeting key deadlines on transformation. However, a plan is underway to support the team to get back on track.</p> <p>Following a series of workshops teams are now working on implementation of transformation action plans.</p>		4	31-Mar-2023	
							Reduce	
				03 Apr 2023				

Action no	Action description	Latest Note	Action owner	Latest Note Date	Due Date
CHB001a	Teams are working to ensure they have effective knowledge sharing plans in place particularly where there are members of the team preparing for retirement.	Most areas have now successfully transitioned through this period successfully with only 1 role left where a continued handover has been required to ensure business continuity and support the transformation programme.	Sonia Virdee	03-Apr-2023	30-June-2023

CHB001b	Colleagues are provided with the training they need to fulfil their role.	<p>Learning champions have been assigned to identified learning areas required. Learning plans are being developed by Learning Champions for review and sign off by the Learning Board.</p> <p>All Chamberlain's staff communications detailing the offering of the learning and development champions was circulated in March, with the first learning and development drop in session was held at the end of March.</p>	Mark Jarvis	03-Apr-2023	30 -June -2023
CHB001c	Chamberlain's TOM structure design and culture is fit for purpose.	A culture and values workshop was held in November for all staff to allow colleagues across Chamberlain's the opportunity to shape the departmental culture for the future. The final part of the Chamberlain's Departmental Vision has been finalised as a result based on discussions held at the all staff event which includes the behaviours we want to see exhibited by colleagues across the team. This vision will be used within the corporate appraisal process to ensure a continuation of the golden thread. This information was shared with all colleagues at the March all staff call and has been shared on our Departmental intranet.	Anna Flashman	23-Mar-2023	31-Mar-2024
CHB001d	The corporate recruitment moratorium has led to a significant number of vacancies being held across the department leaving gaps in capacity.	<p>Many vacancies across Chamberlain's have now been filled with some still remaining mostly within the Financial Services team. Increased vacancies in Financial Services as staff progress to roles in other teams. A multiagency recruitment campaign to fill these vacancies is currently underway - It is an employee's market and inducements are being offered by other employers with higher rates and working from home flexibility. The second round of recruitment was extremely challenging, with a long list of 29 candidates, 11 candidates were shortlisted. 6 candidates pulled their application due to wanting to work from home full time. Market Forces Supplement (MFS) – has now been considered, however this places pressure on the Chamberlain's – Financial Services Division budget as this has already made significant savings and having to recruit interims at the market rates.</p> <p>Resignation of the Assistant Director and Chief Accountant positions moved the risk rating to red, placing a considerable amount of pressure on existing staff and adding further risk of not meeting key deadlines on transformation. However, two interim Assistant Directors have been appointed, one to support business as usual and the other to focus on the transformation work. Permanent recruitment to the Assistant Director position is underway – with final interviews scheduled week commencing 10th April. An interim Chief Accountant has also been appointed. Recruitment to the Chief Accountant permanent position has been paused giving time to refocus on the current workloads and appoint into other vacant positions.</p> <p>A renewed focus is taking place on 'training our own' through a wider apprenticeship programme and graduate trainee recruitment.</p>	Sonia Virdee	03-Apr-2023	30-Sept-2023
CHB001e	Following the resignation of the Assistant Director the team are now required to reprioritise to focus on core financial work including statutory deadlines, due to the capacity gap that this vacancy creates along with those already existing within the team.	<p>A plan has been drawn up by the team to ensure most pressing work is covered, which will lead to some work being deprioritised in the interim and a possible shift in target completion dates.</p> <p>An update on FSD will be provided to the Finance Committee on a quarterly basis.</p>	Sonia Virdee	03-Apr-2023	30-Sept-2023

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Agenda Item 8

Committee: Finance Committee Corporate Services Committee	Dated: 18 th April 2023 19 th April 2023
Subject: Use of Interims (Consultants)	Public
Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly? We have access to the skills and talent we need.	8
Does this proposal require extra revenue and/or capital spending?	No
If so, how much?	Not applicable
What is the source of Funding?	Not applicable
Has this Funding Source been agreed with the Chamberlain's Department?	Not applicable
Report of: Dr Marcelle Moncrieffe, Chief People Officer	For Information
Report author: Mark Williams, Interim Assistant Director: Reward and HR Projects	

Summary

This report provides an update to the Committee on the work being undertaken to review the spend and utilisation of interims and introduces new controls that are being put in place. A key objective of the reward refresh will be to reduce reliance on contingent labour (agency workers and interims) in hard to recruit areas. Spend on contingent labour was 4.02% of the pay bill in the financial year 2021/22.

Recommendations

Members are asked to note the report and note the controls that are being put in place regarding Interim Manager appointments from 1st May 2023.

Main Report

Background

1. Finance Committee in December 2022 requested that officers supply a report in relation to the use of consultants across the organisation. Specifically:-

“Members were keen to review a Report which outlined the current data around the number and usage of consultants, analysis of performance and value-for-money and the criteria used when appointments are made.”

2. This paper responds to the issues raised by the Finance Committee and sets out strengthened controls on managing the use of Consultants.

Scope

3. For the purposes of addressing the request of Members, consultant means:-
 - An individual who is not employed by Corporation who is hired via a Third Party / Agency; and
 - who is paid on a **daily rate** rather than on a Corporation pay grade.
4. The term “Interim” is used throughout the Corporation to describe the work of a consultant. This is also the term used in the recruitment industry. Hereafter the term interim is used throughout this report.
5. Typically, interims are hired in the following circumstances:-
 - To cover a budgeted vacancy. This occurs in the following scenarios:
 - I. Whilst a job is being advertised and permanent recruitment is taking place.
 - II. Where there is a review taking place of organisational arrangements which may lead to changes in the management structure.
 - III. Where the job cannot be filled on a permanent basis because it is in a hard to recruit area and it has not been possible to attract suitably qualified candidates.
 - To provide additional capacity and expertise in the following circumstances:-
 - I. To provide assistance for a key project or activity which is time limited e.g., an investigation or drafting a business case where there is no in house capacity
 - II. Where the required skills and expertise are not available internally

The following activities and roles are outside the scope of Interim work:

- Consultancy services – services commissioned from an organisation (rather than specific individuals) as a result of a tendering process.
- Office holders – a person appointed to an organisation who does not have a contract of employment. Within the Corporation this applies to roles such as the Judicial appointments, Elected Members and Trustees

Benefits to the Corporation of using Interims

6. The Corporation's workforce consists of employees and contingent workers. Interims are part of the contingent workforce. There are a number of benefits:-
 - They can be hired quickly.
 - They bring subject matter experts with significant experience which support organisational improvement.
 - The Corporation does not accrue any employment liabilities.
 - Assignment can be terminated rapidly should the need arise.

Disadvantages of using interims

7. There are also disadvantages to the Corporation if usage is not carefully managed:-
 - The costs can be high especially if placement is lengthy and not managed well.
 - Use of interims can hinder progression for internal talent by blocking internal opportunities to step up and be developed.
 - Long term usage does not provide stability for the organisation.

Sourcing interims – current arrangements

8. Where a manager highlights the need for an Interim, Hays should be used to source the worker directly or through their preferred supplier list (PSL). If a suitable candidate cannot be sourced via Hays or their PSL, then an Interim can be hired via another agency provided it is a procurement compliant route that has been approved by Commercial Services and HR. In the current financial year to date 25% of current temporary worker spend is outside of the Hays contract. It should be noted that Hays have taken action in partnership with us since January 2023 to extend their PSL to reduce off contract spend. A number of agencies have joined their PSL were previously commissioned directly.

Current spend on contingent workers – agency workers and Interims

9. Spend is categorised as part temporary labour spend for financial reporting purposes. It is important to see this spend in the context of overall workforce costs. The pay bill for the Corporation (including Institutions and the City of London Police) was £308M in the financial year 2021/22. Spend on contingent labour was £12.4M. This equated to 4.02% of the pay bill. In the current financial year, workforce spend to 31 January 2023 was £299M of which contingent labour spend was £12.1M (4.04%). Overall spend for 2022/23 is forecast to be in the region of £14.5M which amounts to a 14% increase in spend compared to 2021/22. It should be noted that spend on temporary

labour is sometimes charged as consultancy spend so the spend may understated. However, this is not significant.

10. We have worked with Hays to compare our spend on contingent workers. The Head of UK Public Sector advises that the average workforce spend is 8-10% in the public sector and rising upwards of 15-20% for the private sector. It is also well documented that spend on contingent workers in some NHS organisations is in the region of 15-20%.
11. Appendix A provides information on the current number of Interims working at Executive level within the Corporation.

Value for Money Considerations and Controls

12. There will always be requirements to hire interims to meet business needs. The benefits are outlined above. Value for Money considerations are important, and existing controls need to be strengthened. To achieve this, the following arrangements will be put in place with effect from 1st May 2023:-

I. Approval process for usage

Requests to hire to an Interim will set out the reasons for the request e.g. to fill a vacancy or bring in subject matter experience and leadership. There will also be a requirement to specify how the Interim assignment will support succession planning and develop knowledge and capability within the permanent team,

Approval to source an Interim Manager appointment will require the approval of a Chief Officer, Principal or Headteacher.

The use of an Interim to cover any vacant post in the Senior Management Group will be approved by the Town Clerk and Chief Executive in consultation with the relevant service Committee Chair/s .

II. Placement lengths and who can approve them.

Initial placements should be no longer than six months. Extensions beyond 6 months will require approval by a Tier 1 Chief Officer or the Town Clerk and Chief Executive.

III. Sourcing an Interim through a procurement compliant route.

All requests to hire an Interim Manager must be made through the Chief Officers / departments assigned HR Business Partner who will commission the Recruitment Service or Institution HR team to source candidates through a compliant route. Commercial Services will

provide advice where the use of the temporary worker contract including preferred supplier list is not appropriate.

IV. Monitoring and oversight of Interim Manager usage

Improving workforce reporting which includes spend on temporary labour is a key improvement priority as it is essential that Leaders have clear visibility of all workforce spend. This will be introduced as part of the new ERP solution for the Corporation. In the interim, departmental management teams will be required to monitor and review utilisation regularly. Utilisation will also be reported to Executive Leadership Board on a quarterly basis.

Corporate & Strategic Implications

13. Strategic implications – There will always be a need to be able to hire interims to meet urgent business requirements, provide specialist skills and increase capacity. There is likely to be an increased need to utilise interims in hard to recruit areas given current labour shortages especially in professional services areas such as legal, property and finance.
14. Financial implications – Whilst it is undoubtedly more expensive to fill jobs on an interim basis, the level of usage across the organisation appears fairly well contained. In the hard to recruit areas, daily rates are high, and it is incumbent to secure best value out of these individuals e.g. key additional targets such as enabling cultural or process transformation; or bringing expertise to bear in a way that alleviates pressure on permanent employees and brings about change. In some cases, using an interim with wider skill base than necessary for the post being filled can be a cost saving measure, when compared to rates charged for work by consultancy firms; but this needs to be managed effectively. Conversely, managed badly, the costs quickly become a drain on a department's resources. For departments or institutions with a significant use of interims, close monitoring will be required to ensure delivery of outcomes needed.
15. Resource implications – There will be additional resource implications arising from introducing the new measures but these are considered to be proportionate and appropriate.
16. Legal implications – There are no legal implications arising from the report.
17. Risk implications – No risks arise from this report but recruitment and retention is now a Corporate Risk and there is likely to be an increased need to rely on Interims due to recruitment and retention issues facing the Corporation. Factors such as reward and our value proposition affect our ability to be able to successfully attract the best talent to work for the Corporation. This is being addressed through the Reward Refresh and the development of our People Strategy and but will take time to implement. There are also wider issues affecting the labour market which exacerbate the

situation. This means there is going to be increased requirement to utilise contingent workers in the medium term.

18. Equalities implications – Contingent workers should be hired in accordance with the Corporations recruitments and selection policy. This will ensure fair recruitment takes place.

19. Climate implications – None

20. Security implications – None

Conclusion

21. The report sets out the current context and new controls that are being introduced to manage spend. The report also highlights that spend is unlikely to reduce in the short term.

Appendices

Appendix A – Interims working at Assistant Director level and above across the Corporation.

Name: Mark Williams, Interim Assistant Director, Reward and HR Projects

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T: 07513 703255

Interim Executive Level appointments at the City of London Corporation

April 2023

Department	Post	Start date	Notes
Children and Community Services	Executive Director	October 2022	Covering a vacancy
Chamberlains and Financial Services	Assistant Director	January 2023	Covering a vacancy
	Assistant Director	February 2023	Covering a vacancy
City of London Independent Schools	Bursar (1 School)	September 2021	Assignment ends May 2023
Department of the Chief Operating Officer	2 x Assistant Directors in HR	October 2022	Covering Vacancies. One assignment ends in May 2023.
	Service Transformation Director – Digital Services and IT	January 2023	

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