



## Finance Committee

**Date:** TUESDAY, 4 JUNE 2024

**Time:** 12.45 pm

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

**Members:**

Deputy Henry Colthurst (Chairman)	Alderman Tim Levene
Deputy Randall Anderson (Deputy Chairman)	Deputy Paul Martinelli
George Abrahams	Catherine McGuinness
Deputy Rehana Ameer	Deputy Andrien Meyers
Shahnan Bakth	Deputy Brian Mooney BEM
Brendan Barns	Benjamin Murphy
Emily Benn	Hugh Selka
Nicholas Bensted-Smith	Paul Singh
Deputy Timothy Butcher	Tom Sleigh
Alderman Professor Emma Edhe m	Deputy Sir Michael Snyder
Alderman Sir Peter Estlin	James St John Davis
Sophie Anne Fernandes	Deputy James Thomson
Steve Goodman OBE	Luis Felipe Tilleria
Alderwoman Martha Grekos	James Tumbridge
Deputy Madush Gupta	Mark Wheatley
Michael Hudson	Philip Woodhouse
Florence Keelson-Anfu	Deputy Christopher Hayward, Policy and Resources Committee (Ex-Officio Member)
Deputy Elizabeth King BEM JP	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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**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 7 May 2024.

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

4. **ACTION TRACKER**

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

5. **FORWARD PLANS**

a) Finance Committee Forward Plan June 2024 (Pages 17 - 18)

Report of the Chamberlain.

b) Efficiency and Performance Working Party's Forward Plan (Pages 19 - 20)

6. **EFFICIENCY AND PERFORMANCE WORKING PARTY**

To receive the draft minutes from the meeting of the Efficiency and Performance Working Party held on 19 April 2024.

**For Information**  
(Pages 21 - 24)

7. **CENTRAL CONTINGENCIES**

Report of the Chamberlain.

**For Decision**  
(Pages 25 - 38)

8. **PROPOSED APPROACH TO THE REVIEW OF PROCUREMENT AND CONTRACT MANAGEMENT**

Report of the Chamberlain.

**For Decision**

(Pages 39 - 46)

9. **EMERGENCY AND TEMPORARY ACCOMMODATION PLACEMENTS - STAGE 1 STRATEGY REPORT AND STAGE 2 AWARD REPORT**

Joint Report of the Chamberlain and the Executive Director, Community and Children's Services.

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

10. **UNIVERSAL SUPPORT – GRANT FUNDING FOR NEW CLF EMPLOYMENT PROGRAMME**

Report of the Executive Director, Innovation and Growth.

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

11. **PIONEER SUPPORT - ADDITIONAL GRANT FUNDING AND INCREASE IN CONTRACT VALUE**

Report of the Executive Director of Innovation and Growth.

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

12. **RESPONSIBLE PROCUREMENT IMPACT REPORT FY23-24**

Report of the Chamberlain.

**For Decision**  
(Pages 71 - 96)

13. **PRODUCTIVITY PLANS**

Joint Report of the Chamberlain and the Chief Strategy Officer.

**For Decision**  
(Pages 97 - 102)

14. **BUSINESS RATE PREMIUM**

Joint Report of the Chamberlain and the Commissioner, City of London Police.

**For Information**  
(Pages 103 - 106)

15. **UPDATE ON HRA/BARBICAN ESTATE RESPECTIVE REPAIRS CONTRACTS**

Report of the Executive Director, Community and Children's Services.

**For Information**

(Pages 107 - 110)

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

Report of the Chamberlain.

**For Decision**  
(Pages 111 - 138)

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

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

19. **EXCLUSION OF THE PUBLIC**

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

**For Decision**

**Part 2 - Non-Public Agenda**

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

To agree the non-public minutes of the meeting held on 7 May 2024.

**For Decision**  
(Pages 139 - 142)

21. **HOUSING REPAIRS AND MAINTENANCE CONTRACTS - PROCUREMENT  
STAGE 1 REPORT**

Report of the Executive Director, Community and Children's Services.

**For Decision**  
(Pages 143 - 172)

22. **CITY FUND - LONDON WALL WEST DEVELOPMENT - DEVELOPMENT  
AGREEMENT, ACQUISITION OF FERRONERS' HOUSE AND LAND TRANSFER  
WITH IRONMONGERS COMPANY**

Report of the City Surveyor.

**For Decision**  
(Pages 173 - 200)

23. **MAJOR PROJECT DASHBOARD - PERIOD 1 2024/25 ("P1")**

Report of the Chamberlain.

**For Information**  
(Pages 201 - 208)

24. **NON-PUBLIC QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**
  
25. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT AND WHICH THE COMMITTEE AGREE SHOULD BE CONSIDERED WHILST THE PUBLIC ARE EXCLUDED**

## FINANCE COMMITTEE

Tuesday, 7 May 2024

Minutes of the meeting of the Finance Committee held at Guildhall, EC2 on Tuesday, 7 May 2024 at 12.45 pm

### Present

#### Members:

Deputy Randall Anderson	Alderman Tim Levene
Shahnan Bakth	Deputy Paul Martinelli
Brendan Barns	Catherine McGuinness
Deputy Timothy Butcher	Benjamin Murphy
Deputy Henry Colthurst	Deputy Sir Michael Snyder
Alderman Professor Emma Edhem	Deputy James Thomson
Alderman Sir Peter Estlin	James Tumbridge
Steve Goodman OBE	Philip Woodhouse
Deputy Madush Gupta	Deputy Christopher Hayward (Ex-Officio Member)
Michael Hudson	Deputy Keith Bottomley (Ex-Officio Member)
Deputy Elizabeth King BEM JP	

#### Officers:

Caroline Al-Beyerty	- Chamberlain
Michael Cogher	- Comptroller and City Solicitor
Paul Wilkinson	- City Surveyor
Gregory Moore	- Deputy Town Clerk
Phil Black	- Chamberlain's Department
John James	- Chamberlain's Department
Monica Patel	- Chamberlain's Department
Sonia Virdee	- Chamberlain's Department
Simon Kawser	- City Surveyor's Department
Fiona McKeith	- City Surveyor's Department
Kate Limna	- Chamberlain's Department
Ben Dunleavy	- Town Clerk's Department
Polly Dunn	- Town Clerk's Department
Emma Markiewicz	- Town Clerk's Department
Robert Woodvine	- Town Clerk's Department

#### 1. APOLOGIES

It was moved by Deputy Sir Michael Snyder, seconded by Deputy Christopher Hayward, and approved by the Committee, that Alderman Sir Peter Estlin should take the Chair until agenda item 4.

Apologies for absence were received from Sophie Fernandes, Alderwoman Martha Grekos, Deputy Brian Mooney, Hugh Selka, Tom Sleigh and James St John Davis.

Deputy Rehana Ameer, Deputy Andrien Meyers and Mark Wheatley observed the meeting virtually.

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

There were no declarations of interest.

3. **ORDER OF THE COURT**

The Committee received the Order of the Court of Common Council dated 25th April 2024.

4. **ELECTION OF CHAIRMAN**

The Committee proceeded to elect a Chairman in accordance with Standing Order No. 29.

Deputy Henry Colthurst, as the only Member expressing their willingness to serve, was duly elected as Chairman for the ensuing year and took the Chair.

The Chairman thanked Members for their support. He also summarised briefly what he felt to be the priorities for the Finance Committee for the ensuing year

- continue to improve and simplify financial reporting in order to assist decision making
- oversee improved processes governing external contract management
- focus increasingly on expense control across all areas
- promote commercially driven solutions for market relocation and Barbican renewal
- conclude the Charities review.

RESOLVED – That Deputy Henry Colthurst be elected Chairman of the Finance Committee for the ensuing year.

5. **ELECTION OF DEPUTY CHAIRMAN**

The Committee proceeded to elect a Deputy Chairman in accordance with Standing Order No. 30. Deputy Randall Anderson, as the only Member expressing their willingness to serve, was duly elected as Deputy Chairman for the ensuing year.

RESOLVED, that – Deputy Randall Anderson be elected as the Deputy Chair for the ensuing year.

6. **MINUTES OF THE PREVIOUS MEETING**

**RESOLVED** – That the public minutes and non-public summary of the meeting held on 9 April 2024 be approved as a correct record.

7. **ACTION TRACKER**

There were no outstanding actions.



## 8. **FORWARD PLANS**

### a) **Finance Committee's Forward Plan**

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

The Chamberlain informed the Committee that there would likely be a cashflow request paper.

RESOLVED – That the Committee notes the report.

### b) **Efficiency and Performance Working Party's Forward Plan**

Members received a report of the Chamberlain providing the Efficiency and Performance Working Party's forward plan.

The Chairman requested that summary findings from Efficiency & Performance working parties be included in appendices for future Finance Committee meetings.

RESOLVED – That the Committee notes the report.

## 9. **PROJECTS AND PROCUREMENT SUB-COMMITTEE**

Members received a verbal update from the Projects and Procurement Sub-Committee meeting held on 15 April 2024.

## 10. **APPOINTMENTS TO COMMITTEES**

Members received a report of the Town Clerk concerning committee appointments.

The Chairman drew Members attention to his ex-officio position on the Fraud and Cyber Crime Reporting and Analysis Service Procurement Committee and suggested that a resolution to that Committee should be passed seeking a change to allow for the nomination of a representative. Members supported the proposal, though noted that the specific circumstances behind the composition might make it difficult for this change to be approved.

RESOLVED, that – Members:

- a) Agree the composition and Terms of Reference of the Projects and Procurement Sub-Committee, as set out in Appendix 1;
- b) Appoint the following two Members of the Finance Committee to the Projects and Procurement Sub-Committee:
  - Philip Woodhouse
  - Deputy Rehana Ameer
- c) Note the nomination by the Chairman of Deputy Elizabeth King as his representative on the Sub-Committee

- d) Note the appointment of the members of four other Committees to the Projects and Procurement Sub-Committee; i.e. – a representative each from the Community and Children’s Services Committee, the Digital Services Committee, the Police Authority Board and the Port Health and Environmental Services Committee.
- e) Agree the composition and Terms of Reference of the Efficiency and Performance Working Party, as set out in Appendix 2 to the report.
- f) Appoint the following four Members to the Efficiency and Performance Working Party
  - Deputy Rehana Ameer
  - Nick Bensted-Smith
  - Steve Goodman
  - Michael Hudson
  - Benjamin Murphy
- g) agree the appointments of representatives to the following Committees and Sub-Committees:
  - Corporate Services Committee - Steve Goodman
  - Investment Committee –Shahnan Bakth and Deputy Madush Gupta
  - Streets and Walkways Sub (Planning & Transportation) Committee – Brendan Barns (following a ballot)
- h) agree the appointments of [the Chairman and Deputy Chairman as the representatives for informal consultation with the Court of Aldermen and the Policy and Resources Committee on Mayoralty and Shrievalty Allowances
- i) Note that the Chairman and/or Deputy Chairman intend to take up their places on the following Committees:
  - Investment Committee – Henry Colthurst
  - Capital Buildings Board – Henry Colthurst and Randall Anderson
  - Civic Affairs Sub Committee – Henry Colthurst
  - Resource, Risk & Estates (Police) Committee – Deputy Anderson
  - House Committee of the Guildhall Club – Deputy Anderson
- j) Note that the nomination by the Chairman of the following Members to:
  - Audit and Risk Management Committee – James St John Davis
- k) Note that the Chairman would inform the Committee of his nominations to the following Committees at the next meeting:
  - Communications and Corporate Affairs Sub-Committee
  - Digital Services Committee
- l) Note that the Chairman and/or Deputy Chairman are appointed to, or serve as ex-officio Members on, the following Committees, without nomination rights:

- Policy & Resources Committee (ex-officio)
  - Resource Allocation Sub (Policy and Resources) Committee
  - Fraud and Cyber Crime Reporting and Analysis Service Procurement Committee
- m) That the Committee asks the Fraud and Cyber Crime Reporting and Analysis Service Procurement Committee to consider its composition to allow the Finance Chairman nomination rights
- n) Note that the Chairman will be a Member of the Mayoral Visits Advisory Committee
- o) agree that the Committee should meet no less than eight times a year, dependent on business.

**11. REVIEW OF THE FINANCIAL REGULATIONS**

During discussion, Members made the following requests:

- Relevant Committees should be informed of debt write-offs as and when they occurred in their service areas.
- Gender-neutral language should be used in the Regulations, and included as part of the Chamberlain's delegation.
- Not to lose momentum for making changes to the whole scheme of delegation regime in order to improve speed and efficiency of decision making matched by "need to know reporting" which should be the end goal.

**12. FUTURE OF LONDON METROPOLITAN ARCHIVES - CONTINGENCY FUNDING**

Members received a report of the Deputy Town Clerk concerning the London Metropolitan Archives.

A Member suggested that, as part of the options paper, consideration should be given to potentially relocating a portion of the Archives to new-build office space within the Square Mile.

RESOLVED, that – Members approve a budget of £150,000 from Finance Committee, City Fund contingency to enable the relevant research and development work to be undertaken at pace, and to help identify the next steps for the future accommodation of the London Metropolitan Archives.

**13. ENTERPRISE RESOURCE PLANNING (ERP) PROGRAMME UPDATE REPORT**

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

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

**14. CHAMBERLAIN'S BUSINESS PLAN END OF YEAR 2023/24 UPDATE**

Members received a report of the Chamberlain concerning the departmental business plan.

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

15. **CHAMBERLAIN'S DEPARTMENTAL RISK MANAGEMENT UPDATE**  
Members received a report of the Chamberlain concerning the departmental risk register.

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

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

There were no questions.

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

There were no urgent items.

18. **EXCLUSION OF THE PUBLIC**

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

**Item No.**

**Paragraphs in Schedule 12A**

16-24, 26, 27

3

25

1 and 3

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

The non-public minutes of the meeting held on 9 April 2024 were approved as a correct record.

20. **PROJECTS AND PROCUREMENT SUB-COMMITTEE**

Members received a verbal update from the non-public session of the Projects and Procurement Sub-Committee meeting held on 15 April 2024.

21. **STATEMENT OF INVESTMENT PRINCIPLES (SIPS) FOR CITY FUND AND CITY'S ESTATE**

Members received a report of the Chamberlain concerning the Statement of Investment Principles.

22. **INTEREST RATES FOR LOAN FACILITIES - REVIEW**

Members received a report of the Chamberlain concerning interest rates.

23. **STAGE 1 - PROCUREMENT OF THE MANAGED SERVICE TEMPORARY AGENCY RESOURCE CONTRACT**

Members received a report of the Chief People Officer concerning the procurement of a contract.

24. **NEW SPITALFIELDS & BILLINGSGATE MARKETS WASTE MANAGEMENT & MARKET CLEANSING - PROCUREMENT STRATEGY REPORT AND**

**EXTENSION OF CURRENT CONTRACT  
STAGE 1 REPORT**

Members received a report of the City Surveyor concerning the procurement of a contract.

**25. PRESTIGIOUS SITES CATERING CONTRACT - PROCUREMENT STAGE 2  
AWARD REPORT**

Members received a joint report of the City Surveyor and the Deputy Town Clerk concerning the award of a contract.

**26. CORPORATE SECURITY SERVICES - PROCUREMENT STAGE 2 REPORT**

Members received a report of the City Surveyor concerning the award of a contract.

**27. DUPLICATE PAYMENT RUN**

Members received a report of the Chamberlain concerning a duplicate payment run.

**28. MAJOR PROJECT DASHBOARD - PERIOD 12**

Members received a report of the Chamberlain concerning major projects.

**29. 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.

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

There was one item of other business in the non-public session.

**The meeting ended at 14.00**

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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 – May 2024

Items from meeting held 7 May 2024		
ITEM	Action	Officer and target date
<b>10. APPOINTMENTS</b>	Submit Resolution on Chairman’s nomination to the Fraud and Cyber Crime Committee	Town Clerk Next FCCRASP meeting (tbc)
<b>12. FUTURE OF LMA</b>	Circulate the information on General Finance Contingencies	Town Clerk May 2024
<b>22. INTEREST RATES FOR LOAN FACILITIES</b>	Provide explanatory note on how accrued interest is applied to institutions	Chamberlain May 2024
<b>23. MANAGED TEMPORARY AGENCY RESOURCE CONTRACT</b>	Add deep dives on contracts to Efficiency and Performance Working Party forward plans	Chamberlain May 2024

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## FINANCE COMMITTEE – WORK PROGRAMME 2024-25

	June-24	July-24	Sept-24	Nov-24	Dec-24	Jan - 25	Feb - 25	May - 25
<b>Budget Setting Process &amp; Medium-Term Financial Planning</b>		Update on Budget setting 24/25			Autumn Budget Finance Committee's Estimates report	2024/25 Annual Capital Bids - update	City Fund Budget Report and Medium-Term Financial Strategy  City Estates Budget report and Medium-Term Financial Strategy	
<b>Effective Financial Management Arrangements for The City Corporation</b>	MPO Dashboard Reporting (CHB)  Annual Responsible Procurement Impact Report  Productivity Plans  Business rates premiums report	Provisional Outturn report 23/24  MPO Dashboard Reporting (CHB)  Future Network Programme  Efficiency and Performance forward plan  New Project procedure  <b>Cashflow Report</b>	Budget Monitoring Q1  Provision for Bad and Doubtful Debts  City Re update  MPO Dashboard Reporting (CHB)  Barbican Centre Board - Catering Contract	Budget monitoring Q2  Capital Projects – Forecasting  MPO Dashboard Reporting (CHB)  <b>Procurement Regs</b>	MPO Dashboard Reporting (CHB)  Efficiency and Performance forward plan	MPO Dashboard Reporting (CHB)	Budget monitoring Q2  MPO Dashboard Reporting (CHB)	MPO Dashboard Reporting (CHB)  Update of Finance Regulations - deep dive  Efficiency and Performance forward plan
<b>Financial Statements</b>			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  Central Contingencies (Quarterly report)	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  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 update)	Risk Management Update Report  Chamberlains Business plan End of Year update  ERP Programme Update (Quarterly)
<b>Other Departments reports</b>	New employment programme - Universal Support (IG)  Pioneer Support (IG)  <b>Acquisition of Ferroners' House</b>  <b>Housing Repairs and Maintenance Contracts – Procurement Stage 1</b>  Extension to Repairs and Maintenance Contracts Contract Management update (DCCS)(AP from 12 <sup>th</sup> Dec meeting)  Emergency and Temporary Accommodation Placements (DCCS)	Delegation Authority for re-procurement of London Sexual Health e-services programme (DCCS)  <b>Markets Co-Location Programme update (CS)</b>  <b>Climate Action Spend (Quarterly)(IG)</b>	Annual Terms of Reference Review (TC)  <b>Climate Action Spend (Quarterly)(IG)</b>	Charities Revie (Natural Environment)	Benefits in Kind Annual Report (CBF)  <b>Climate Action Spend (Quarterly)(IG)</b>			

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## EFFICIENCY AND PERFORMANCE – WORK PROGRAMME 2024-2025

	6-June 24	1-July-24	Sept-24	14-Oct-24	Feb-25
<b>Budget Setting</b>	Deep Dives Savings not delivered		Savings Proposal Savings not delivered	Fees and charges	
<b>Resource Priorities Review / Transformation</b>	Consultants Review	Deep Dive into Contracts	Income Generation	Sponsorships & External Grants	Operational Property Review
<b>Barbican</b>					
<b>Chamberlain's</b>					
<b>City Surveyor's</b>					Guildhall Works
<b>Comptroller &amp; City Solicitor's</b>					
<b>Environment</b>		Charity Review	BIK review	Charity Review	
<b>Innovation &amp; Growth</b>	FPS and Competitiveness				
<b>Town Clerk's</b>	Comms & external affairs Transformation	Comms/Marketing Ambition 25	Guildhall Club		People & HR Strategy
<b>Remembrancer's Office</b>				Events across Corporation	
<b>City of London Schools</b>					
<b>Other</b>					

\*Please note an additional meeting in November/October was requested at the last Efficiency and Performance Working Party

Updated as at: 22 May 2024

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<b>Efficiency and Performance Working Party</b>	 <p><b>CITY OF LONDON</b></p>
<b>Date:</b> Thursday 19 <sup>th</sup> April 2024	
<b>Time:</b> 11:30-13:00	
<b>Location:</b> Hybrid	
<b>Attendees:</b> Henry Colthurst; Caroline Al-Beyerty; Nick Bensted-Smith; Aaron D’Souza; Alice Reeves; Damian Nussbaum; Daniel O’Byrne; Dionne Corradine; Randall Anderson; Sonia Virdee; Michael Hudson; Genine Whitehorn; John McKinley; Beena Tanna	
<b>Apologies:</b>	

## Minutes

Item	
<b>1. Minutes and Apologies</b>	<p>There were no comments on the minutes of the last meeting.</p> <p>Ian Seaton’s apologies were noted.</p>
<b>2. Walbrook Wharf</b>	<p>It was noted that Walbrook Wharf is a joint project between Environment and City Surveyors. The commercial office space is run by the City surveyors, and the cleansing function, waste disposal etc are run by Environment.</p> <p>It was noted that there is a legal requirement to hold a wharf on the site and that Walbrook Wharf I protected in the local and London Plan</p> <p>Officers are working on a project to calculate the resources needed to perform the cleaning operation and how the market will perceive the support for the commercial use of the site. They will also address the questions that have been raised about the possible extension of river freight and the enlargement of the office block within this project.</p> <p>Planning has expressed concern about the vertical height of the Walbrook Wharf despite the height of the adjacent buildings. Planning has suggested the addition of one floor, but no more.</p> <p>A possible river freight at Walbrook Wharf was considered. Since the Wharf depends on the tide, it cannot be accessed all the time. A pier is needed to enable constant access. But, this will affect the environment and cost the City. Preliminary market research has indicated that companies do not want to build a pier and prefer to use a space that is already functional.</p> <p>It was noted that the Corporation is not in a position to fund the development of Walbrook Wharf.</p> <p>For the medium term, we need to examine the equipment that sustains the function of the wharf. Cory, who manages river waste, is responsible for the maintenance and upkeep. The contract with Cory ends in 2027. It was agreed to review the current expectations of Cory within the contract and explore the potential of a new contract with Cory.</p>

	<p>Officers are currently working on a long-term plan for the site, including a feasibility study to determine what is needed to maintain the Wharf's operation and an architectural study.</p> <p>It was observed that the essential investment assumption for Walbrook Wharf is funding from an external party. The potential move of the existing Environment Teams at the location will be considered if needed.</p> <p>It was noted that a report outlining the outcomes from the soft market testing and the medium-term requirements for the Wharf are intended to go to Resource Allocation Sub-Committee and Port Health and Environmental Services Committee. The paper would also include a long-term solution and one recommendation for the medium/long term instead of several options for the committees to approve.</p> <p>It was agreed that this working group would receive the paper to review and comment on prior to the submission to EASC/PHESC.</p>
3.	<p><b>London Metropolitan Archives (LMA)</b></p> <p>It was noted that the LMA is re-branding to London Archives as it is the only archive in London which is specific to the history of London.</p> <p>It was agreed to undergo an options analysis, specifically reviewing third-party investment and relocation to already-owned City sites such as the new Museum location/Guildhall Library.</p> <p>It was noted that members preferred the hybrid approach to the LMA; this approach is to have a front-of-house based in the City with digital versions of the Archives and an off-site location which stores the archive. The potential affordability of this option was agreed to be explored.</p> <p>It was noted that 60% of the collection is statutory, and 40% is not statutory. It was discussed reviewing charging to store the 40%. It was approved to review the potential cost to City Bridge Foundation.</p> <p>The LMA is looking into ways of generating income, especially how it collaborates with the GLA, liveries, Church of England and financial institutions. It was reported that the LMA has received inquiries from organisations/other local authorities that want us to keep their archives for them because they lack the space on their own premises.</p> <p>It was agreed that officers would review what the archive currently holds and the space required to store the current archive. A review will also take place to understand what the archive can offer regarding storage for other authorities and organisations.</p> <p>The relocation of the archived could take 5-7 years, according to the report. The cost analysis of the relocation is ongoing, as the initial estimates were too broad.</p> <p>Members approved officer-level thinking and rejecting of options with the intention of a return in 3 months with a proposal.</p> <p>It was agreed that the feasibility study cost would come to the Finance Committee under Urgency in May</p>

	<p>One possible source of future income for the LMA is the National Lottery Heritage Fund, a large capital development fund which could support the creation of the storage market.</p>
<p><b>4.</b></p>	<p><b>AOB</b></p> <p>The Forward plan was discussed, and an additional meeting in May/June and November/October was agreed to reduce the agenda at the other meetings.</p> <p>A change in format for the forward plan was agreed to include rows specific to budget setting and the Resource Priorities Review.</p> <p>It was agreed to provide the previous minutes with the forward plan to Finance Committee.</p> <p>Members were asked to review the forward plan and suggest any additional items they felt were missed, or they would like to be reviewed by this Working group.</p>

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<b>Committee(s):</b> Finance Committee-For Decision	<b>Dated:</b> 4 June 2024
<b>Subject:</b> Central Contingencies 2024/25	<b>Public</b>
<b>Which outcomes in the City Corporation’s Corporate Plan does this proposal aim to impact directly?</b>	n/a
<b>Does this proposal require extra revenue and/or capital spending?</b>	N
<b>If so, how much?</b>	n/a
<b>What is the source of Funding?</b>	n/a
<b>Has this Funding Source been agreed with the Chamberlain’s Department?</b>	n/a
<b>Report of:</b> The Chamberlain	<b>For Decision</b>
<b>Report author:</b> Laura Yeo, Group Accountant, Financial Services Division	

## Summary

This report has been produced to provide Members with an anticipated year-end position for 2023/24 Contingencies and an update on the uncommitted balances for 2024/25 Contingencies.

Of the previous allocations agreed by Committee, a sum of £2,686,000 will be required in future years, therefore it is proposed that these committed sums are carried forward from 2023/24 to 2024/25, thereby ensuring that a full year’s contingency provision is available during 2024/25.

Due to expected increased revenue pressures it is also proposed that the uncommitted balances for Central Contingencies 2023/24 of £523,000 are ring-fenced for inflationary pressures and carried forward from 2023/24 to 2024/25.

## Recommendation(s)

Members are asked to:

- Agree to carry forward sufficient resources of £2,686,000 to meet existing allocations and £523,000 uncommitted balances to meet expected increased revenue pressures thereby providing sufficient contingencies for funding requirements that may arise during 2024/25.

## Main Report

### Background

1. Service Committee budgets are prepared within the resources allocated by the Policy and Resources Committee and, with the exception of the Policy and Resources Committee, such budgets do not include any significant contingencies.

The budgets directly overseen by the Finance Committee therefore include central contingencies to meet unforeseen and/or exceptional items that may be identified across the City Corporation's range of activities. Requests for allocations from the contingencies should demonstrate why the costs cannot, or should not, be met from existing provisions.

2. In addition to the Central Contingencies, the Committee has a specific City's Estate Contingency of £125,000 to support humanitarian disaster relief efforts both nationally and internationally.
3. The Project Reserve Contingency previously under the remit of Policy and Resource Committee was transferred to Finance Committee in 2023/24, it is a specific contingency for project type spend and is one-off sum.

## Current Position

### 2023/24 Contingency Balances

4. The year-end position of the 2023/24 Central Contingencies and Specific Contingencies are set out in Tables 1 and 2 respectively. Appendix 1 provides details of the sums the Committee has previously allocated from the 2023/24 Contingencies.

<b>Table 1: 2023/24 Central Contingencies</b>			
	City's Estate £'000	City Fund £'000	Total £'000
2023/24 Provision	950	800	1,750
2022/23 Provision brought forward to fund allocations agreed in previous years	427	390	817
2022/23 Provision brought forward to fund future years	504	660	1,164
<b>Total Provision</b>	<b>1,881</b>	<b>1,850</b>	<b>3,731</b>
Less Allocations			
2023/24 financial year	(666)	(199)	(865)
To be carried forward to fund allocations agreed	(855)	(1,631)	(2,486)
For future financial years to be carried forward	(360)	(20)	(380)
<b>Total Allocations</b>	<b>(1,881)</b>	<b>(1,850)</b>	<b>(3,731)</b>
<b>Uncommitted Balances</b>	<b><u>0</u></b>	<b><u>0</u></b>	<b><u>0</u></b>

<b>Table 2: 2023/24 Specific Contingencies</b>	
<b>National and International Disaster Fund</b>	City's Estate £'000
2023/24 Provision	125
Less Allocations	
2023/24 financial year	(50)
<b>Uncommitted Balance</b>	<b><u>75</u></b>
<b>Project Reserve Contingency</b>	
2023/24 Provision – Balance transferred from P&R Committee	343
Less Allocations	
To be carried forward to fund allocations agreed	(200)
For future financial years to be carried forward	(143)
<b>Uncommitted Balance</b>	<b><u>0</u></b>

5. Of the previous allocations agreed by Committee, a total sum of £2,686,000 as listed below will be required in future years. Therefore, it is proposed that these sums are carried forward from 2023/24 to 2024/25, thereby ensuring that a full year's contingency provision is available during 2024/25.

- £621,000 towards the IT Service Transition Programme split £194,000 and £427,000 from City Fund and City's Estate Contingencies respectively.
- £196,000 in support of the proposed Rough Sleeping Assessment Centre from City Fund Contingency.
- £504,000 towards Phase 2 of MRI Horizon split £261,000 and £243,000 from City's Estate and City Fund Contingencies respectively.
- £167,000 towards the National Environment Charities fundamental review support from City's Estate Contingency.
- £835,000 towards Barbican Residential Estate non recovery of service charge from City Fund Contingency.
- £163,000 towards addressing HR external review findings from City Fund Contingency.
- £200,000 towards Puddle Dock options analysis from Project Reserve Contingency.

6. Members will note that there are expected increased revenue pressures that may arise during 2024/25. Although measures have been taken in the 2024/25 budget and part of medium-term financial planning, the external environment is becoming increasingly more challenging, especially for inflationary pressures. Therefore, it is proposed that the uncommitted balances of £523,000 are ring-fenced and carried forward to meet these pressures.

## 2024/25 Contingency Balances

7. If the proposed sums to be carried forward are agreed, the uncommitted balances that are available for 2024/25 Contingencies are set out in the table below.

<b>Table 3: 2024/25 Contingencies</b>			
	City's Estate	City Fund	Total
	£'000	£'000	£'000
<b>Central Contingencies</b>			
2024/25 Provision	950	800	1,750
2023/24 Brought forward	1,215	1,651	2,866
<b>Total Provision</b>	<b>2,165</b>	<b>2,451</b>	<b>4,616</b>
Previously agreed allocations	(1,621)	(1,857)	(3,478)
Pending requests on the agenda	(0)	(0)	(0)
<b>Total Commitments</b>	<b>1,621</b>	<b>1,857</b>	<b>3,478</b>
<b>Uncommitted Balance</b>	<b>544</b>	<b>594</b>	<b>1,138</b>
<b>Specific Contingency - National and International Disasters</b>			
2024/25 Provision	125	0	125
2023/24 Brought forward	0	0	0
<b>Total Provision</b>	<b>125</b>	<b>0</b>	<b>125</b>
Previously agreed allocations	0	0	0
<b>Uncommitted Balance</b>	<b>125</b>	<b>0</b>	<b>125</b>
<b>Specific Contingency – Project Reserve</b>			
2024/25 Provision	0	0	0
2023/24 Brought forward	343	0	343
<b>Total Provision</b>	<b>343</b>	<b>0</b>	<b>343</b>
Previously agreed allocations	(200)	0	(200)
<b>Uncommitted Balance</b>	<b>143</b>	<b>0</b>	<b>143</b>

8. In the case of a request for additional funding for a project from all three funds, the Bridge House Estates Board would approve its portion of any such joint project. All requests specific to Bridge House Estates only, are considered solely by the Bridge House Estates Board.
9. At the time of preparing this report, there are no requests for allocations from contingency funds elsewhere on the agenda.

## **Conclusion**

10. Members are asked to agree to carry forward resources of £2,686,000 to meet existing allocations and £523,000 uncommitted balances to meet expected increased revenue pressures thereby providing sufficient contingencies for funding requirements that may arise during 2024/25.

## **Appendices**

- Appendix 1 – 2023/24 Contingencies
- Appendix 2 – 2024/25 Contingencies

### **Laura Yeo**

Group Accountant

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of the Local Government Act 1972.

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# Agenda Item 8

<b>Committee(s):</b> Projects and Procurement sub-Committee Finance Committee	<b>Dated:</b> 15/04/2024 04/06/2024
<b>Subject:</b> Proposed approach to the review of Procurement and Contract Management	<b>Public</b>
<b>Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?</b>	All
<b>Does this proposal require extra revenue and/or capital spending?</b>	Y
<b>If so, how much?</b>	c. £150,000
<b>What is the source of Funding?</b>	<b>Finance Committee contingency fund</b>
<b>Has this Funding Source been agreed with the Chamberlain's Department?</b>	Y
<b>Report of:</b> Caroline Al-Beyerty, The Chamberlain	<b>For Decision</b>
<b>Report author:</b> Genine Whitehorne, Director Commercial, Change and Portfolio Delivery, Chamberlain's Department	

## Summary

This paper provides an update on the proposed scope for the review of strategic procurement and contract management activity and seeks approval of the required budget to take the review forward. Following feedback received at your Committee's February meeting, the intention is commission an external supplier to carry out the review and soft market testing has refined the likely budget requirements for the work.

The City Corporation spends roughly £151m a year purchased goods and services. In addition, construction works spend stands at approximately £292m a year. The City of London contract portfolio totals £2.24bn. These contracts cover the breadth of services delivered across the Corporation and its institutions. Therefore, the proposed review will be comprehensive and will involve not only an assessment of governance arrangements but will also consider current practice, spend behaviours, roles and responsibilities across the organisation. This review aims to evaluate the efficiency, effectiveness, and compliance with current processes and identify areas for improvement.

The review will be undertaken in phases with recommendations agreed at the end of each phase to address the most significant risks. Due to the recent examples of poor contract management, it is proposed to review the contract management phase of the strategic procurement lifecycle during phase one. It is anticipated that the entire review will be undertaken over a period of six months.

## **Recommendations**

The Projects and Procurement sub-Committee is asked to:

- Approve the revised scope of the strategic procurement and contract management review.
- Note the proposed reporting arrangements.

The Finance Committee is asked to:

- Approve the allocation of £150,000 from the Finance Committee contingency fund to deliver this review

## **Main Report**

### **Background**

1. A proposal setting out the approach to a review of strategic procurement and contract management activity was brought to the Projects and Procurement sub-Committee on 12 February 2024. It was proposed to take a hybrid approach to delivering this review, securing external expertise to deliver the highest risk areas (i.e. contract management review), engaging a peer review to support broader assessment of COL capabilities and, to use the corporate transformation team to develop a comprehensive improvement plan. This proposal was rejected by the sub-Committee on the basis that Members were not assured that sufficient internal capacity exists to take forward the review at pace. Since then, officers have revised the scope of the review and carried out informal market engagement in order to determine the likely required budget.
2. Informal market engagement has taken place with the market including specialist SMEs and Big 4 consultancies. This engagement has led to a potential broadening of the scope of the review as set out in paragraph 3 below.

### **Current Position**

3. The original scope of the review remains, including:
  - Focussed review and risk assessment of COL contract management model and arrangements
  - Assessment of the effectiveness of existing governance (excluding Member governance); including officer levels of delegation and officer-led forums (such as Category Boards)
  - Review of compliance and accountability considering culture, behaviours and relationships
  - Review of current roles and responsibilities involved in commercial and procurement activity with the development of a clear RACI model
  - Assessment of internal capabilities (across the Corporation and within the Commercial Service)

- Review of existing COL policy and procedures (and preparedness for implementation of the new Procurement Act)
  - Strategic procurement baselining and maturity assessment
  - Light-touch review of responsible procurement practice
4. Following discussions with the market, three additional areas of focus are now proposed for inclusion in the review:
- a. **Contract savings review** – identification of tactical savings opportunities from review of the Corporation’s top contracts (by value)
  - b. **Assessment of commercial opportunities presented by COL legal entities** – development of a risk-based strategy to take a more commercial approach to procurement and contracting taking into account the opportunities presented by the different COL funding pots and legal entities
  - c. **Knowledge transfer to internal COL Commercial Service** – support for the internal development of the Corporation’s internal function
5. Initial market engagement has suggested:
- There is significant interest in delivering this programme of work
  - The initial programme of work (focussed on contract management improvement, compliance, and identification of potential contract savings) is likely to take circa 12 weeks
  - Subsequent phases of activity would be delivered over a period of up to a further 24 weeks
6. The review will require a budget of approximately £150k (officers will explore the potential for risk and reward model for the contracts savings review). This is in addition to the already approved transformation funding referenced in the previous report that will be used to meet the costs of the vital required system updates.

## Options

7. No additional options are being presented in this report.

## Proposals

8. It is proposed to initiate a strategic procurement review through the development of a blended project team making use of specialist external expertise supported by internal resources. The scope of the review will include all procurement and contract management activity across the Corporation. The objective of the review will be to consider COL practice and assess against a recognised industry standard, including:
- Procurement planning
  - Sourcing (tactical and strategic)
  - Contract mobilisation/transition

- Contract management and Supplier Relationship Management
- Contract review

9. The potential outputs of the review include:

- A risk assessed compliance audit
- A comprehensive improvement plan for procurement and contract management across COL
- Contracts savings plan
- Maturity assessment/diagnostic
- COL case studies identifying existing best practice
- A commercial assurance framework setting out future data and reporting requirements
- Corporate capability assessment and proposed training plan
- Commercial Service catalogue and draft Service Level Agreement
- Refreshed Procurement Code
- Proposals for refreshed officer level governance (i.e. Category Boards)
- Framework for a new Commercial strategy

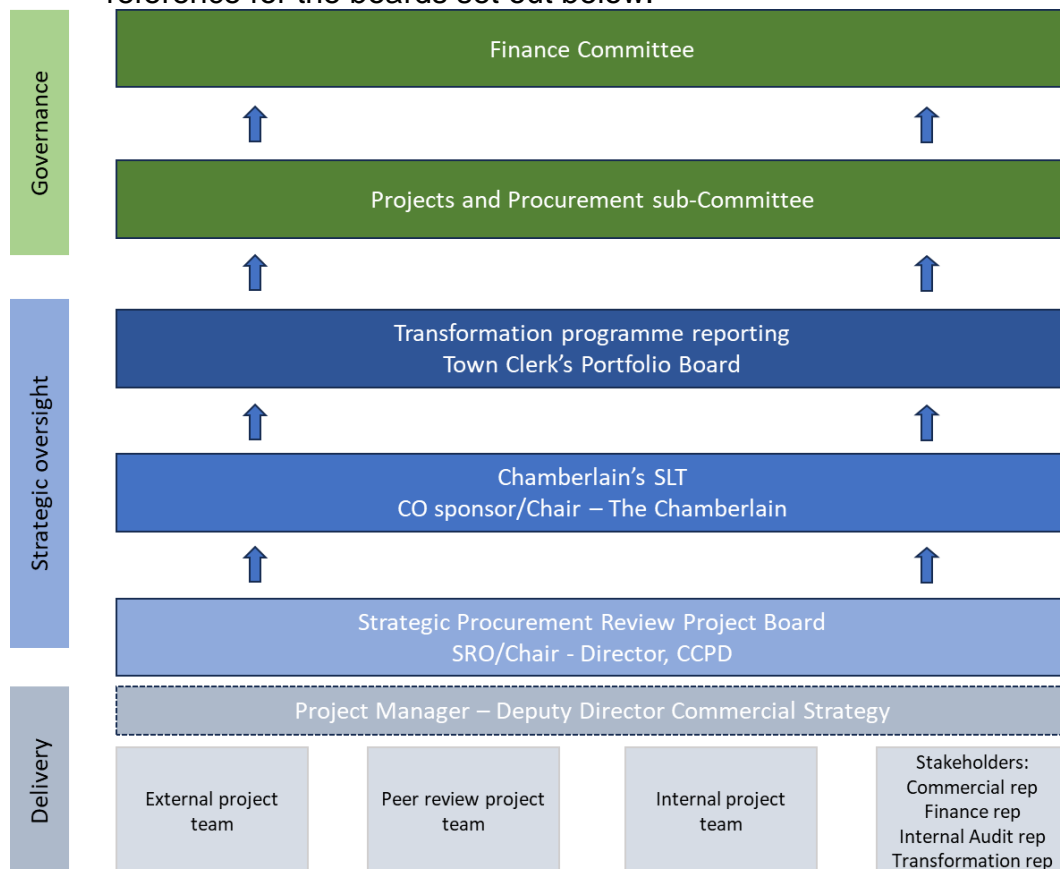
### Timescales

10. The scope set out in this paper is comprehensive and will need to be delivered in a phased way. Taking a risk-based approach, the first stage of the review will be a review and risk assessment of existing contract management approach. At the end of each phase a summary report with clear recommendations and delivery plan will be reported to the relevant committee and implementation will begin immediately and be delivered concurrently with subsequent phases of the review being undertaken. An indicative timeline for delivery is set out below however specific timeframes will be dependent on the proposals received from potential providers.

<b>Review area of focus</b>	<b>Likely duration</b>	<b>Target date</b>
Phase 1 - Contract management review and risk assessment	Circa 12 weeks	July 2024 (report to Finance Committee)
Phase 1 – contracts savings review		
Peer review of Procurement Act preparation	tbd	No later than September 2024 (report to PPsC)
Review of procurement practice and governance	tbd	tbd
Training needs assessment	tbd	tbd
Design of future operating model with key recommendations	tbd	tbd
Approval of overall improvement plan	tbd	tbd

## Governance

11. The diagram below sets out the proposed governance arrangements. If the proposals set out in this report are approved, a full Project Initiation Document (PID) will be developed that will provide greater detail regarding the terms of reference for the boards set out below.



## Interdependencies

- Commercial, Change and Portfolio Delivery reorganisation
- Portfolio Management implementation
- Resources and Priorities Refresh programme: commercial workstream delivery

## Key Data

12. The City Corporation spends roughly £440m per year through contracted services. The Corporation procurement categories and their total contract values are set out below:

Spend categories	No. of contracts	Total contract value £m	Invoiced spend £m 01/01/23 – 31/12/23
Property & Major Projects	224	998	292.5

People Incl. Pan London	80	416	20
Environment and facilities	155	672	41
Corporate	196	120	70
IT & Digital	133	43	20
<b>TOTAL</b>	<b>788</b>	<b>2,249</b>	<b>443.5</b>

13. In addition, there are circa eight hundred contracts on the Corporation's contract register.

### **Corporate & Strategic Implications –**

Strategic implications – effective strategic procurement plays an important role in delivering against strategic priorities and objectives. Responsible procurement in particular, can ensure that the Corporation delivers added value through its third party spend with tangible and measurable benefits.

Financial implications – funding of £150,000 is requested from the Finance Committee contingency to meet the costs of the third party partner. The recommendations of the review may require further additional investment however these will be presented to relevant committees for decision. The implications of the review will have a significant impact on internal financial assurance and control. Effective sourcing and robust contract management will ensure Corporation contracts represent best value and the that cost assurance is provided thorough the lifetime of individual contracts.

Resource implications – there are no immediate resource implications. However, the assessment of COL roles, responsibilities and capability are in scope of this review. The findings will have direct implications on organisational structure and learning and development. In addition, any changes to policy, procedures and systems will have a significant impact on officers across the Corporation and its institutions. As such all changes will be managed in accordance with change management best practice and include a comprehensive stakeholder and engagement plan.

Legal implications – the review is intended to ensure compliance with relevant legislative and regulatory frameworks. An assessment of the Corporation's preparedness for the new Procurement Act, 2023, forms an important part of these proposals.

Risk implications – the proposals set out in this report, directly address risks identified as part of the Chamberlain's local risk register. In addition, the review will also address unresolved internal audit findings. Effective risk management is an important part of any robust contract management framework and as such this will be a particular focus of the design of any new guidance materials.

Equalities implications – there are no direct equalities implications of this report. Any recommended changes to policy, procedures or practice as a result of this review will be subject to equality impact assessments.

Climate implications – none as a direct result of this report.



Security implications – none as a direct result of this report.

## **Conclusion**

14. Strategic procurement is an important enabling activity that can support the City to achieve the priorities set out in the Corporate Plan whilst ensuring best value and effective use of scarce resources. This review will provide a common vision for COL best practice and a comprehensive improvement plan setting out the necessary steps for achieving that vision over the next 'fantastic five years' and beyond.

## **Appendices**

- None

## **Background**

[Strategic procurement and contract management review – PPsC 12 February 2024](#)

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<b>Committee(s):</b> Finance Committee  Projects and Procurement Sub-Committee  Court of Common Council  Homelessness and Rough Sleeping Sub-Committee – For Information only  Community & Children's Services Committee – For Information only	<b>Dated:</b> 4 <sup>th</sup> June 2024  10 <sup>th</sup> June 2024  20 <sup>th</sup> June 2024  10 <sup>th</sup> June 2024  4 <sup>th</sup> July 2024
<b>Subject:</b> Emergency and Temporary Accommodation Placements – Stage 1 Strategy Report and Stage 2 award Report	<b>Public</b>
<b>Which outcomes in the City Corporation’s Corporate Plan does this proposal aim to impact directly?</b>	Contribute to a flourishing society: outcomes 1, 2, 3 and 4
<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 Judith Finlay – Executive Director, Department of Community and Children’s Services	<b>For Decision</b>
<b>Report author:</b> Monica Patel – Commercial Lead (Corporate and Peoples Service) John Barker – Commissioning Manager, Homelessness & Rough Sleeping	

## Summary

The Corporation has a statutory duty to provide Emergency and Temporary Accommodation for Homeless Households under the Housing Act Pt VII 1996 and the Homeless Reduction Act 2017; and for people identified as Street Homeless in the City of London on a discretionary basis as part of their resettlement.

This report seeks Member approval of the recommended procurement strategy to access Emergency and Temporary Accommodation by way of call off from the YPO Framework and award to the Access Group for the use of their Housing Placements Platform, Adam Housing. Approval is sought for a four year contract (two years plus an optional two year extension) at a total value of £8,000,000.

Following market research, the Adam Housing platform was identified and is in use by the WREN Group of Local Authorities (Waltham Forest, Redbridge, Enfield and Newham) and is rolling out across other London Boroughs including Southwark and Croydon.

In accordance with the Procurement Code Part Two Rule 14 the contract value has been determined at £8 million (total amount payable), however Members should note that the actual cost of the Access Group contract is £81,950 with the remaining spend being the cost of the individual placements. Approval is sought in accordance with Section 16.2 of the Procurement Code Part One as this value exceeds £2 million.

The procurement strategy and procurement options have been reviewed and approved by the Communities and Children's Services Category Board on the 23<sup>rd</sup> of May 2024.

Due to the date ordering of the committee meetings, approval will be sought from the Projects & Procurement Sub Committee on 10<sup>th</sup> June 2024 following Finance Committee on 4<sup>th</sup> June 2024.

### **Recommendation(s)**

Members of the Projects and Procurement Sub-Committee are asked to recommend the following to the Finance Committee (under delegated authority), for onward submission to the Court of Common Council:

- Approve the procurement strategy via a direct award call-off from the YPO framework (Commissioning Solution ref 1017 / Commissioning Solution 2 ref 001231), to the Access Group.
- Authorise the Community and Children's Services Director to approve the two-year extension, should it be required.

Members of the Finance Committee are asked to:

- Delegate authority to the Town Clerk, in consultation with the Chairman and Deputy Chairman of the Finance Committee and following the decision of the Projects and Procurement Sub-Committee, to recommend that the Court of Common Council approves the procurement strategy via a direct award call-off from the YPO framework (Commissioning Solution ref 1017 / Commissioning Solution 2 ref 001231), to the Access Group.

Members of the Community and Children's Services Committee and the Homelessness and Rough Sleeping Sub-Committee are asked to:

- Note the report.

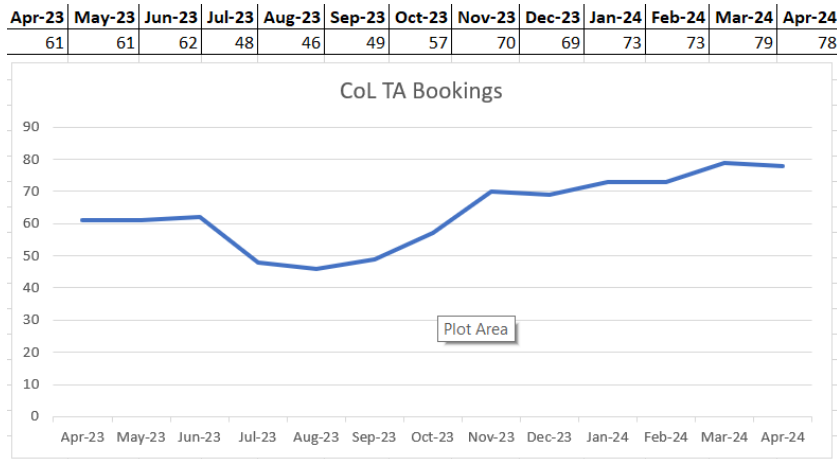
## **Main Report**

### **Background**

1. The City of London Homeless and Rough Sleeper Service has an ongoing need to procure on a regular basis, emergency and temporary accommodation for a host of clients ranging from Homeless Households for whom a relief duty under the Homeless Reduction Act is owed; Rough Sleepers as an emergency route away from the dangers of sleeping out and people fleeing or at risk from domestic or other abuse or violence. The provision of such accommodation stems not only from statutory duties under the Housing Act 1996 and Homeless Reduction Act 2017 but also the City of London's Homelessness Strategy 2023 - 27 and ongoing work to tackle rough sleeping in the Square Mile.
2. Provision of Emergency and Temporary Accommodation is currently subject to a non-compliant waiver approved by CCS Committee in 2023 which expires in August 2024. The proposed recommendations in this paper will also allow placements to continue with the existing suppliers.
3. A previous strategy was presented to Projects and Procurement Sub Committee on 12<sup>th</sup> February 2024. However an emerging risk due to market pressures identified with the commercial envelope, requiring adherence to the pan London nightly paid rates agreement saw this strategy halted following legal advice from Comptrollers.

### **Current Position**

4. Soft Market testing has been conducted and a Prior Information Notice published. The response from the market was very limited with only four providers expressing an interest in tendering for a City of London Corporation Framework which would have required a minimum of 15 suppliers.
5. The working group assigned to this project continued to undertake wider market research and in doing so identified an alternative route to market via Adam Housing, a specialist software platform supplied by the Access Group.
6. Following a supplier presentation and a demonstration by London Borough of Redbridge enabling officers to assess and evaluate the system in use, the working group have determined that this is the best strategy for the Corporation to fulfil its statutory requirement. The system allows the service to benefit from access to a wider range of providers, automate the process of individual property searches, bookings, quality management, on boarding of new providers and financial management offering greater efficiency in managing the process.
7. The platform is in use by the WREN Group of Local Authorities (Waltham Forest, Redbridge, Enfield and Newham) and is rolling out across other London Boroughs including Southwark and Croydon.
8. There is a rising demand for emergency and temporary accommodation. The Homeless and Rough Sleeper Service currently make some bookings on a block basis and the rest as and when demand requires.



## Options

9. The following Route to Market Options were considered:

9.1. Option 1 – Direct Award via Call off from YPO Framework

Advantages: Compliant Route to Market, Single Supplier, Increased Efficiency, Best Value, Access to Competitive Rates.

Disadvantages: Cost of the System Licence however this has been significantly discounted following negotiation.

9.2. Option 2 – Direct Award via call off from G-Cloud Framework

Advantages: Compliant Route to Market, Single Supplier, Increased Efficiency, Best Value, Access to competitive rates.

Disadvantages: Higher cost as demonstrated in Paragraph 13, Higher administration burden to access framework

9.3. Option 3 – Open Tender for City of London Corporation Framework Agreement

Advantages: Potential access to a range of providers, No system licence fee payable, no reliance on a third party system

Disadvantages: Need to develop terms for the framework, Very resource intensive to manage, no control over market interest, high level of manual processing

## Finance

10. In accordance with the Procurement Code Rule 14 the contract value has been determined at £8 million (total amount payable), however Members should note that the actual cost of the Access Group contract is £81,950 with the remaining spend being the cost of the individual placements.

11. Costs are increasing as suppliers' rates also increase. The current cost projections based on current provider invoices are as follows. It should be noted that these are for current bookings, some of which were made some time ago with historic lower nightly rates.

	Blocks	Invoices	Total
Provider 1	£ 19,231.33	£ 63,218.85	£ 82,450.18
Provider 2	£ -	£ 37,617.00	£ 37,617.00
Provider 3	£ -	£ 12,110.00	£ 12,110.00
Provider 4	£ -	£ 1,922.00	£ 1,922.00
<b>Total per Month</b>			<b>£ 134,099.18</b>
<b>Annual Projection</b>			<b>£ 1,609,190.16</b>

12. A 33% discounted quotation has been negotiated with the Access Group and a compliant route to market identified via the YPO Framework.

13. The table below demonstrates the costings via each of the frameworks

<b>Access Group - Call-off through G-Cloud</b>		<b>Access Group - Call-off through YPO</b>	
4 Years Total Licence Fee	Average Technology Implementation Fee	4 Years Total Licence Fee	No Implementation Fee, only one of the Initial fees
£129,303.75	£20,000	£80,000	£1,950
Total for 4 years £149,303.75		Total for 4 years £81,950	

Total Savings for 4 years if calling off from YPO £67,353,75

## Proposals

14. The proposed recommendation is Option 1, which is to direct Award via Call off from the YPO Framework. The YPO Framework grants access to the established Adam Housing Software Platform for a negotiated licence fee of £20,000 per annum and a one off onboarding fee of £1,950. This platform will allow the Homeless & Rough Sleeper Service to automate their onboarding of accommodation providers adhering to Corporations Service Specification and standards; and automate their searches, bookings, quality management, dispute resolution and financial management of the emergency and temporary accommodation bookings. This will free up officer resource and not necessitate specific officer time to manage a local framework.
15. Benchmarking nightly rates on the Adam Housing System against rates given to the Homeless and Rough Sleeper Service by regular providers demonstrate some significant difference.

Unit Size – North London location	Rate via Adam Housing	CoL available rates 9/5/24
1 bed s/c Family	£ 62.00	£ 80.00
3 bed s/c Family	£ 115.00	£ 150.00
2 bed s/c Family	£ 85.00	£ 130.00
Studio (single person)	£ 48.00	£ 60.00

## Procurement Timetable

16. The provisional timetable proposed is as follows:

Stage	Date(s)
Soft Market Testing	1 <sup>st</sup> April 24 – 30 <sup>th</sup> April 24
Evaluation of Platform	1 <sup>st</sup> April 24 – 30 <sup>th</sup> April 24
Category Board Approval	23 <sup>rd</sup> May 2024
Submission to Finance Committee	4 <sup>th</sup> June 24
Submission to Projects and Procurement Sub Committee	10 <sup>th</sup> June 2024
Submission to Court of Common Council	20 <sup>th</sup> June 2024
Contract Start and Implementation	1 <sup>st</sup> July 2024
Go Live	1 <sup>st</sup> October 2024

The current iteration of the YPO Framework ends on the 17<sup>th</sup> July 2024. The reference numbers for both the existing and new iterations of the YPO framework are included in this report as a contingency.

## Corporate & Strategic Implications

### Strategic implications

17. This procurement allows the Corporation to continue to meet its statutory obligations under the Housing Act Part 1996 VII and to contribute to the Homelessness Strategy.

### Financial implications

18. The Financial implications are as set out in the body of the report. The cost of contract will be funded from within existing local risk resources.

### Resource implications

19. Use of the Adam Housing Software Platform effectively outsources and automates the resource needed to onboard providers and manage the framework. This creates a saving in resources compared to current arrangements and other potential procurement strategies. This enables the Homeless and Rough sleeper service to focus its resources on customer service and their core business.

### Legal implications

20. Due diligence has been undertaken upon the YPO Framework in accordance with Rule 20 [ Using Frameworks created by External Contracting Authorities] of the City's Procurement Code , and it is legally permissible for the City to utilise the YPO Framework. If the City utilises the Framework, then further approval will be required from the Comptroller and City Solicitor and the Chamberlain in accordance Regulation 13.6 of the City's Financial Regulations to enter into the indemnity set out in the terms of the YPO Framework. Any UK GDPR implications will also need to be considered. The YPO Framework is silent on TUPE. Clarification has been sought from the YPO direct. YPO have clarified that TUPE will not apply to the YPO Framework as the use of the Solution will enable the City to contract with Adam HTT Ltd who will create the DPS or framework for the City if it utilises the YPO Framework, and current providers then onboard to the DPS or framework the City will create.



### Risk implications

21. The failure to provide accommodation in line with statutory duty would expose the City Corporation to the risk of legal challenge. Equally, providing temporary accommodation of insufficient quality exposes a further risk to the Corporation of legal challenge surrounding suitability under Section 202 of the Housing Act 1996. The use of the Adam Housing Platform contributes to mitigating these risks.

### Equalities implications

22. An Equalities Impact Assessment has indicated that the needs of people with disabilities, and of old age are chiefly those most impacted by the use of Temporary Accommodation. The procurement takes this into account, ensuring that a full range of accommodation can be made available to the City of London, including ground floor and accessible accommodation.

### Climate implications

23. Due consideration to the Corporation's responsible procurement commitments has been considered as part of procurement options and the Access Group's carbon reduction strategy and social value strategy have been provided and reviewed.

24. Providers on the platform will be required to adhere specifically to the City of London's Service Specification for Emergency and Temporary Accommodation which includes sustainability standards.

### Security implications

25. None.

### Conclusion

26. As outlined in this paper there is a notable advantage to the recommendation to award to the Access Group via Call off from the YPO Framework to the established Adam Housing Software Platform to allow the City Corporation to discharge its statutory duties under the Housing Act 1996 Part VII.

### Appendices

None.

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<b>Committee(s):</b> Finance Committee – For decision Court of Common Council – For decision	<b>Dated:</b> 4 <sup>th</sup> June 2024 20 <sup>th</sup> June 2024
<b>Subject:</b> Universal Support – Grant funding for new CLF employment programme	<b>Public</b>
<b>Which outcomes in the City Corporation’s Corporate Plan does this proposal aim to impact directly?</b>	<b>Diverse and engaged communities</b> <b>Dynamic economic growth</b> <b>Providing excellent services</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>Department for Work and Pensions</b>
<b>Has this Funding Source been agreed with the Chamberlain’s Department?</b>	<b>N/A</b>
<b>Report of:</b> Damian Nussbaum, Executive Director, Innovation and Growth	<b>For Decision</b>
<b>Report author:</b> Joe Dromey, Director, Central London Forward Laura Davison, Research and Intelligence Director, Innovation and Growth	

### Summary

Central London Forward (CLF) is the partnership of the 11 central London local authorities and the City of London Corporation. The City of London Corporation acts as the contracting body for CLF. CLF promotes inclusive and sustainable growth in central London. It manages and delivers employment and training programmes for central London residents. CLF also secures funding to support these goals.

Universal Support is a new DWP-funded employment programme which will run from October 2024 – March 2029. The programme seeks to help economically inactive and disabled people into work.

Universal Support will be devolved to sub-regional partnerships of boroughs in London. DWP has identified CLF as the accountable body for Universal Support in central London. This involves developing a delivery plan, establishing the service locally, developing governance arrangements, and managing the programme. The programme will support an estimated 18,000 central London residents, with at least 6,000 expected to enter employment. The budget for the programme is estimated to be around £70m between 2024/25 and 2028/29.

The CLF Programmes Board and the CLF Partnership Board have approved CLF receiving this funding, and acting as the accountable body for the programme. The

Boards have approved a mixed delivery model, whereby some member authorities will deliver this service directly, and in other areas a commissioned provider will deliver.

This paper seeks approval for CLF to receive this funding, to act as the accountable body for Universal Support, and the signing of the associated grant agreements. This approval is required in order to proceed with delivering the programme. The paper also seeks approval to delegate funding to CLF member authorities that want to deliver the programme. Where member authorities do not want to deliver Universal Support, CLF will commission a provider to deliver Universal Support. A separate committee paper will be brought subsequently seeking approval to undertake the procurement.

Universal Support is a multi-year programme. CLF member authorities may want to change their approach to delivery during the programme. This might involve switching from direct delivery, to delivery by a commissioned provider. DWP may also increase funding for the programme in future years. Members are therefore asked to recommend to Court of Common Council that authority to vary the funding agreements is delegated to the committee.

### **Recommendation(s)**

Members of the Finance Committee are asked to recommend that the Court of Common Council approves:

- CLF acting as the accountable body for Universal Support, and managing the programme on behalf of member authorities, including the development of the procurement strategy, as approved by CLF Board;
- The signing of any associated grant agreements with DWP to enable receipt of the funding, as approved by CLF Board;
- The delegation of funding to member authorities that want to deliver the programme direct;
- The signing of associated grant agreements with these member authorities;
- That the Court delegates to the Finance Committee the authority to vary the grant agreements with DWP. Vary grant agreements with member authorities delivering the programme. And vary the contract with the provider commissioned to deliver the programme. Subject to approval by CLF Programmes Board.

Subject to the above recommendations being approved by the Court, the Finance Committee is asked to approve a standing delegation to the Town Clerk, in consultation with the Chairman and Deputy Chairman, to consider any such variations.

Members are asked to note:

- A subsequent paper will come to the Projects and Procurement Sub-Committee and the Finance Committee relating to procurement of a provider. The provider will deliver Universal Support in the areas where boroughs do not want to deliver direct.

## **Main Report**

### **Background**

1. Central London Forward (CLF) is the sub-regional partnership of the 11 central London local authorities and the City of London Corporation.<sup>1</sup> It focuses on delivering inclusive and sustainable growth in central London, in particular by managing and delivering employment and training programmes for central London residents. And by securing funding to support these goals.
2. The City of London Corporation is the Contracting Body for CLF. As such, the City Corporation enters into contracts on behalf of the member authorities. Such contracts need to be approved by Court of Common Council when they reach the relevant value threshold.
3. CLF employment and training programmes are overseen by the CLF Programmes Board. The Town Clerk represents City of London Corporation on the CLF Programmes Board. CLF's wider work is overseen by the CLF Board. The Chairman of the Policy and Resources Committee represents the City of London Corporation on the Board.
4. Universal Support is a new employment programme, funded by the Department of Work and Pensions (DWP). The programme will primarily support people who are disabled and economically inactive.<sup>2</sup> The programme will be based on the 'place, train and retain' model of supported employment. These are structured and well-evidenced models, which have been shown to be effective at supporting disabled people into work. They focus on vocational profiling, early engagement with employers, and supporting people into work quickly. Ongoing support is then provided to the participant and their employer to help them sustain in work. This model is being trialled in the Pioneer Support programme, which CLF is managing in central London.
5. Universal Support will replace the Work and Health Programme, an employment programme which supports disabled people. And Pioneer Support, an employment programme which supports economically inactive disabled people. The Work and Health programme and Pioneer Support – which are both devolved to CLF – will stop taking new starters on 30<sup>th</sup> September 2024. Universal Support is due to roll-out between October 2024 and spring 2025. The programme is due to run until the end of March 2029.

### **Current Position**

6. DWP will devolve Universal Support to sub-regional partnerships of boroughs in the capital. This represents significant progress in devolution, building on the successful devolution of the Work and Health Programme and Pioneer

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<sup>1</sup> City of London, Camden, Hackney, Haringey, Islington, Kensington and Chelsea, Lambeth, Lewisham, Southwark, Tower Hamlets, Wandsworth and Westminster

<sup>2</sup> This refers to people who are not in employment and not actively looking for work, or immediately available to start work

Support. It represents a good opportunity to ensure the programme is tailored to local needs, and integrated into wider local services.

7. CLF will act as the accountable body for Universal Support in central London. This will involve:
  - developing a delivery plan,
  - commissioning or establishing a Universal Support service locally,
  - establishing governance arrangements for the programme with other local authorities within the area;
  - day-to-day management of the programme.
8. We expect around 18,000 central London residents will start on our Universal Support programme by the end of March 2029. We expect to support at least a third of these residents – 6,000 – into employment. The budget for the full programme is expected to be in the region of £70m. The final figures will be confirmed in the final prospectus in June.
9. The programme will ramp-up over time. DWP has confirmed that 4,800 central London residents will start on Universal Support in 2026/27. The budget for the programme in 2026/27 will be £18.4m.
10. A draft prospectus was issued by DWP to local authorities on 10<sup>th</sup> April. A full prospectus is expected in June. The delay in issuing the prospectus risks leaving a gap in provision between the end of the Work and Health Programme and Pioneer Support, and the start of Universal Support.
11. DWP has given local areas the option either to deliver the programme direct, or to commission a provider to deliver in their area.
12. The CLF Programmes Board and CLF Partnership Board have approved a hybrid delivery model. This will involve direct delivery by some boroughs, and delivery by a commissioned provider in the areas where boroughs do not want to deliver direct. This is the same delivery model as CLF used in the Connecting Communities programme. It is the same delivery model used by Local London, the sub-regional partnership of east London boroughs.
13. CLF will soon be seeking a decision from member authorities as to whether they want to deliver direct. Some boroughs that opt to deliver direct may later decide to switch to commissioned delivery.
14. CLF will commence a procurement exercise later this year to commission a provider to deliver Universal Support. This provider will deliver the programme in the areas where member authorities do not want to deliver direct. This will come back to Committee as a separate paper subsequently for decision.
15. Central London Forward has a track record of effectively managing similar employment programmes and meeting or exceeding KPIs:
  - **Central London Works** – This is the devolved Work and Health Programme in central London. The programme is funded by DWP, and

managed by CLF. The programme has supported over 11,000 residents into work since it was rolled out in 2018. Job outcome performance has been 132% of target since the contract extension in 2022. Central London Works is fourth out of 11 Work and Health Programme contracts nationally for job outcomes.

- **Pioneer Support** – This is a DWP-funded programme which supports disabled and economically inactive people into work. The programme is testing the model of supported employment that will be used on Universal Support. The programme is devolved to CLF. CLF's Pioneer Support programme has supported over 1,000 residents so far. As of the end of April, 146 residents have already been supported into work, and job outcomes are 197% of target. CLF's programme is currently the second highest performing out of 11 Pioneer Support contracts nationally.
- **Connecting Communities** – This ESF-funded programme provided employment and skills support for unemployed and inactive residents. The delivery model for Connecting Communities was the same as the proposed model for Universal Support. Eight member authorities delivered the programme direct, with a commissioned provider delivering in the other four boroughs. The programme supported 6,603 residents. Of these, 2,095 entered employment, representing 99% of the job start target. A further 2,211 residents entered education or training, representing 113% of the education and training target.

16. CLF has a programmes team in place, with extensive experience of successfully managing similar programmes.

17. The 12 local authorities that make up CLF have extensive experience of delivering employment support. In 2023/24, the boroughs collectively supported over 10,000 residents through their local employment services.

## Options

18. Option 1 - Approving CLF receiving the funding, and acting as the accountable body for Universal Support. And approving delegating funding to CLF member authorities that want to deliver the programme. This would implement the approach agreed by the CLF Programmes Board and Partnership Board. It would enable boroughs that want to deliver Universal Support to roll-out support quickly. This would minimise any gap in provision following the end of the Work and Health Programme and Pioneer Support.

19. Option 2 – Not approving CLF receiving the funding, and acting as the accountable body for Universal Support. And not approving delegating funding to CLF member authorities. This would mean central London boroughs would not be able to access the funding or deliver the programme. The programme would likely have to be managed by DWP, limiting the ability to tailor support to local needs. This would likely lead to a long gap in provision between the end of the Work and Health Programme and Pioneer Support, and the start of Universal Support. This may also mean the programme might not proceed at all within central London.

20. Subject to approval of option 1 above, members will have two further options on how variations are handled:
21. Option 3 – Delegating authority to the Finance Committee to vary the grant agreement with DWP, grant agreements with CLF member authorities, and the contract with the commissioned provider. Subject to approval by CLF Programmes Board. Subject to these delegations being made, the Finance Committee may wish to consider what further delegations could be put in place to assist in streamlining the approval process of variations to the grant agreements. These variations might include boroughs switching their delivery models or the receipt of additional funding that DWP might offer. This has happened in previous cases, for example in response to an increase in unemployment during a recession. This would help to provide an agile response in such cases.
22. Option 4 – Not approving delegated authority to vary the grant agreement with DWP and delivery partners. This could mean a loss of agility in processing any change for member authorities from a direct delivery model to commissioned support. Or in receiving additional funding for the programme. And a consequent gap in the provision of support.

## **Proposals**

23. Members are recommended to approve CLF managing Universal Support and the signing of the associated grant agreement with DWP. This would implement the decision of the CLF Board and enable CLF to manage the programme. It would allow CLF to help thousands of disabled central London residents into work.
24. Members are recommended to approve the delegation of funding to CLF member authorities that want to deliver direct and the signing of grant agreements with these member authorities. This would allow member authorities to commence delivery, and to provide employment support to local disabled residents.
25. It is recommended that the Court of Common Council authorises the Finance Committee to approve any future variations to the grant agreements with DWP and with delivery partners. And any variations to the contract with the commissioned provider. As long as such changes are approved by the CLF Programmes Board. As detailed at paragraph 21, this would provide an agile response if any member authorities wish to change their delivery model, or if DWP offers additional funding for the programme.
26. The Court may also wish to consider whether the Finance Committee should approve a standing delegation to the Town Clerk, in consultation with the Chairman and Deputy Chairman, to approve such variations.
27. Members are asked to note that a subsequent paper will come back to Committee relating to procurement of a provider. The provider will deliver Universal Support in the areas where boroughs do not want to deliver direct.



## Key Data

28. There are **1.3m** economically inactive Londoners. Of these, over **300,000** are inactive as a result of a health or mental health condition. **One in 6** economically inactive Londoners would like to work.
29. Over the last two years, CLF's employment and skills programmes supported **10,580** central London residents into work. This represents **116%** of the cumulative job start targets for our programmes.
30. Every one of the 12 CLF member authorities has a local employment service. In 2023/24, the boroughs collectively supported over **10,000** residents.
31. We estimate Universal Support will support **18,000** residents by March 2029, with at least **6,000** entering work. We estimate the budget for the programme will be around **£70m**.

## Corporate & Strategic Implications

### Strategic implications

32. The Universal Support programme will support delivery of the following Corporate Plan outcomes: diverse, engaged communities, providing excellent services, and dynamic economic growth.
33. The programme will enable the delivery of priority 1 of the [CLF Strategy](#).

### Financial implications

34. Delivering the programme will require no funding from the City of London Corporation. Both the programme itself, and the costs of CLF in managing the programme, will be covered by DWP.
35. As the contracting body, the City Corporation would make payments to the delivery partners, and receive funding from DWP.
36. Chamberlain's Department are aware of the financial implications of the programme.

### Resource implications

37. The City of London Corporation will be able to opt to deliver the programme to local residents in the City of London. This would involve c. £150k funding annually for the City of London Corporation to support inactive and unemployed residents into work.
38. There are some modest resource implications for City of London Corporation in setting up and managing the programme. These include:
  - Support from Comptrollers and City Solicitors to agree the grant agreement with DWP and with delivery partners, and the contract with the commissioned provider;
  - Support from Commercial Services to carry out a procurement exercise;
  - Support from Chamberlain's to comply with DWP audits

39. The resource implications will be relatively limited for the City of London Corporation. CLF will be able to cover the cost of any City of London resourcing required to support the programme, funded by the DWP grant.

### **Legal implications**

40. City of London Corporation would need to sign a grant funding agreement with DWP. The Corporation will need to sign grant funding agreements with CLF member authorities that opt to deliver the programme. And a contract with the provider that will be commissioned to deliver the programme where boroughs do not want to deliver direct.
41. Comptrollers and City Solicitors are aware of the legal implications of the programme.

### **Risk implications**

42. There are minimal financial risks relating to the programme. Universal Support will be delivered on a 'cost' basis. This means delivery partners are reimbursed for eligible costs incurred in delivering the programme. The programme will not be based on payment by results. This means financial risks for City of London Corporation are very limited.
43. There would be reputational risk for the City of London Corporation if performance of the programme was poor. However, the likelihood of this risk is minimal. CLF has a record of successfully delivering similar programmes as set out in point 15. CLF has an experienced programmes team in place to manage the programme. There would also be potential reputational risk if the City of London Corporation did not proceed with the programme.

### **Equalities implications**

44. The additional funding would have a positive impact through tackling labour market inequalities. CLF will establish targets relating to protected characteristics to ensure the programme supports all groups of residents.

### **Climate implications**

45. There are no climate implications. CLF will ensure all delivery partners put in place measures to minimise emissions as a result of the programme.

### **Security implications**

46. There are no security implications.

## **Conclusion**

47. DWP has offered to devolve Universal Support to Central London Forward. This would build on the success of previous devolution, and allow the programme to be adapted to local needs. The funding would enable CLF and member authorities to support around 18,000 residents by March 2029, with around 6,000 expected to move into employment.

48. Members are asked to approve CLF acting as the accountable body for Universal Support. Members are further asked to approve the delegation of funding to CLF member authorities that want to deliver the programme.

49. Members are asked to note that a subsequent paper will come back to Committee relating to procurement of a provider. The provider will deliver Universal Support in the areas where boroughs do not want to deliver direct.

### **Appendices**

None

### **Background Papers**

None

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<b>Committee(s):</b> Finance – For decision Court of Common Council – For decision	<b>Dated:</b> 4 <sup>th</sup> June 2024 20 <sup>th</sup> June 2024
<b>Subject:</b> Pioneer Support – additional grant funding and increase in contract value	<b>Public</b>
<b>Which outcomes in the City Corporation’s Corporate Plan does this proposal aim to impact directly?</b>	<b>Diverse and engaged communities</b> <b>Dynamic economic growth</b> <b>Providing excellent services</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>Department of Work and Pensions</b>
<b>Has this Funding Source been agreed with the Chamberlain’s Department?</b>	<b>N/A</b>
<b>Report of:</b> Damian Nussbaum, Executive Director, Innovation and Growth	<b>For Decision</b>
<b>Report author:</b> Joe Dromey, Director, Central London Forward Laura Davison, Research and Intelligence Director, Innovation and Growth	

### Summary

Central London Forward (CLF) is the partnership of the 11 central London local authorities and the City of London Corporation. The City of London Corporation acts as the contracting body for CLF.

CLF promotes inclusive and sustainable growth in central London. It manages and delivers employment and training programmes for central London residents. CLF also secures funding to support these goals.

Pioneer Support is an employment programme managed by CLF. The delivery of Pioneer Support was approved by Finance Committee and Court of Common Council in July 2023. The programme supports residents who are disabled and economically inactive into work. Pioneer Support is funded by the Department for Work and Pensions (DWP), with an initial programme value of £3.1m. The programme is delivered by Ingeus. The CLF Pioneer Support programme is currently the second top performing of 11 contracts nationally. The programme has supported 146 residents into work so far and job outcomes are 197% of target.

Demand for Pioneer Support has been high. Over 1,000 central London residents have started on the programme so far, 6% above target. Other Pioneer Support contracts are significantly below target for contract starts.

CLF has requested £1.5m of additional funding from DWP for CLF to continue delivering Pioneer Support at higher volumes. DWP has informed CLF that they have agreed in principle to provide the additional funding for Pioneer Support. The CLF Chair has approved CLF accepting additional funding, up to £1.5m. Should DWP offer the full £1.5m, the CLF Pioneer Support programme would be able to support an additional 720 residents. Of these, 360 residents are expected to enter work.

This paper seeks approval to accept additional funding from DWP, up to the value of £1.5m. And the signing of the associated grant agreement documentation. And to increase the contract value with Ingeus. The increase is permissible under Reg 71(1)(b) of the Public Contract Regulation 2015.

### **Recommendation(s)**

Members are asked to approve:

- The signing of an addendum to the Finance and Costings Framework with DWP to enable the receipt of additional funding up to the value of £1.5m.
- Increasing the contract value of Pioneer Support to reflect the additional funding.

### **Main Report**

#### **Background**

1. Central London Forward (CLF) is the sub-regional partnership of the 11 central London local authorities and the City of London Corporation.<sup>1</sup> CLF promotes inclusive and sustainable growth in central London. It manages and delivers employment and training programmes for central London residents. CLF also secures funding to support these goals.
2. The City of London Corporation is the Contracting Body for CLF. As such, the City Corporation enters into contracts on behalf of the member authorities.
3. Pioneer Support is an employment programme managed by CLF. The programme is an extension of the Work and Health Programme, which was devolved to CLF in 2017. Pioneer Support is funded by the Department of Work and Pensions (DWP), with an initial value of £3.1m. The programme is delivered by Ingeus.
4. Pioneer Support supports residents who are disabled and economically inactive into work.<sup>2</sup>
5. The programme is based on the 'place, train and retain' model of supported employment. These are structured and well-evidenced models, which have

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<sup>1</sup> City of London, Camden, Hackney, Haringey, Islington, Kensington and Chelsea, Lambeth, Lewisham, Southwark, Tower Hamlets, Wandsworth and Westminster

<sup>2</sup> This refers to people who are not in employment and not actively looking for work, or immediately available to start work

been shown to be effective at supporting disabled people into work. They focus on vocational profiling, early engagement with employers, and supporting people into work quickly. Ongoing support is then provided to the participant and their employer to help them sustain in work. Pioneer Support seeks to help residents into good jobs, paying at least the London Living Wage.

6. The delivery of Pioneer Support was approved by Finance Committee and Court of Common Council in July 2023. Delivery of Pioneer Support commenced in September 2023. The programme is due to continue taking new starters until the end of September 2024, at which point it will be replaced by Universal Support. This is a new multi-year programme that will use the same support model, and which will be devolved to CLF.

### **Current Position**

7. The CLF Pioneer Support programme is performing well.
8. Performance has been strong compared to target. The programme has supported 146 residents into work so far and job outcomes are 197% of target.
9. The programme is also performing well compared to other Pioneer Support contracts. The CLF programme is currently second top performing out of 11 contracts nationally for programme starts and job outcomes.
10. Demand for the programme has been high. The number of programme referrals and starts is 106% of target contract to date. This contrasts with other Pioneer Support contracts, where programme starts are well below target.
11. Given the higher than anticipated levels of starts on the programme, Ingeus has had to cap the number of starts, to avoid exceeding the budget available.
12. CLF has requested an additional £1.5m of funding for Pioneer Support. This would allow the programme to continue delivering at higher volumes until the end of September 2024. This would enable the programme to support an additional 720 central London residents. At least 360 of these residents are expected to enter employment.
13. DWP has informed CLF that the funding has been approved in principle. The additional funding has been approved by the CLF Chair.
14. The increase in the contract value is permissible under Reg 72(1)(b) of the Public Contracts Regulations 2015. This is because a change of contractor at this stage would '*cause significant inconvenience or substantial duplication of costs for the contracting authority*'. And because the increase in value (maximum of £1.5m) does not exceed 50% of the original contract. The

original Work and Health Programme contract was worth £53.4m. The Pioneer Support element of the programme is worth £3.1m.

## Options

15. Approving the receipt of the additional DWP funding, up to the value of £1.5m. And increasing the contract value of Pioneer Support by this amount. This would enable the programme to continue delivering at higher volumes. The additional £1.5m would allow Pioneer Support to support an additional 720 residents, with 360 expected to enter work.
16. Not approving the additional of funding. This would mean the number of starts on Pioneer Support would remain capped. Fewer residents would be supported into work than if we were able to accept the funding.

## Proposals

17. Members are recommended to approve the acceptance of the additional funding, up to the value of £1.5m. This will involve signing an addendum to the Finance and Costings Framework for the programme with DWP.
18. Members are further recommended to approve the increase in contract value of Pioneer Support. This is compliant with Reg 72(1)(b) of the Public Contracts Regulations 2015. Ingeus are currently delivering the programme effectively, and meeting targets. Re-procuring the contract at this stage would '*cause significant inconvenience or substantial duplication of costs*'. And because the increase in value does not exceed 50% of the original contract.
19. The additional £1.5m would enable Pioneer Support to support an additional 720 residents, with 360 expected to enter employment. It would enable the programme to continue delivery at higher volumes until the end of September 2024.

## Key Data

20. There are **1.3m** economically inactive Londoners. Of these, over **300,000** are inactive as a result of a health or mental health condition. **One in 6** economically inactive Londoners would like to work.
21. CLF's Pioneer Support programme is performing well both against target and compared to other Pioneer Support contracts. It is the second best performing contract nationally, with programme starts being **106%** of target, and job outcome **197%** of target.
22. Over the last two years, CLF's employment programmes supported over **10,000** residents into work. This represents **116%** of the cumulative job start targets for our programmes.

## Corporate & Strategic Implications



### **Strategic implications**

23. The Universal Support programme will support delivery of the following of the Corporate Plan outcomes: diverse, engaged communities, providing excellent services, and dynamic economic growth. It will enable the delivery of priority 1 of the [CLF Strategy](#).

### **Financial implications**

24. There are no financial implications for the City Corporation. Both the programme itself, and the CLF staff managing the programme are fully funded by grant funding from DWP.

### **Resource implications**

25. There are no resource implications on the City Corporation.

### **Legal implications**

26. The increase in the contract value is permissible under Reg 72(1)(b) of the Public Contracts Regulations 2015. This is because a change of contractor at this stage would '*cause significant inconvenience or substantial duplication of costs for the contracting authority*'. And because the proposed increase in value (maximum of £1.5m) does not exceed 50% of the original contract (£53.4m). This has been confirmed by Comptrollers and City Solicitors.

### **Risk implications**

27. There are no risk implications for the City Corporation.

### **Equalities implications**

28. The additional funding would have a positive impact through tackling labour market inequalities. The programme has equalities targets which will be monitored.

### **Climate implications**

29. There are no climate implications. Ingeus are required to minimise emissions as part of delivering Pioneer Support.

### **Security implications**

30. There are no security implications.

## **Conclusion**

31. CLF has requested an additional £1.5m of funding from DWP for the Pioneer Support Programme. DWP has informed CLF that the funding has been approved in principle. The funding would support the continued high performance of the programme. The funding will enable the programme to support an additional 720 residents by the end of September 2024, with 360 expected to enter employment.
32. Members are asked to approve the signing of an addendum to the Finance and Costings Framework with DWP. Members are further asked to approve the increase in the contract value with Ingeus.

## **Appendices**

[Increase in Contract Value – Work and Health Programme \(Central London Works\),  
Court of Common Council, 20<sup>th</sup> July 2023](#)

### **Background Papers**

None

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<b>Committee(s):</b> Finance Committee Policy & Resources Committee	<b>Dated:</b> 4 June 2023 6 June 2023
<b>Subject:</b> Responsible Procurement Impact Report FY23-24	<b>Public</b>
<b>Which outcomes in the City Corporation’s Corporate Plan does this proposal aim to impact directly?</b>	All six outcomes
<b>Does this proposal require extra revenue and/or capital spending?</b>	N
<b>If so, how much?</b>	£0
<b>What is the source of Funding?</b>	N/A
<b>Has this Funding Source been agreed with the Chamberlain’s Department?</b>	N/A
<b>Report of:</b> Caroline Al-Beyerty, Chamberlain	<b>For Decision</b>
<b>Report author:</b> Lisa Moore, Responsible Procurement Manager	

## Summary

As the governing body of the square mile, the City Corporation, has responsibilities to residents, workers, businesses, visitors and many more. Our operations are one way that we can impact the lives of those who work, live, or visit our spaces, but to be world-class and achieve our ambitions we need to work collaboratively. This report captures some of the impact that our supply chain partners have had on the diverse communities we serve, on the City as a vibrant thriving destination and leading on a sustainable environment.

This report holds us and our supply chain partners accountable, measuring our success against targets that will evolve to reflect new challenges. It also publicly recognises suppliers who have fulfilled their commitments and showcase ‘what good looks like’ to the City Corporation. We’re proud to share 39 impact statistics and 13 supplier spotlights in this report.

## Recommendation(s)

- Members are invited to endorse the Responsible Procurement Impact Report 23-24 and the proposal to publish it with the Responsible Procurement Policy.
- Members are invited to provide feedback on format and content in order to inform production of future impact reports.

## **Main Report**

### **Background**

1. In July 2022, Policy & Resources Committee approved an updated Responsible Procurement Policy which outlines the importance of responsible procurement as part of the overall value delivered through procurement; the responsibilities of buying officers at each stage of the commercial life cycle and the six responsible procurement commitments the City Corporation actively work on with its supply chain.
2. The six responsible procurement commitments are: taking climate action; promoting supplier diversity (diverse owned enterprises and SMEs); embedding equity, diversity and inclusion; guarding against modern slavery; facilitating work-related opportunities and delivering meaningful social value outcomes. Appendix one for full wording.
3. This policy also introduced a mandatory 15% responsible procurement weighting for all strategic procurement tenders.
4. The Commercial Service committed to compiling an annual impact report from FY23-24 to be published in Q1 of the following financial year.
5. In October 2023, the Commercial Service underwent an audit under the ISO 20400 standard on Sustainable Procurement. The City Corporation scored 2.73 out of 5 as part of this process which is a better than average first-time score. The overall findings of the report scored the City Corporation highly for written policy and guidance but found that the further from the central responsible procurement team the less likely officers understood their responsibilities in delivering against the Responsible Procurement Policy. Appendix 2 has more information.

### **Current Position**

6. The annual impact report (PDF in appendix four) showcases the best added value delivered by and with our supply chain partners; gives praise to suppliers who have fulfilled their commitments and displays what good looks like to the City Corporation.
7. With this report we can show City Corporation officers and Members the impact their work is having on our communities and beyond. Our residents can see that the City Corporation leverages supply chain spend for their benefit. Our stakeholders will know we are a responsible business. (e.g. Charities Commission, potential applicants, investors, etc).
8. We've committed to publishing an annual report, but to keep momentum we will be producing a mid-year update and other content to be shared throughout the year e.g. case studies and social media posts.
9. We have begun work with the Corporate Strategy Team to align our reporting with the requirements of the new Corporate Plan 2024 – 2029. Appendix three outlines

how the current responsible procurement commitments can be a vehicle for the six outcomes in the Corporate Plan.

10. This report also recognises our journey to be leaders in responsible procurement using our influence and leverage to shape how the public sector addresses the topic. This is especially true for the commitments on climate action and supplier diversity which is reflected in the report; implementation of a carbon emissions reporting system and other London boroughs joining MSDUK.
11. We will feed into the procurement governance review to evaluate how we reach more stakeholders in the business and gather more information on the impact of the Responsible Procurement Policy commitments.

### **Proposal**

12. In line with Member discussion when the Responsible Procurement Policy was approved, we are proposing to publish this report externally and be transparent about the impact we're making against the six responsible procurement commitments. Members are invited to endorse the Responsible Procurement Impact Report 23-24 and the proposal to publish it on the City Corporation website with the Responsible Procurement Policy.
13. Members are invited to provide feedback on format and content in order to inform production of future impact reports.

### **Key Data**

14. The City Corporation spends roughly £400m each year on goods, services and works through third party spend. In FY 23/24, 116 contracts totalling £370.5m were entered into for contracts £100,000 and above.
15. The data provided in the impact report is a mixture of quantitative and qualitative data. It contains 39 impact statistics, 13 supplier spotlights (short case studies), and information from 30 different suppliers. Such as:
  - 92 young people supported through a digital skill-boosting programme from PwC and Palantir, encouraging social mobility and entry into the technology sector
  - 24 outreach events attended to meet and engage with diverse-owned enterprises or SMEs
  - Supplier Spotlight showcasing the work five suppliers in the built environment taking proactive steps to support under-represented groups in their industry
16. The report recognises that City Corporation is also on a journey, so it includes positive steps that the City Corporation has taken such as implementing a new carbon reporting system and better supplier diversity reporting data. The report acts as our benchmark includes information on what's next so we can hold ourselves to account next year.
17. The information included in the impact report was selected to show impact against the six commitments on our contracts. We know more is being done as we received

information up until the impact report was finalised. We hope publishing the impact report will influence more officers and suppliers to share information with the central responsible procurement team in future.

## **Corporate & Strategic Implications**

18. Strategic implications – The six responsible procurement commitments have a strong alignment to the priorities set out in our new Corporate Plan. Appendix three has more information. Additionally, the central government's National Procurement Policy Statement includes a responsibility to deliver added value for the tax payer. Lastly, the City Corporation is a signatory of the UN Global Compact and other bodies like the Social Mobility Foundation, memberships which include requirements to report on impact.
19. Financial implications – None
20. Resource implications – Compiling this report is resource intensive as it is mostly manual data collection.
21. Legal implications – The suppliers mentioned in the report have all confirmed their willingness to be part of this public report.
22. Risk implications – None
23. Equalities implications – The commitments in the Responsible Procurement Policy should positively impact or seek to reduce negative impacts on people with protected characteristics.
24. Climate implications - The commitments in the Responsible Procurement Policy should positively impact or seek to reduce negative impacts on climate and other aspects of environmental sustainability. Climate action is our number one responsible procurement commitment. Four of the thirteen supplier spotlights have a climate action focus.
25. Security implications - None

## **Conclusion**

26. The Corporate Plan states that the City Corporation should be values-driven in our interactions, promoting equity, diversity and inclusion, and supporting sustainability (economic, social, and environmental).
27. This report will promote the City Corporation as a leader in responsible procurement and engage with suppliers who want to work with us. This is not a static process. We will be working closely with contract managers and suppliers across the business to produce reports in future.

## **Appendices**

- Appendix 1 - City Corporation Responsible Procurement Commitments in full

- Appendix 3 - City Corporation ISO 20400 Sustainable Procurement overall score
- Appendix 4 - Corporate Plan Objectives mapped against relevant responsible procurement commitments
- Non Public Appendix 4 – Responsible Procurement Impact Report (separate PDF to be published publicly if approved)

### **Background Papers**

- None

### **Lisa Moore**

Responsible Procurement Manager, Commercial Services, Chamberlain's

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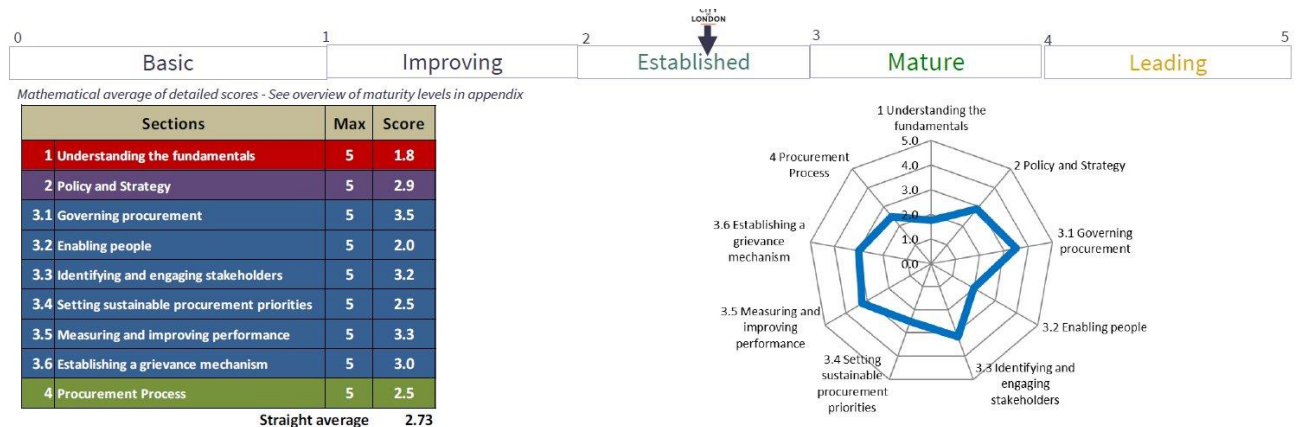
## Appendix 1: Responsible Procurement Commitments

Each commitment is a strategic theme based on related policy outcomes that reflect the City Corporations priorities. The City Corporation commits to working with its supply chain to:

1. Take climate action and minimise environmental impacts of procurement on our operations and throughout our supply chain.
2. Encourage and facilitate supplier diversity (Diverse Owned Enterprises and SMEs) through direct contracts, partnerships and active monitoring.
3. Embed equity, diversity and inclusion throughout the contract process and work with suppliers who have proven to take active steps within their own organisations, supply chain and industry.
4. Protect human rights in our supply chain by working with suppliers who undertake due diligence to guard against modern slavery and other human rights abuses.
5. Facilitate meaningful work-related opportunities, which are actively targeted to enable social mobility and inclusion.
6. Achieve meaningful social value outcomes according to organisational and stakeholder priorities through internal collaboration, community input and supplier engagement.

## Appendix 2: ISO 20400 Sustainable Procurement overall score

With an overall score of 2.73, the City Corporation is an 'established' organisation in the field of sustainable procurement.



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### **Appendix 3: Corporate Plan Objectives mapped against relevant responsible procurement commitments as a vehicle for delivering the desired corporate plan outcomes.**

#### Corporate Plan Outcome: Diverse Engaged Communities

- Supplier Diversity - supporting the upcoming SME Strategy.
- Equity Diversity & Inclusion - suppliers contributing and sharing information for the City Belonging Project.

#### Corporate Plan Outcome: Leading Sustainable Environment

- Climate Action - Working in partnership with our supply chain to take climate action on our contracts; promoting more accurate carbon emissions data; seeking to reduce emissions on our sites; and supporting the circular economy and just transition.

#### Corporate Plan Outcome: Dynamic Economic Growth

- Supplier diversity supporting SMEs and diverse owned enterprises boosting economic growth.

#### Corporate Plan Outcome: Providing Excellent Services

- Work Related Opportunities, Social Value - support for education, learning and skills, carers strategy and providing support for young people and schools
- EDI - focus on equality, diversity and inclusion to improve social mobility and reduce inequalities through employment, skills and other support.
- Climate Action - improve air quality in Square Mile
- Social Value - use libraries and community spaces to support learning, tackle social isolation, and build resilience.

#### Corporate Plan Outcome: Vibrant Thriving Destination

- Social Value delivered by supply chain partners to strengthen offering of the Business Improvement Districts, City businesses and charities.
- Climate Action/ Work Related Opportunities – promoting training and skills for a sustainable built environment (Skills for a sustainable skyline)
- Supplier Diversity - supplier readiness and engagement with SMEs

#### Corporate Plan Outcome: Flourishing Public Spaces

Climate Action, Supplier Diversity EDI, Modern Slavery, Work Related Opportunities, Social Value on Salisbury Square and Barbican Renewal

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

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<b>Committee(s):</b> Finance Committee – For Decision	<b>Dated:</b> 04/06/2024
<b>Subject: Productivity Plan</b>	<b>Public</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: The Chamberlain, Caroline Al-Beyerty &amp; Chief Strategy Officer, Dionne Corradine</b>	<b>For Decision</b>
<b>Report author: Sonia Virdee, Financial Services Director</b>	

### Summary

This report seeks delegated authority to approve the City of London Corporation’s productivity plan, due for submission to the Department for Levelling Up, Housing & Communities (DLUHC) on 19<sup>th</sup> July 2024. The report requires approval to be submitted from Finance Committee and Policy and Resources Committee.

As announced under the Local Government Finance Settlement, the Government is reviewing productivity across all public services and local government (appendix 1). The purpose of the productivity plan is to establish what is working well across the whole country, what the common themes are, whether there are any gaps and what more Government can do to unlock future opportunities. These lessons will be shared across the sector.

Information is currently being collated to respond to the questions highlighted in the letter from DLUHC. As mentioned above, the deadline for submitting the productivity plan is on 19<sup>th</sup> July. Due to the scheduling of Committee meetings, it has not been possible to finalise the report ahead of the June Finance Committee, and the July Committee falls after the DLUHC deadline. There is a reputational risk for the Corporation not to respond by the 19<sup>th</sup> July 2024 deadline. As the next Finance Committee meeting falls on 23<sup>rd</sup> July, after the deadline and the Policy and Resources Committee meeting on 11 July, it is recommended the Committee grants delegated authority to the Town Clerk, in consultation with the Chairman and Deputy Chairman of the Finance Committee, to approve the Productivity Plan.

### Recommendation

Members are asked to approve delegated authority to the Town Clerk in consultation with the Chairman and Deputy Chairman of the Finance Committee to approve the submission of the Productivity Plan.

### Appendices

Appendix 1 – Letter from Simon Hoare MP, Department for Levelling Up, Housing & Communities.

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Department for Levelling Up,  
Housing & Communities

Simon Hoare MP  
Minister for Local Government  
2 Marsham Street  
London  
SW1P 4DF

16 April 2024

Dear Chief Executive

**Productivity in Local Government**

As you know, the Government is reviewing productivity across all public services and local government is, of course, part of that exercise. The recent [Local Government Finance Settlement](#) announced that councils would be asked to produce productivity plans. This letter formally begins that process.

May I first thank you for your very helpful engagement with my officials. Your views and thoughts have been valuable in shaping this approach to make it as useful as possible for all of us.

Local government has already done a huge amount in recent years to improve productivity and efficiency. However, lockdown and post-lockdown has proved challenging, and you are looking for new ways to go further. These new plans will help us understand what is already working well across the whole country, what the common themes are, whether there are any gaps and what more we need to do to unlock future opportunities. We will share these important lessons across the sector.

Productivity is not one-dimensional, and I would encourage you to consider the various facets that encompass the drive for greater productivity. When developing your plans, please think broadly and include reference to not only how you run your organisation, but also how you run the public services you provide and how you provide place leadership. It is with this wide view that we can ensure we are providing value for money for residents.

I am not looking to impose excessive burdens. I am not issuing you with a formal template or a detailed list of criteria to meet. I expect your plans to be three to four pages in length, and to set out what you have done in recent years, alongside your current plans, to transform your organisation and services. I do not want to specify a list of metrics you must report, but I do want to understand how you will monitor and assess your plans to assure yourselves and your residents that they will be delivered.

The plans should consider the below themes and where appropriate, should reference the work your council undertakes alongside other public services, such as the NHS and police.

**1. How you have transformed the way you design and deliver services to make better use of resources.**

Questions to consider:

- how has the organisation changed in recent years to become more productive? You may wish to consider what you have done around staffing, structures, operating models etc;
- how do you measure productivity in your organisation?
- what changes have you made to improve services, and what effects have those had?
- what are your current plans for transformation over the next two years and how will you measure the effects of those changes?

- looking ahead, which service has greatest potential for savings if further productivity gains can be found? What do you estimate these savings to be?
- what role could capital spending play in transforming existing services or unlocking new opportunities? If you have already used capital spending to boost growth or improve services, we would be interested in learning more;
- what preventative approaches you have undertaken and can the value of these be quantified?
- are there wider locally-led reforms that could help deliver high quality public services and improve the sustainability and resilience of your authority?

## **2. How you plan to take advantage of technology and make better use of data to improve decision making, service design and use of resources.**

Questions to consider:

- what are your existing plans to improve the quality of the data you collect; how do you use it and how do you make it available to residents?
- are there particular barriers from legacy systems?
- how often do you share data with other organisations, and do you find this useful?
- Are there opportunities to use new technology to improve workflows and systems, such as predictive analytics and AI?

## **3. Your plans to reduce wasteful spend within your organisation and systems.**

I know we will share the aim to reduce waste wherever we can and, while you have all made huge strides in recent years, no organisation is ever 100% efficient. You should set out your plans to reduce wasteful or “gold-plated” spend.

Questions to consider:

- how do you approach identifying and reducing waste in the organisation? How do you monitor progress?
- where have you followed invest to save and what was the result?
- how much time and money do you spend on staff EDI training (internal and external), networks, and other programmes? How many EDI Champions do you have as an organisation? How do you log and report the time and money spent on EDI related activity? How do you assess the effectiveness of that training?
- what percentage of total staff budget is spent on a) agency and b) consultants? How do you assess value for money on agency & consultancy spend and what are your plans to reduce use / costs? How many of those consultants or agency staff have been in place for over a year?
- what governance structures do you use to ensure accountability of spend?
- do you share office functions with other councils and if so, how useful do you find this?
- if you share external training costs with neighbouring councils, how do you factor out duplications of service between your council and your upper-tier council (if you have one)?



- if you have one, what is your assessment and experience of working with an elected mayor, combined authority, or devolution deal?
- what proportion of your paybill is spent on trade union facility time?

#### 4. The barriers preventing progress that the Government can help to reduce or remove.

There will be barriers preventing you from going as far or as fast as you would like to. I would like your plans to set those out, so that we can understand how government, or the market, can help you overcome these barriers to go even further.

Questions to consider:

- what are the barriers preventing you from improving productivity further within your organisation?
- what are the barriers preventing you from improving services further?
- are these barriers consistent across multiple services?
- what would you need to remove those barriers? What do you need from government, the market or elsewhere?

Your plans must be returned by 19 July 2024, by email to [productivityplans@levellingup.gov.uk](mailto:productivityplans@levellingup.gov.uk).

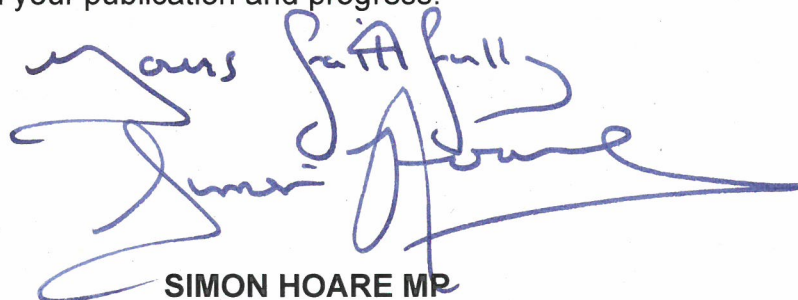
You must ensure that there is member oversight and endorsement of the plan before it is submitted, and the plan must also be uploaded to your website so that residents can see it. You should consider how you will update the plans and report on progress on a regular basis. The plans should also contain relevant metrics and key performance indicators to allow you and your residents to monitor progress.

Once received, we will review the plans to identify common themes and issues across the sector. We are keen to highlight best practice that others can learn from.

Individual plans will not be rated or scored, and we will not produce any kind of league tables. We are interested in understanding what is happening across the sector.

We are setting up a panel to consider the themes and evidence that comes from the plans. I will chair the panel and bring together experts from the sector and beyond, including Oflog and the LGA. They will consider the issues emerging from the plans, the implications for future national policy design, the role of government in supporting further change and the role of the sector in going further. The panel will advise national government and local government, and I believe this collaborative approach will ensure the most effective outcomes.

I look forward to updates on your publication and progress.



**SIMON HOARE MP**  
Minister for Local Government

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<b>Committee:</b> Resources, Risk and Estates Committee Finance Committee Police Authority Board	<b>Dated:</b> 20 <sup>th</sup> May 2024 4 <sup>th</sup> June 2024 5 <sup>th</sup> June 2024
<b>Subject:</b> Business Rate Premium	<b>Public</b>
<b>Which outcomes in the City Corporation’s Corporate Plan does this proposal aim to impact directly?</b>	All
<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> Chief Financial Officer and Chamberlain Commissioner, City of London Police	<b>For Information</b>
<b>Report author:</b> Daniel Peattie, Assistant Director, Strategic Finance	

## Summary

This report sets out the current year medium term forecast of Business Rates Premium income (based on current rates) and how this is allocated between the City of London Police and the City of London Corporation. It aims to provide transparency on the allocation of BRP with proposed future arrangements.

## Recommendation

Members are asked to:

- Note the report.

## Main Report

### Background

1. The Local Government Finance Act 1988 replaced the Locally Determined Non Domestic Rate with a National Non-Domestic Rate (NNDR) set by the Government. In addition to the NNDR, there is a discounted rate for small businesses known as the Small Business Non-Domestic Rate (SBNDR). Because of its special circumstances, notably its very small resident population and high daytime population, the Common Council of the City of London is allowed uniquely to set its own rate, or multiplier via the business rates premium, and retain part of the proceeds to help pay for the services it provides. It may set this rate, subject to certain constraints, at a higher or lower level than the rate which applies outside the City of London. The City

sets the multipliers for each financial year according to formulae set by legislation.

## Current Position

2. In 2023/24 the City of London set a non-domestic rating multiplier of 0.526 (52.4p in the £) and a small business non-domestic rating multiplier of 0.513 (51.3p in the £). This comprises the NNDR and SBNDR multipliers of 0.512 and 0.499 respectively, plus a premium of 1.4p in the £ to provide additional funding to enable the City Corporation to continue to support Police, security, resilience and contingency planning at an enhanced level.
3. The Annual Business Rate Payers consultation took place on 30th January 2024, where the Chairman of Policy and Chairman of Finance, alongside the Commissioner presented a compelling narrative to ratepayers and residents in support of an increase in Business Rate Premium. The responses from those that attended did not push back on the proposals. The Court of Common Council met on 7th March and approved the increase in 2024/25 of £0.04p in the £ raising up to c£8.1m pa in BRP.
4. The City Corporation currently restricts the use of BRP proceeds to fund security activity within the City, which means around 90% of these funds are directed toward the City of London Police (CoLP), with the remaining amount funding security spend within the local authority remit including cost of security officers, security system, CCTV and mobile patrols.
5. The table below sets out the estimated BRP and shows how this is allocated across all areas. It should be noted that these figures include the following assumptions:
  - The future intake assumes 15% relief allowance for non-collection of income which is based on average collection rates. The rate can range between 6% and 26%.
  - No further increase to the BRP has been factored in after 2024/25 therefore rate stays fixed at 1.8p in the £

	CoLP	Secure	Contact	CoLP	Total	PAB	CoLC	New St	Loan	Total	p in £	Intake	Variance
	Baseline	City	Centre	Increase	CoLP	2022			Repayment				
	Note I	Note II	Note III	Note IV		Note V	Note VI	Note VII	Note VIII				
	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m		£m	
22/23	20.9		0.7		21.6	1	1.6	-		24.2	1.2	28.10	3.90
23/24	27.5		0.7		28.2	1	2.7	-		31.9	1.4	30.70	1.16
24/25	25.3	1	0.7	2.6	29.6	1	2.7	2.1	0.5	35.9	1.8	38.90	3.03
25/26	27.3	1	0.7	2.2	31.2	1	2.7	2.2	0.5	37.7	1.8	38.90	1.22
26/27	27.3	1	0.7	4.3	33.3	1	2.8	2.3	1	40.4	1.8	38.90	1.48
27/28	27.3	1	0.7	6.6	35.6	1	2.8	2.3	1	42.7	1.8	38.90	3.84
<b>Total</b>							<b>15.32</b>	<b>8.92</b>	<b>3.00</b>				<b>1.66</b>

## Notes

- I. CoLP Baseline – baseline created from the 0.4p increase in BRP in April 2022 as it was allocated to balance the Police MTFP at that point.
- II. Secure City: - from 24/25 the CoLP will take ownership of the Secure City Programme and £1m per annum has been provided towards increased run costs.
- III. Contact Centre: - £0.7m per annum funding was transferred from Corporation to CoLP in 2019 to take over the operation of this service from CoLC.
- IV. CoLP Increase: - This is the annual gap each year after taking account of all pressures and mitigations currently identified, which is funded via increase in BRP allocation to the Police. The requirement for such levels of BRP has been supported by analyses of local police funding %s compared to other (particularly South East) forces – after adjusting for the benefit to CoLP of rent-free accommodation and the Precept Grant received from Home Office in lieu of CoLP's inability to Precept.
- V. £1m per annum allocated to Police Authority Board
- VI. CoLC: - Costs incurred by the City of London including security officers, CCTV, security systems and mobile patrols. This will be monitored annually to ensure increased costs are being picked up. The current figures are based on the 22/23 actual which have been inflated year on year.
- VII. New Street: - Rent of New Street occupied by the City of London Police to be funded from BRP, approved by Court of Common Council on 7<sup>th</sup> March 2024 under City Fund 2024/25 budget and MTFP report.
- VIII. Loan repayment: - This is to assist with faster repayment of internal (City Fund) loans to CoLP since 2020 for capital financing priorities.

During 2023/24 the CoLP cleared the remaining balance on the Action Fraud Loan (£2m) and ULEZ vehicle replacement (£532k) by using reserves. The decision to accelerate the repayment of these loans was documented within the CoLP's 24/25 Revenue and Capital Budget report.

6. BRP for 2023/24 is estimated to be £30.7m of which £28.2m has been allocated to the CoLP and £2.7m has been retained by the City of London for security purposes (with the difference balanced through reserves). The BRP for 2024/25, current rate of 1.8p in the £ fully balances the Police Medium term financial plan as it stands and also allows for a small amount of fast tracking of loan repayments as well as providing for New Street and increase in security costs within the City of London.
7. Based on the assumptions above, there will be a surplus of £1.66m over the period which will be transferred into reserves with surpluses / deficits smoothed out over time.

## Implications

8. Financial implications – based on the assumptions above, the 1.8p in the £ fully balances the police MTFP and the City's security costs however this will need to be monitored to ensure we are picking up the latest costs. Key risks include unfunded

increases in officer and staff salaries -particularly as a result of continuing Met increases in London Weighting for Officers and Ambition 25 for staff and adverse outcomes from Spending Review 2025 for CoLP's local and / or national roles. Key opportunities include increased core funding as part of the 2025 Spending Review (not currently assumed in the MTFP), increased national funding and smaller and regular increases in BRP as well as a continuing to drive out savings / mitigation opportunities.

## **Conclusion**

9. The Police MTFP as it stands, and the City of London's security costs are fully balanced by the current BRP however this will be monitored as identified in the paragraph above.

## **Appendices**

None

**Daniel Peattie**

Assistant Director, Strategic Finance

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<b>Committee(s):</b> Finance Committee	<b>Dated:</b> 4 <sup>th</sup> June 2024
<b>Subject: Update on HRA/Barbican Estate Respective Repairs Contracts.</b>	<b>Public</b>
<b>Which outcomes in the City Corporation’s Corporate Plan does this proposal aim to impact directly?</b>	<b>Providing Excellent Services</b>
<b>Does this proposal require extra revenue and/or capital spending?</b>	<b>No</b>
<b>If so, how much?</b>	<b>£0</b>
<b>What is the source of Funding?</b>	
<b>Has this Funding Source been agreed with the Chamberlain’s Department?</b>	<b>N/A</b>
<b>Report of: Judith Finlay</b>	<b>For Information</b>
<b>Report author: Damon Ellis DCCS.</b>	

### Summary

An update on the concerns arising from previous Finance Committee meetings with reference to contract management at the Barbican and HRA Estates.

### Recommendation(s)

Members are asked to note the report.

### Main Report

#### Background

- 1 At its meeting in December 2023, the Finance Committee approved an extension to the existing contracts for responsive repairs, maintenance, and voids at HRA and the Barbican Estate for an additional 12 Months from April 2024 through until March 2025.
- 2 As part of the approval for this extension, Members requested that officers return with an update on how contracts were being managed.

#### Current position

##### Barbican Estate – Metwin

- 3 A new Management team has been embedded at the Barbican Estate over the previous two months to take ownership and full accountability for all existing and new contracts going forward. This team includes:
  - A newly appointed Assistant Director
  - A newly appointed Head of Property Services
  - A newly appointed Contracts Manager
- 4 Collectively, and with the best interests of the residents in mind, we have already introduced and implemented the following:
  - Standard Operating Procedures (SOPS)
  - Commercial Delegated Authority with reference to raising orders.

- Value for money exercises with reference to specialist works.
  - Joint quality reassurance inspections of completed works.
- 5 With reference to procurement of future contracts we now have full visibility of all existing contracts and when their respective contracts are due to expire. This provides the required timescales to reprocure rather than extend existing contracts.
- 6 In addition, and for reassurance the procurement process is well underway and on target for the two main repairs contracts (HRA & Barbican Estate) due to commence in April 2025.

### **Housing Revenue Account (HRA) - Wates Contract update.**

#### **Recruitment within Housing**

- 7 The Housing Service has ensured that the right resources are in place to improve the management of the repairs and maintenance service.

This includes:

- The recruitment of the Assistant Director for Housing which has taken place, and the new Assistant Director will be starting with the City of London Corporation on the 28<sup>th</sup> May 2024. A handover between the Interim Assistant Director Housing and the incoming officer has been put in place.
- An Interim Head of Repairs and Maintenance has been in place since December 2023. The permanent recruitment has taken place, and the final decision of the incoming permanent Assistant Director for Housing is expected week commencing 20.5.24.
- Vacancies within the repairs structure (Property Services Officers) have been recruited to, with one in place and the other commencing before the end of May 2024.
- The role of Compliance Manager has also been advertised and a candidate chosen (20.5.24)

#### **Wates Contract Performance**

- 8 The previous contract with Wates Living Space (Wates) valued at £6.8m expired on 31<sup>st</sup>.March 2024. Wates has faced ongoing issues with the delivering repairs on a timely basis.
- 9 | The main concerns have been regarding the timeliness and quality of the repairs. We have been unable to compile reliable performance data for 2022-23 mainly due to interface issues between Civica Cx and Wates IT system Impact.

- 10 Wates's performance management falls under the remit of the Department of Community and Children's Service's Housing Team, led by the Assistant Director of Housing. Performance is reviewed in monthly contract meetings where outstanding repairs and concerns are discussed and documented. In addition, the Property Services Team Manager (PTSM) has weekly meetings with the Commercial Team to review quotes and queries on variations and repairs being charged for. Under the former Schedule of Rate (SOR) contract the PTSM was responsible for reviewing all jobs raised and invoiced for and challenging any unwarranted costs.
- 11 As of the 1<sup>st</sup> April 2024 the Wates contract has been extended and moved to a price per repair contract (PPR) where all repairs under the value of £500 are raised and invoiced at a set rate of £143.66. This format change will reduce administration on both sides and ensure increased scrutiny of costs and value for money.
- 12 The contract is now fully staffed by Wates with a new Contracts Manager, Supervisors for day to day and voids, schedulers, engineers, and a new commercial team. Wates are providing weekly performance data relating to Work In Progress (WIP) which has been split into legacy and new relating to pre and post April 2024.  
  
Legacy WIP - opening balance w/e 3/5/24 = 245 jobs closing WIP = 172 Overdue jobs = 105  
  
New WIP - opening balance = 265 jobs closing WIP - 260 overdue = 62.
- 13 Focus is currently on reducing the legacy jobs while picking up the urgent new jobs to ensure that there is no risk to health and safety. Wates has advised that there will be an additional resource allocated to the contract at the beginning of June which they will use to focus on clearing the legacy WIP and allowing the current engineers to deliver the services on the new WIP. They have been open and honest around challenges they have faced with their supply chain which has impacted on our roofing works and other areas. This has now been resolved and these works are being allocated.
- 14 We are also planning to move Wates onto our Contractor Access Portal (CAP) which will streamline the variation process and improve the overall process reducing delays and facilitating payment without the current delays we are experiencing.
- 15 Further updates on both respective contracts will be given as we progress through the contract extensions.

## **Conclusion**

16 Significant progress has been made in terms of cost & quality control ensure the HRA & Barbican are receiving demonstratable value for Money, there is more work to be done over the next few months with relation to setting up the HRA and Barbican offices for effective and controlled management of the new 2025 contract which will be our primary focus over the next 6 months.

### **Dan Sanders**

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Peta Caine

Assistant Director – Housing

[Peta.caine@cityoflondon.gov.uk](mailto:Peta.caine@cityoflondon.gov.uk)

<b>Committee(s):</b> Finance Committee – For information	<b>Dated:</b> 4 June 2024
<b>Subject:</b> Chamberlain’s Departmental Risk Management Update	<b>Public</b>
<b>Which outcomes in the City Corporation’s Corporate Plan does this proposal aim to impact directly?</b>	7
<b>Does this proposal require extra revenue and/or capital spending?</b>	<b>N</b>
<b>If so, how much?</b>	n/a
<b>What is the source of Funding?</b>	n/a
<b>Has this Funding Source been agreed with the Chamberlain’s Department?</b>	n/a
<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 three RED risks on the Corporate Risk Register within the responsibility of the Chamberlain and two RED risks on the Chamberlain’s departmental risk register. Horizon scanning for potential risks and opportunities is undertaken regularly at management meetings.

At the beginning of May, teams had Departmental Deep Dives, where they saw a summary of the financial situation and talked about pressures and mitigations, links to the transformation programme and income generation opportunities. The deep dive discussion and findings will inform the position presented at the Resource Allocation Sub Committee (RASC) Away Day in July.

The Digital Information Technology Service (DITS) team continued work on the PSTN Switch Off programme, in mid-April 75% of connections were migrated to a new MPF (metallic path facilities). The new MPF connection supports native voice services, and works with existing analogue handsets/wiring.

### 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 the 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

#### Corporate Risks – RED

2. The Chamberlain's Department currently has three RED Corporate Risks, all risks are regularly reviewed and several mitigating measures are in place to prevent the realisation of these risks.
3. **CR38 Unsustainable Medium Term Finances – City's Estate** which has a risk score of RED 16. Departmental Deep Dives have been conducted since the last update, the Financial Service Director begins each session by outlining the current financial position and the forecast for each fund over the medium term (5 years). Chief Officers were asked to prepare with the support of their financial business partner before the meeting, a breakdown of their revenue and capital pressures and opportunities over the next 6 years.
4. The discussion reviewed the impact of budget pressure, the impact of inflation, salary assumptions, savings realisations, income generation opportunities/mitigations and capital programme commitments for each department. The outcomes of these discussions will be presented to RASC Away Day.
5. Additionally, this risk was the subject of a deep dive at the May Risk Management Forum, which provided the opportunity to reiterate the importance of finance diligence from raising purchase orders to budget management accountability.
6. **CR40 PSTN Switch Off 2025** has a risk score of RED 16. The DITS Project Management Office are on track to complete the comprehensive review of live connections and detail their criticality. A findings report will be compiled and shared with relevant stakeholders across the Corporation in June 2024. Further details on the project delivery are detailed in Appendix 1.
7. Details of **CR16 Information Security** are available in Appendix 2 (non-public).

#### Departmental Risks – RED

8. **CHB002 Housing Revenue Account (HRA) Finances** which has a risk score of RED 16. The draft outturn report is anticipated to be available at the end of May which will provide further clarity on the 5-year financial projection.

9. **CHB004 Casual Staff Pensions Entitlement/Enrolments** which has a risk score of RED 16. Further information and identified mitigating actions are detailed in Appendix 2 (non-public).

## **Conclusion**

10. 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
- Appendix 2 – Non-Public Risk Register

## **Background Papers**

Chamberlain's Departmental Risk Management Update Reports

### **Leah Woodlock**

Chamberlain's Project Manager

Chamberlain's Department

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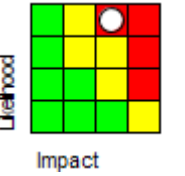
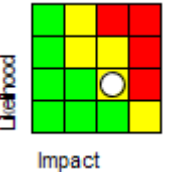

# CHB Corporate and departmental risks - detailed report EXCLUDING COMPLETED ACTIONS

Report Author: Leah Woodlock

Generated on: 21 May 2024




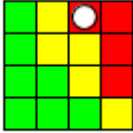
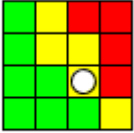
Rows are sorted by Risk Score

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 002 Housing Revenue Account Financials  16-Oct-2023	<p><b>Cause:</b> The embedded increased impact of inflation, following peak of 10.7% in Autumn 2022. Potential issue around non-recoverability of elements of service charge costs due to inadequate s20 consultation process</p> <p><b>Event:</b> Inability to contain financial pressures on the Housing Revenue Account, especially around repairs and maintenance costs, management costs and depreciation charges . Additionally, challenges in controlling construction inflation or the inability to readjust capital projects within budget parameters pose further risk.</p> <p><b>Effect:</b> The City Corporation’s reputation is damaged due to failure to deliver housing services.</p>		<p><b>16</b></p> <p>The latest financial position on the overall HRA, including the reviews noted above will form part of the balanced HRA Estimates report was agreed in January. An updated five year financial projection will be drawn up after the year end Closing position is agreed. Latest projections show the revenue funding position remains precarious and vulnerable to revenue overspends or significantly rising capital costs (leading to higher loan repayments and interest charges).</p> <p>On 7 March Court of Common Council approved rent increases of 7.7%.</p> <p><b>21 May 2024</b></p>		<p><b>8</b></p> <p>31-March - 2025</p>	

Mark Jarvis; Sonia Virdee							Reduce	Constant
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Action no	Action description	Latest Note	Action owner	Latest Note Date	Due Date
CHB002a	Close monitoring of capital schemes is required during 2023/24, update to be provided in regular reporting of capital forecasts next due in early November. Continue to monitor the risk around non-recovery of leaseholder contributions to capital projects following the Great Arthur cladding case decision.	Close monitoring of capital schemes is required during 2024/25, update to be provided in regular reporting of capital forecasts due in the revised HRA 5 Year Plan after Closing. Continue to monitor the risk around non-recovery of leaseholder contributions to capital projects following the Great Arthur cladding case decision.	Mark Jarvis	21-May-2024	31-March-2025
CHB002b	Impact of inflation - capital schemes forecast to exceed budget as well as much increased repairs and maintenance and energy costs.	<p>The Savills report identified high repairs and maintenance costs, management costs and depreciation charges. The level of the internal recharge to the HRA has been reviewed as part of a City wide recalibration and the 2024/25 estimated figure can now be revised.</p> <p>The current repairs and maintenance contract has been extended by one year and is being re-procured for 2025/26. The recommendations for change coming out of the Pennington review are being implemented by the new Housing team.</p> <p>The calculation of the depreciation charge has been reviewed with external valuers and significantly reduced as a result – this will largely offset inflationary revenue pressures. The final 2023/24 position and 2024/25 draft Estimates show a finely balanced position.</p>	Mark Jarvis	21-May-2024	31-March-2025

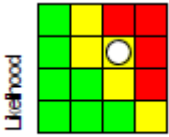
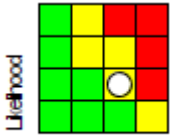
Risk no, title, creation date, owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date/Risk Approach	Current Risk score change indicator
<b>CR38</b> <b>Unsustainable</b> <b>Medium Term</b> <b>Finances -</b> <b>City's Estate</b>	<b>Causes:</b> The embedded increased impact of inflation, following the peak of 10.7% in Autumn 2022 (as reported by the Office for Budget Responsibility). Aging estate crystallising high levels of expenditure over short time period, putting pressure on Reserves.		<b>16</b>	Inflation rates to be monitored quarterly and an inflation contingency to be maintained in 2024/25 through carried forward from 2023/24 underspends.		<b>8</b>	31-Mar-2025	

<p>31-Oct-2022 Caroline Al-Beyerty</p>	<p>Reduction in rental income from the property investment portfolio following post pandemic changes in workplace attendance reducing demand for grade B office accommodation.</p> <p><b>Event:</b> Inability to manage financial pressures within the fiscal year, resulting in an inability to achieve anticipated savings and generate expected income, may necessitate additional reliance on Reserves. Additionally, challenges in controlling construction inflation or the inability to readjust capital projects within budget parameters pose further risks.</p> <p><b>Effects:</b> The City of London Corporation’s reputation could suffer from failure to achieve financial goals or from reduced services to businesses and the community. Experience challenges in delivering the capital program and major projects within budgetary limits. Inability of expenditure to align with the corporate plan, leading to inefficient resource utilisation and reduced corporate performance.</p>	 <p style="writing-mode: vertical-rl; transform: rotate(180deg);">Likelihood</p> <p>Impact</p>	<p>On-going pressures totalling £3.8m, plus net 3% inflation uplift approved in 2024/25 budgets.</p> <p>Earning more income from property investment portfolio – diversification of asset portfolio.</p> <p>The five-year financial plan includes cyclical works programme to cover bow-wave of outstanding works and provision for works going forward totalling £71m.</p> <p>Funding strategy identifies where best to bring third party capital into surplus operational property opportunities, reducing demand on own Reserves.</p> <p>Quarterly monitoring of capital programme against budgets.</p> <p>Developing income generation opportunities.</p> <p>Renewed approach to transformation under pinned by a clear communication plan to Members.</p> <p><b>21 May 2024</b></p>	 <p style="writing-mode: vertical-rl; transform: rotate(180deg);">Likelihood</p> <p>Impact</p>			
						Reduce	Constant

Action no	Action description	Latest Note	Action owner	Latest Note Date	Due Date
CR38a	Monitoring the impact of revenue inflationary pressures (including pressures on energy costs, cost of London living wage) and construction inflation impacts on capex programme	•Regular monitoring the office of budget responsibility’s inflation forecasts, currently at 3.2%.	Sonia Virdee	21-May-2024	31-Mar-2025

	<ul style="list-style-type: none"> <li>• Monitor the use of inflation contingency</li> </ul>	<ul style="list-style-type: none"> <li>• Identify areas that are forecasting to exceed budget envelope due to inflation increases, and review action. Chief Officer deep dives completed during May 2024, the outcomes of these discussions will be presented to Resource Allocation Sub Committee away day.</li> </ul>			
CR38e	<p>Monitoring key income streams</p> <ul style="list-style-type: none"> <li>• i.e. rental income from the property investment portfolio.</li> </ul>	<p>This is being monitored monthly, with action being taken to within the portfolio to maximise income generation opportunities.</p> <p>Ensure income generation schemes are sustainable and on-going opportunities are explored, these include but not limited to:</p> <ul style="list-style-type: none"> <li>• Lord Mayor Show and events across the Corporation</li> <li>• Advertising</li> <li>• Filming inside and outside the square mile</li> <li>• Retail opportunities • Fees and Charges</li> </ul> <p>Update presented on Income Generation to Resource Allocation Sub Committee on 2 May 2024. Highlights on progress will be presented to Resource Allocation Sub Committee away day.</p>	Sonia Virdee; Genine Whitehorne	21-May-2024	31-Mar-2025
CR38f	Delivering the current savings programme and securing permanent year-on-year savings.	Quarterly revenue monitoring undertaken to ensure departments have appropriate plans in place to meet in-year pressures. High risk departments are undertaking monthly revenue monitoring.	Sonia Virdee	21-May-2024	31-Mar-2025
CR38g	Remain within the financial envelopes approved for major projects.	Monthly updates on major projects forecasts and issues arising.	Sonia Virdee	21-May-2024	31-Mar-2029
CR38h	Bringing third party capital to surplus operational property opportunities.	<p>Identified initial opportunities which have been supported by Resource Allocation Sub Committee.</p> <p>Proposals for each opportunity to be worked up and submitted for member consideration to relevant Committees, due in Spring/Summer 2024.</p>	Sonia Virdee; Paul Wilkinson	21-May-2024	30-Jun-2024
CR38i	Undertake the Charities Review (Natural Environment)	<p>The ability for charities to fundraise and generate more income to support ambitions for activities and operational property requirements.</p> <p>Updates to Efficiency and Performance Working Party scheduled for July and September 2024.</p>	Emily Brennan; Sonia Virdee	21-May-2024	31-Dec-2024

CR38j	Review of Executive Leadership Board planning for getting back to balance and operationalising the Corporation plan will be taken to Resource Allocation Sub Away day in July.	<p>City's Estate continues to produce annual operating deficits over the 5-year financial plan. Over the planning period, the cumulative deficit is forecast to be £490m (including drawdown of financial asset gain of £158m). This is not sustainable over the longer-term period and radical decisions are needed now on how best to bring down the annual operating deficit, including major changes or stoppages to existing services provision and/or reduction in grants. This will require a renewed approach to transformation, over and above those already identified (income generation, operational property review, investment property review and charity review) underpin by a clear communication plan to all members, so they are aware of the challenges ahead.</p> <p>Review of Executive Leadership Board planning for getting back to balance and operationalising the Corporation plan will be taken to Resource Allocation Sub Away day in July.</p>	Sonia Virdee; Genine Whitehorn	21-May-2024	31-Mar-2025
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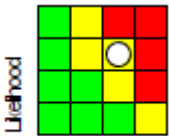
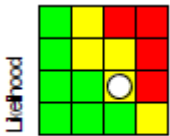

Risk no, title, creation date, owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date/Risk Approach	Current Risk score change indicator
Q33 Major Capital Schemes	<p><b>Cause:</b> The City Corporation has set itself the ambition to deliver at least three landmark multi-million pound capital schemes over the next decade (currently programmed to complete 2028).</p> <p><b>Event:</b> there is insufficient technical and professional capability and resource to effectively deliver the schemes.</p> <p><b>Effects:</b></p> <ul style="list-style-type: none"> <li>• Schemes not delivered on time</li> <li>• Inability of the organisation to move at the required pace</li> <li>• Potential for increased capital costs as a result of delayed decision making</li> <li>• Reputational impact on the Corporation vis a vis key stakeholder across London and UK Govt.</li> </ul>	 <p style="text-align: center;">Impact</p>	12	<p>The project governance review has recommended a move to a portfolio management model which will more effectively manage the prioritisation of projects aligned to strategic objectives and the allocation of resources to enable successful delivery.</p> <p>A high-level implementation plan was agreed by P&amp;R in July 2023 and a detailed delivery plan is now in development. This new model will provide greater visibility of any risks and provide assurance regarding organisational capability and capacity.</p>	 <p style="text-align: center;">Impact</p>	8	31-Mar-2029	■

14-Feb-2020 Caroline Al-Beyerty	<ul style="list-style-type: none"> <li>• Potential revenue impact of delayed delivery to services affected (e.g. Markets, Museum of London Grant, City of London Police)</li> <li>• failure to deliver on corporate outcomes</li> </ul>			<p>The project team are currently undertaking project health-checks. Work continues on procuring and implementing a new project management system.</p> <p>Working towards a launch on the new project procedure and support structures in August 2024.</p> <p>Monthly monitoring of cashflow forecasting continues.</p>							
									21 May 2024	Reduce	Constant

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Action no	Action description	Latest Note	Action owner	Latest Note Date	Due Date
CR33h	Implement a new project governance approach	<p>The Town Clerk's portfolio board commenced in November 2023.</p> <p>A portfolio overview report has been prepared for the February 2024 Projects and Procurement sub-committee, with one-off funding approved by CoCo on 7 March, further work required during 2024/25 to identify permanent funding source.</p>	Matthew Miles	21-May-2024	30-Sep-2024
CR33j	Refresh the Project Management Academy	Discussions being held with previous provider, looking at refreshing learning content.	Sarah Baker	21-May-2024	30-Sep-2024
CR33k	Procure and implement a new project management system	<p>Plans are being developed to procure and implement a fit-for-purpose project management system, which has the functionality of a portfolio view.</p> <p>The initial system proposal exceeded the anticipated costs.</p>	Matthew Miles	21-May-2024	30-Jun-2024
CR33l	Monitor the high-level cashflow/forecast monthly	<p>The Investment Management Monthly Meeting has been established. Membership includes the CIO, Corporate Treasury, City Surveyor and Financial Services and is led by the Chamberlain.</p> <p>The Chamberlain's Assurance Board has also been established to review the financial dashboards and forecasts for the Major Programmes.</p>	Sonia Virdee	21-May-2024	31-Mar-2029

CR33m	Secure Third-Party Funding	Report being bought back by officers in the spring.	Paul Wilkinson	21-May-2024	30-Jun-2024
CR33n	Provide regular Member updates	A project update report has been prepared Finance Committee, City Bridge Foundation Board and Policy & Resources Committee.	Genine Whitehorse	21-May-2024	31-Mar-2029

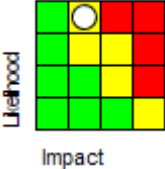
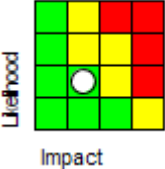

Risk no, title, creation date, owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date/Risk Approach	Current Risk score change indicator
CR35 Sustainable Medium Term Finances - City Fund 21/21	<p><b>Causes:</b> Persistent high inflation, as reported and forecast by the Office for Budget Responsibility. Aging estate crystallising high levels of expenditure over short time period, putting pressure on Reserves. Reduction in rental income from the property investment portfolio to support Major Projects programmes. Anticipated reductions in public sector funding (local government and Police), escalating demands (both revenue and capital), and an ambitious program for major project delivery pose a threat to sustaining the Square Mile's vibrancy and growth. The Police Transform program fails to achieve anticipated budget mitigations outlined in the MTFP.</p> <p><b>Event:</b> The failure to manage financial pressures within the fiscal year and achieve sustainable savings as planned, or to boost income generation to address the Corporation's projected medium-term financial deficit.</p> <p><b>Effect:</b> Inability to establish a balanced budget, which is a statutory requirement for the City Fund. The City of London Corporation's reputation could suffer due to</p>	 <p>Liethood</p> <p>Impact</p>	12	<p>Inflation rates to be monitored quarterly and an inflation contingency to be maintained in 2024/25 through carried forward from 2023/24 underspends.</p> <p>Pressures on adult social care, children services, security and policing addressed through increase in taxes and business rates premium.</p> <p>Other on-going pressures totalling £3.2m, plus net 3% inflation uplift approved in 2024/25 budgets.</p> <p>The medium-term financial plan includes cyclical works programme to cover bow-wave of outstanding works and provision for works going forward, totalling £62.7m.</p> <p>Funding strategy identifies where best to bring third party capital into</p>	 <p>Liethood</p> <p>Impact</p>	8	31-Mar-2026	

<p>19-Jun-2020 Caroline Al-Beyerty</p>	<p>failure to meet financial objectives or the necessity to curtail services provided to businesses and the community. Challenges in executing the capital program and major projects within affordable limits.</p>			<p>surplus operational property opportunities, reducing demand on own Reserves.</p> <p>Quarterly monitoring of capital programme against budgets.</p> <p>Developing income generation opportunities.</p> <p>Renewed approach to transformation underpinned by a clear communication plan to Members.</p> <p><b>21 May 2024</b></p>			<p>Reduce</p>	<p>Constant</p>
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Action no	Action description	Latest Note	Action owner	Latest Note Date	Due Date
<p>Page 122 CR35a</p>	<p>Monitoring the impact of inflationary pressures (including pressures on energy costs) and construction inflation impacts on capex programme</p> <ul style="list-style-type: none"> <li>• Use of inflation contingency</li> </ul>	<ul style="list-style-type: none"> <li>• Regular monitoring the office of budget responsibility's inflation forecasts, currently at 3.2%.</li> <li>• Identify areas that are forecasting to exceed budget envelope due to inflation increases.</li> </ul>	<p>Sonia Virdee</p>	<p>21-May-2024</p>	<p>31-Mar-2026</p>
<p>CR35c</p>	<p>Remain within the financial envelopes approved for major projects.</p>	<p>Monthly update on major projects forecasts and issues arising.</p>	<p>Sonia Virdee</p>	<p>21-May-2024</p>	<p>31-Mar-2029</p>
<p>CR35f</p>	<p>Delivering the current savings programme and securing permanent year-on-year savings (including Police Authority)</p> <ul style="list-style-type: none"> <li>• Develop income generation opportunities</li> </ul>	<p>Court of Common Council approved reprofiling of remaining fundamental review savings, to allow sufficient time to embed these through income generation opportunities.</p> <p>Ensure income generation schemes are sustainable and on-going opportunities are explored, these include but not limited to:</p> <ul style="list-style-type: none"> <li>•HARC – Heathrow Animal Reception Centre</li> <li>•Events across the Corporation</li> <li>•Advertising</li> <li>•Filming inside the square mile</li> </ul>	<p>Alistair Cook; Sonia Virdee; Genine Whitehorse</p>	<p>21-May-2024</p>	<p>31-Mar-2026</p>



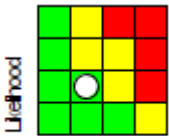
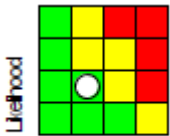
		<ul style="list-style-type: none"> <li>•Retail opportunities</li> <li>•Fees and Charges. Remaining £0.4m unidentified savings from the 12% savings programme is being worked on and expected to be delivered during 2024/25. Chief Officer deep dives scheduled during May 2024. Update presented on Income Generation to Resource Allocation Sub Committee on 2 May 2024. Highlights on progress will be presented to Resource Allocation Sub Committee away day.</li> </ul>			
CR35p	Plans in place to reduce future deficits.	<p>The medium-term financial plan is only balanced over the next four years with the use of general fund reserves and further savings and/or revenue raising by increasing Council Tax and Business Rate Premium. City Fund moves into deficit position from 2026/27 onwards. Previously the business rate growth had been kept separate to fund the major projects and not relied on to balance the in-year position, due to increases in inflation and reductions in property income forecasts this is no longer possible. Radical decisions are now needed on how best to bring down the annual operating deficit, over and above those already identified (income generation, operational property review, investment property review), including major changes or stoppages to existing services provision and/or reduction in grants. This will require a renewed approach to transformation underpin by a clear communication plan to all members, so they are aware of the challenges ahead.</p> <p>Review of Executive Leadership Board planning for getting back to balance and operationalising the Corporation plan will be taken to Resource Allocation Sub Away day in July.</p>	Sonia Virdee; Genine Whitehorn e	21-May-2024	31-Mar-2026

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
<b>CHB003</b> <b>Inconsistent application of the internal control environment</b>  Feb-2024 Caroline Al-Beyerty	<p><b>Cause:</b>            Inconsistent application of internal controls across the City of London Corporation, including but not limited to:</p> <ul style="list-style-type: none"> <li>• Failure of staff management to adhere to financial and procurement regulations, leading to:</li> <li>• Poor Purchase Order Compliance</li> <li>• Inefficient budget management</li> <li>• Delays in setting up Project Codes due to governance</li> <li>• Ineffective contract and supplier management</li> <li>• Lack of management oversight of purchasing activities</li> <li>• Misinterpretation and inconsistent understanding of financial and procurement regulations</li> <li>• Inconsistent guidance from subject matter experts</li> <li>• Complex procedures driving officers towards using workarounds</li> </ul> <p><b>Event:</b></p> <ul style="list-style-type: none"> <li>• Increase in transactional errors</li> <li>• Decrease in payment performance</li> <li>• Impact on cashflow management and accuracy of forecasting</li> <li>• Heightened demand for customised approvals and urgent decisions</li> <li>• Diminished strategic challenge capacity</li> <li>• Disrupted delivery of Business as Usual (BAU) operations</li> </ul> <p><b>Effect:</b></p> <ul style="list-style-type: none"> <li>• Failure to achieve value for money</li> <li>• Negative internal and external audit opinions</li> <li>• Detrimental effects on supplier partnerships and commercial appeal to the market</li> </ul>		8	<p>Materialising in various ways, indications are emerging of the inconsistent implementation of internal controls throughout the Corporation.</p> <p>A number of mitigations have been identified to improve compliance and overall benefits of controls.</p> <p>A significant emphasis is placed on user training and understanding to ensure effective adherence to internal spending and purchasing controls.</p> <p>This risk takes precedence as additional occurrences will adversely affect the ability to achieve a balanced medium-term financial plan.</p> <p><b>21 May 2024</b></p>		4	31-Dec-2024	
	Reduce	Constant						

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Action no	Action description	Latest Note	Action owner	Latest Note Date	Due Date
CHB003a	Implementing mandatory system training and periodic refresher courses for all users.	New starters onboarded will include system training before login is authorised.  Non-compliant users, are to repeat the training course.  Training to be captured as a part of performance development. Plans are being developed for budget manager training, for quarter 1 and quarter 2 budget monitoring.	Daniel Peattie	21-May-2024	31-Dec-2024
CHB003b	Design and maintain a comprehensive Chamberlain's Integrated Financial Performance Dashboard, seamlessly linking procurement and financial data.	Continue to report to ELB and senior management teams on the payment and PO compliance by teams/departments.  Reviewing reports and adding trends to dashboard. These reports will encourage accountability at the right level.  Available datasets are being reviewed and an initial dashboard is being designed. A first design is planned to align with the end of quarter 1.	Leah Woodlock	21-May-2024	30-Jun-2024
CHB003c	Review gateway process and project budget code creation.	Underway as part of project governance review.  Considering the separation of capital accounting arrangements from project procured.	Genine Whitehorse	21-May-2024	30-Sep-2024
CHB003d	Review of financial regulations and are explicit around requirements	Ensuring that our processes are sufficiently streamlined reducing the need for workarounds are being considered across Financial Services Division.	Sonia Virdee	21-May-2024	31-May-2024
CHB003e	Review of procurement regulations and are explicit around requirements	Ensuring that our processes are sufficiently streamlined reducing the need for workarounds/waivers.	Genine Whitehorse	21-May-2024	31-May-2024
CHB003f	Increase the number of internal audits conducted of processes, regulations and compliance	Business case for additional Internal Audit resources is now in circulation, if approved this will increase delivery capability by approximately 15%. Additional focus on compliance activity within the Internal Audit Programme for Q1 and Q2 of 2024/25, this will be expanded for Q2, Q3 and Q4 following on-boarding of recently appointed Senior Auditors.	Matt Lock	21-May-2024	31-Dec-2024
CHB003g	Developing a suite of user-friendly bite-sized training materials.	Using AI technology to create bite-size guidance videos for BAU tasks, e.g. raising purchase orders, receipting orders etc.	Leah Woodlock	21-May-2024	30-Sep-2024

		Reducing the reliance on bespoke training and increasing training availability. Working with the L&OD team to utilise their existing technology to develop the training videos.			
CHB003h	Escalation and enforcement of non-compliance activities	Performance issues to be reported and dealt with by line manager, Financial Services Director and Commercial Director.  Further non-compliance to be escalated to the Chamberlain.	Sonia Virdee; Genine Whitehorse	21-May-2024	31-May-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
<b>CHB 001</b> <b>Chamberlain's Department Transformation and knowledge transfer</b> 126  12-Nov-2021 Caroline Al-Beyerty	<p><b>Cause:</b> The TOM changes are insufficient or implementation of radical change fails. The impact of the flexible retirement scheme has been taken up by many long term colleagues leaving the corporation in March 2022. The TOM is also creating anxiety which in turn could cause colleagues to find roles elsewhere.</p> <p><b>Event:</b> Culture change is insufficient. Corporate memory is lost. The Chamberlain's Department is not fit for the future.</p> <p><b>Effect:</b> Chamberlain's Department fails to deliver its objectives.</p>	 Likelihood Impact	4	<p>A reducing risk within Financial Services.</p> <p>The remaining key vacant posts in Financial Services Division were advertised during January and a number of successful appointments have been made. Key risk remains within capital positions.</p> <p>The Learning and Engagement Board has been relaunched to support and develop staff. A skills matrix assessment has been commissioned for Finance Staff to commence in Q1, 2024. The assessment has been tested by several SLT members before rolling out to the wider team.</p>	 Likelihood Impact	4	31-Mar-2024	↓
				<b>21 May 2024</b>			Reduce	Decreasing

Action no	Action description	Latest Note	Action owner	Latest Note Date	Due Date
CHB001b	Colleagues are provided with the training they need to fulfil their role.	<p>The departmental Learning &amp; Engagement Board was re-launched on 21 June 2023 with a renewed vision, terms of reference and refined learning objectives.</p> <p>A skills matrix review is underway to independently analyse strengths and areas for improvement for Chamberlain’s staff. This will be undertaken by CIPFA in the coming months.</p> <p>Key workstreams for the board have been identified and are currently being progressed.</p> <p>A programme of learning events has been developed Training sessions have been delivered on AP, particularly around the PO process. A Lunchtime learning session has also been delivered on Excel which was well attended and was well received.</p> <p>Separate to the above, the Financial Services Division have carried out training sessions to support staffs continued professional development; these sessions have been mandated to support staff with upskilling through the year end close-down process. Training sessions will be programmed into annual forward plans to ensure continued development. In addition, succession planning is now being reviewed to support skill shortages within capital, supported by excellent interim support. From May 2024 the senior finance team leader post will be starting which will enhance our capacity in this area and the expectation is that professional development focus will increase significantly during 2024/25.</p>	Phil Black	21-May-2024	31-Mar-2025

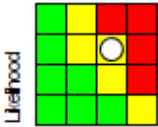
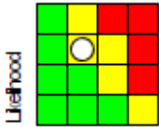

Risk no, title, creation date, owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date/Risk Approach	Current Risk score change indicator
<b>CR40 PSTN Switch Off 2025 (formerly CHB DITS 045)</b>	<p><b>Cause:</b> BT will retire their PSTN (Copper) Network at the end of 2025. Rendering all current connections redundant.</p> <p><b>Event:</b> All current PSTN (Copper) connections will become unusable by the end of 2025. Forcing an upgrade to digital fibre or mobile services.</p>		<b>16</b>	To provide further mitigation, on 11th April we migrated all our Daisy connections to a new MPF service. We estimate this to be around 75% of our current connections. We are currently in conversations with BT to see in any of our outstanding connections can be migrated as well.		<b>8</b>	31 Dec-2025	

<p>-Feb-2024 Akki Ghauri</p>	<p><b>Effect:</b> All of our PSTN connections will cease at the end of 2025. This is in the range of 8,500 connections, which are linked to Lift/BMS/Fire Alarms and Door entry systems. Should these systems fail to be upgraded by the end of 2025, this could lead to essential services being inactive, without anyone being aware. This work will have significant financial impact to complete and failure to complete will have significant reputational impact.</p>			<p>MPF is the copper wires that connect telephone exchanges to the customers. It has a native voice service included, and it works with existing analogue handsets/wiring; requiring no hardware upgrades.</p> <p>When switching to MPF, legacy devices connected to analogue lines such as analogue phones, PDQ machines, lift lines, alarms, care home alarms, will continue to work. MPF services will continue to operate beyond 2025. This service will be affected in the subsequent years, giving more time to thoroughly examine these connections and reducing the PSTN risk.</p>				<p>Constant</p>
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Action no	Action description	Latest Note	Action owner	Latest Note Date	Due Date
CBH DITS 045g	Review Plan	DITS PMO will review the remediation plans with FM (CoL/CoLP), H&S, ED&I and Security Operations. Making sure they are fit for purpose and capture all the relevant details.	Sam Collins	29-Apr-2024	01-Oct-2024
CBH DITS 045h	Order New Lines and Hardware	DITS PMO will place the orders for the new connections along with any hardware requirements identified within the remediation plans.	Sam Collins	29-Apr-2024	01-Dec-2024
CBH DITS 045i	New Services	DITS PMO will assist in the co-ordination of the implementation of new services, along with any installation of new hardware required	Sam Collins	29-Apr-2024	01-Oct-2025

CBH DITS 045j	Testing	DITS PMO will co-ordinate the post implementation testing for all new services and or hardware.	Sam Collins	29-Apr-2024	15-Nov-2025
CHB DITS 045a	Investigations into the 8,500 connections identified as part of PSTN sunset in December 2025.	Our ongoing investigation, initiated and scheduled to conclude in June 2024, aims to identify the scope and dependency of the 8,500 connections on the PSTN infrastructure. The purpose is to gain insights into the services that are live, understand their criticality, and assess the potential impact of the sunset on each connection.	Chris Rawding	29-Apr-2024	01-Jun-2024
CHB DITS 045c	Undertake a Service Assessment	Upon completion of the investigation, a comprehensive assessment of live services will be conducted. This will include identifying alternative communication services, and understanding the upgrade paths/timings available for each connection.	Chris Rawding	29-Apr-2024	01-Jun-2024
CHB DITS 045d	Identify potential business owners	Engaging with FM (CoL/CoLP), H&S, ED&I and Security Operations. initially to highlight the PSTN risk across all departments and find potential business owners as services and impacts are highlighted	Chris Rawding	29-Apr-2024	01-Jun-2024
CHB DITS 045e	Business owner notification	By June 2024, a detailed report outlining the findings of the investigation will be compiled. This report will then be distributed to FM (CoL/CoLP), H&S, ED&I and Security Operations. The notification will include information about the potential risks associated with the PSTN sunset, details on the current services in use, and recommended upgrade paths.	Chris Rawding	29-Apr-2024	01-Jun-2024
CHB DITS 045f	Remediation Plan	The Facilities Management (CoL/CoLP), H&S, ED&I and Security Operations will be responsible for developing and implementing a remediation plan for their respective services. This plan will outline the necessary steps to migrate or upgrade the affected connections to alternative and sustainable communication solutions.	Matt Baker; Richard Gentry; Luca Pagliaroli; Dorian Price; Chris Rawding; Paul Roberts; Trevor Ulla	29-Apr-2024	06-Sep-2024
CHB DITS 045k	Continuous Monitoring	DITS will provide continuous monitoring of progress, tracking the remediation efforts to help identify and address any issues promptly. This includes regular communication with business owners, providing support, and making adjustments to the plan as necessary.	Sam Collins	29-Apr-2024	31-Dec-2025

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
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							change indicator	
<b>CR29 Information Management</b>  08-Apr-2019 Caroline Al-Beyerty	<b>Cause:</b> Lack of officer commitment and investment of the right resources into organisational information management systems and culture. <b>Event:</b> The City Corporation's IM Strategy (2018-2023) is not fully and effectively implemented <b>Effect:</b> a) Not being able to use relevant information to draw insights and intelligence and support good decision-making. b) Vulnerability to personal data and other information rights breaches and non-compliance with possible significant ICO fines or other legal action. c) Waste of resources storing information beyond usefulness.	 Lighthouse Impact	<b>12</b>	DITS completed the Data Maturity Assessment in 2023. This served to establish priority areas of focus and will be used to inform a refresh of the current IT Strategy. This work is now being progressed across three key workstreams of the Corporate Data Platform, Data Governance Review and the Data Lighthouse Project.	 Lighthouse Impact	<b>6</b>	31-Dec-2024	
			<b>29 Apr 2024</b>		Reduce	Constant		

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Action no	Action description	Latest Note	Action owner	Latest Note Date	Due Date
CR29n	Drive Adoption of Corporate Data Platform	The HLD and LLD Design Documentation for Microsoft Fabric has been approved and the Corporate Data Platform has been implemented for COL. The next phase is focusing on the Data Engineering, adding data sources to the platform, driving adoption and realising benefits.	Sam Collins	29-Apr-2024	31-Dec-2024
CR29o	Review Data Governance	Working with colleagues in the Corporate Strategy and Data Team to review Data Governance and work with departments to implement effective data governance and data quality management	Sam Collins	29-Apr-2024	30-Sep-2024
CR29p	Deliver Data Lighthouse Project (Corporate CRM)	A proof of concept exercise is commencing in April to understand the functionality and 'fit' of Microsoft Dynamics 365 Customer Insights as the Corporate CRM Platform.	Sam Collins	29-Apr-2024	01-Jun-2024



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<b>CHB DITS 044</b> <b>Business Intelligence (PowerBI) - Technical Support</b>  Feb-2024 Sam Collins	<b>Cause:</b> There is a lack of capability and capacity within DITS technical support for the Corporate Business Intelligence Tool (Microsoft PowerBI). This was raised as a concern but was not addressed through the TOM in 2022.  <b>Event:</b> There is an increasing reliance upon PowerBI for Corporate Reporting across COL and COLP and already it is being used for tracking Climate Action (COL), Key Corporate Information (COL) and NICHE (COLP).  <b>Effect:</b> DITS are unable to resolve technical support issues and ensure that COL / COLP are adhering to best practice in terms of the use of PowerBI Gateways, automation of reporting, cleansing, and sharing of datasets. PowerBI would become a 'Digital Veneer' masking a significant amount of poor practice in terms of disparate datasets and manual practices		6	The Head of Data has been appointed on a 12-month secondment and started in post in March. This has increased capacity and further capability is being developed through formal training and on the job learning. The COLP Data Hub has also now been approved and will provide significant capacity for COLP in the delivery of the Data Analytics Platform project, supported by a third party supplier.  <b>29 Apr 2024</b>		2	31-Aug-2024	 Constant

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
<b>CHB DITS 047</b> <b>Security Vetting</b>  10-Apr-2024 Sam Collins	<b>Cause</b> There are significant delays to Digital, Information and Technology Service (DITS) staff applications for security vetting being processed, potentially taking more than 12 months from point of application.  <b>Event</b> This impacts on the capacity and capability of DITS to deliver a high quality and resilient IT service to the City of London Police.  <b>Impact</b>		3	There are significant delays to Digital, Information and Technology Service (DITS) staff applications for security vetting being processed, potentially taking more than 12 months from point of application.  <b>29 Apr 2024</b>		1	31-Dec-2024	 Constant

When cleared staff leave the organisation this can mean that roles supporting COLP will remain vacant for a period, meaning that either services are not provided and/or additional temporary security cleared staff are employed at significant additional cost.						
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Action no	Action description	Latest Note	Action owner	Latest Note Date	Due Date
CHB DITS 047a	Risk to be taken to COLP governance	JC to discuss with Chris bell, this risk to be taken into governance in COLP.	Jonathan Chapman	29-Apr-2024	31-Jul-2024

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