



Finance Committee

Date: TUESDAY, 14 JANUARY 2025
Time: 12.45 pm
Venue: COMMITTEE ROOMS - 2ND FLOOR WEST WING, GUILDHALL

Members:

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

Enquiries: Ben Dunleavy ben.dunleavy@cityoflondon.gov.uk

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<https://www.youtube.com/@CityofLondonCorporation/streams>

A recording of the public meeting will be available via the above link following the end of the public meeting for up to one civic year. Please note: Online meeting recordings do not

constitute the formal minutes of the meeting; minutes are written and are available on the City of London Corporation's website. Recordings may be edited, at the discretion of the proper officer, to remove any inappropriate material.

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

Ian Thomas CBE
Town Clerk and Chief Executive

AGENDA

Part 1 - Public Agenda

1. **APOLOGIES**

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

3. **MINUTES OF THE PREVIOUS MEETING**

To agree the public minutes and non-public summary of the meeting held on 12 December 2024.

For Decision
(Pages 7 - 14)

4. **ACTION TRACKER**

To receive the Committee's Action Tracker.

For Information
(Pages 15 - 16)

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

To receive the Committee's Forward Plan.

For Information
(Pages 17 - 18)

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

Joint Report of the Chief People Officer and the Chamberlain.

For Information
(Pages 19 - 26)

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

Report of the Chamberlain.

For Information
(Pages 27 - 48)

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

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

10. **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

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

To agree the non-public minutes of the meeting held on 12 December 2024.

For Decision
(Pages 49 - 52)

12. **NON-PUBLIC ACTION TRACKER**

To receive the Committee's non-public Action Tracker.

For Information
(Pages 53 - 54)

13. **EFFICIENCY AND PERFORMANCE WORKING PARTY'S FORWARD PLAN**

To receive the Efficiency and Performance Working Party's Forward Plan.

For Information
(Pages 55 - 56)

14. **TRANSFORMATION FOR THE NATURAL ENVIRONMENT CHARITIES -
OUTCOMES OF THE NATURAL ENVIRONMENT CHARITIES REVIEW**

Joint Report of the Executive Director, Environment, the Interim Managing Director of City Bridge Foundation and the Chamberlain.

For Decision
(Pages 57 - 102)

15. **CITY SCHOOLS' CATERING**

Joint Report of the Headmaster of the City of London School and the Headmistress of the City of London School for Girls.

For Decision
(Pages 103 - 114)

16. **MAJOR PROJECT DASHBOARD - PERIOD 8 2024/25 (AS AT THE END OF NOVEMBER)**

Report of the Chamberlain.

For Information
(Pages 115 - 126)

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

Report of the Town Clerk.

For Information
(Pages 127 - 130)

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

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

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FINANCE COMMITTEE

Tuesday, 10 December 2024

Minutes of the meeting of the Finance Committee held at Guildhall, EC2 on Tuesday, 10 December 2024 at 12.45 pm

Present

Members:

Deputy Henry Colthurst (Chairman)	Alderman Elizabeth Anne King, BEM JP
Deputy Randall Anderson (Deputy Chairman)	Deputy Paul Martinelli
Deputy Rehana Ameer	Catherine McGuinness
Brendan Barns	Deputy Andrien Meyers
Nicholas Bensted-Smith	Benjamin Murphy
Deputy Timothy Butcher	Hugh Selka
Deputy Simon Duckworth OBE DL	Paul Singh
Alderman Professor Emma Edhem	James St John Davis
Alderman Sir Peter Estlin	Deputy James Thomson CBE
Steve Goodman OBE	Luis Felipe Tilleria
Alderman Martha Grekos	James Tumbridge
Deputy Madush Gupta	Mark Wheatley
Michael Hudson	Deputy Keith Bottomley (Ex-Officio Member)

Officers:

Ian Thomas, CBE	- Town Clerk and Chief Executive
Caroline Al-Beyerty	- Chamberlain
Michael Cogher	- Comptroller and City Solicitor
Paul Wilkinson	- City Surveyor
Katie Stewart	- Executive Director, Environment
Dionne Corradine	- Chief Strategy Officer
John James	- Chamberlain's Department
Lisa Moore	- Chamberlain's Department
Daniel Peattie	- Chamberlain's Department
Sonia Virdee	- Chamberlain's Department
Genine Whitehorne	- Chamberlain's Department
Nick Basye	- City of London Schools
Adrian Kelly	- Community and Children's Services Department
Joe Kingston	- Environment Department
Ben Dunleavy	- Town Clerk's Department

1. **APOLOGIES**

Apologies for absence were received from Shahnan Bakth, Deputy Christopher Hayward and Alderman Tim Levene.

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

There were no declarations of interest.

3. **MINUTES OF THE PREVIOUS MEETING**

The public minutes and non-public summary of the meeting held on 12 November 2024 were approved as a correct record.

4. **ACTION TRACKER**

Members noted the Committee's Action Tracker.

The Town Clerk informed Members that the report on investment property thresholds would be presented in the New Year.

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

Members noted the Committee's Forward Plan.

6. **FINANCE COMMITTEE OPERATIONAL BUDGET ESTIMATE 2025/26**

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

At the request of the Chairman, the Chamberlain provided an overview of the process by which the operational budget estimates were set – namely that the Finance Committee, in its corporate role, recommended the overall budget envelope for the entire City of London Corporation for approval by the Court of Common Council. This exercise includes an estimated budget allocation for each of the service areas. Service Committees used the assumptions set by the Committee in this capacity (such as inflation and uplifts) to determine the best allocation of this estimated budget to deliver services, within the overall envelope. The report under consideration presented the budget estimates for those services for which the Finance Committee was responsible, and would be fed into the wider budget-setting process along with those of other Committees. Such work would be followed by a top-down approach to ensure a balanced budget, including any required amendments (for example, if savings or efficiencies had been allocated). The result would then be presented to the Finance Committee at its February meeting, before final approval at Court in March. After formal approval, Members would receive a final agreed budget setting out the changes to the original estimate.

The Chamberlain suggested that using the term 'final agreed budget' was appropriate as it reflected that the budget was the final one authorized by the Court, with any virements approved by the Court by the Chamberlain under her delegated powers. The Chamberlain and her team would look to clarify the terminology used to describe other elements of the process for the 2026/27 report.

The Chairman highlighted again his and other Member's concerns over the use of the term 'revised budget'. He felt strongly that any adjustments to the agreed budget should be noted as a separate line not least to ensure full transparency for "agreed amendments". Separately with regards to the setting of the 2025/26 budget, the Chairman hoped that departments and Service Committees would consider prudently the City Corporation's overall financial position, including taking a full account of the decisions taken on Ambition 25 and the Pay Award.

During discussion, the Committee re-emphasised its desire and the overarching need to simplify the City Corporation's financial reporting in order to improve proper understanding of the financial position.

At the request of a Member, officers undertook to circulate further information on the percentage increase of the insurance rises.

RESOLVED, that – Members:

- i) Note the Approved Revised Budget for 2024/25.
- ii) Review and approve the Estimate for 2025/26.
- iii) Note the approved capital and supplementary revenue budgets.
- iv) Agree to delegate amendments for the 2025/26 Estimate arising from changes to recharges or for any further implications arising from energy price increases and other reviews and changes to the capital charges during budget setting to the Chamberlain.

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

The public minutes and non-public summary of the Projects and Procurement Sub-Committee meeting held on 21 October 2024 were noted.

8. PROCUREMENT CODE REVIEW

Members considered a report of the Chamberlain relating to the Procurement Code.

During discussion, a Member suggested that the recommended increase in the procurement threshold should be retained permanently if it was deemed appropriate.

The Committee agreed that the revised Policy should include a reporting mechanism for expiring contracts, to enable Member oversight.

A Member raised a concern that smaller suppliers could be inhibited for competing for contracts by the responsible procurement commitments. They suggested that officers consider the Preston Model as an example. The Deputy Chairman, also the Chairman of the Projects and Procurement Sub-Committee, noted that the Sub-Committee was also concerned about this point. He said that the purpose of trying to reduce complexity through the development of a new Policy was to open opportunities for more suppliers.

RESOLVED, that – Members

1. Approve the development of a new Procurement Policy and supporting framework to replace the existing Procurement Code.
2. Authorise the Chamberlain in consultation with the Chairman and Deputy Chairman, to approve changes to the Procurement Code and supporting framework to align with the new Procurement Act 2023.
3. Approve the temporary increase of the threshold for the approval of procurement options and contract awards by the Court of Common Council to £20m until 31 July 2025 whilst the new Procurement Policy is developed.

9. **RESPONSIBLE PROCUREMENT MIDYEAR IMPACT REPORT**

Members considered a report of the Chamberlain relating to the Responsible Procurement Strategy.

A Member, noting that the Impact Report was attached as a restricted appendix, gave notice of a question for the non-public session, which might affect the Committee's decision. The Committee agreed to defer consideration of the report to the non-public session, with the decision to be recorded in the public minutes.

RESOLVED, that – Members approve the publication of the amended Responsible Procurement Mid-Year Impact Report 24-25 on the City Corporation's external website and note the information on Responsible Procurement treatment.

10. **EXTENSION OF CONTRACT FOR THE PAN-LONDON SEXUAL HEALTH E-SERVICES CONTRACT**

Members considered a report of the Chamberlain concerning a contract extension.

RESOLVED, that – Members recommend to the Court of Common Council that the current E-services contract with Preventx Ltd dated 15 August 2017 currently due to expire on the 15 August 2025 is extended for a further year to expire on 15 August 2026.

11. **CENTRAL CONTINGENCIES**

Members received a report of the Chamberlain regarding the current balance of the Finance Committee Contingency Funds.

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

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

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

The Chairman asked the Chamberlain if the risk rating for CR38 Unsustainable Medium-Term Finances – City's Estate would reduce following the Court's decision to cease the Market Co-Location Programme and 'de-marketise' Smithfield and Billingsgate. In reply, the Chamberlain said the report had been

drafted before that decision and City's Estate risk profile was now being re-modelled.

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

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

There were no questions.

14. ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT

There were no urgent items.

15. EXCLUSION OF THE PUBLIC

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

Item No.	Paragraphs in Schedule 12A
16-20, 24, 26-27	3
21	7
25	1 and 3

16. NON-PUBLIC MINUTES OF THE PREVIOUS MEETING

It was noted that Deputy Simon Duckworth had observed and spoken at the previous meeting as a virtual participant in the non-public session. The Town Clerk undertook to correct the minutes.

The non-public minutes of the meeting held on 12 November 2024 were approved as an accurate record, as amended.

17. NON-PUBLIC ACTION TRACKER

Members noted the Committee's non-public Action Tracker.

18. MAJOR PROJECT DASHBOARD - PERIOD 7 2024/25 (AS AT THE END OF OCTOBER)

Members received a report of the Chamberlain concerning major projects.

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

The non-public minutes of the Projects and Procurement Sub-Committee meeting held on 21 October 2024 were noted.

20. EXTENSION OF LONDON WIDE HAZARDOUS WASTE COLLECTION AND DISPOSAL SERVICE CONTRACT

Members considered a report of the Executive Director, Environment concerning a contract extension.

21. **POLICE CYBER ALARM APPROVAL TO PUBLISH TENDER PRIOR TO NEW PROCUREMENT**
Members considered a report of the Police Commissioner concerning a procurement strategy.
22. **EFFICIENCY AND PERFORMANCE WORKING PARTY'S FORWARD PLAN**
The Working Party's Forward Plan was noted.
23. **DRAFT MINUTES OF THE EFFICIENCY AND PERFORMANCE WORKING PARTY**
The draft minutes of the Working Party meeting on 6 November 2024 were noted.
24. **TRANSFORMATION FOR THE NATURAL ENVIRONMENT CHARITIES – OUTCOMES OF THE NATURAL ENVIRONMENT CHARITIES REVIEW**
The report had been withdrawn by officers.
25. **DELEGATION REQUESTS**
Members considered a report of the City Surveyor containing several requests concerning City Fund investment properties.
26. **AUTUMN 2024 BUDGET UPDATE**
Members received a report of the Chamberlain concerning the Autumn Budget.
27. **NON-PUBLIC DECISIONS TAKEN UNDER DELEGATED AUTHORITY AND URGENCY PROCEDURES**
Members received a report of the Town Clerk detailing non-public decisions taken under delegated authority and urgency procedures since the last meeting.
28. **NON-PUBLIC QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**
There were no questions.
29. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT AND WHICH THE COMMITTEE AGREE SHOULD BE CONSIDERED WHILST THE PUBLIC ARE EXCLUDED**
The Committee considered a report relating to the City Junior School, circulated as a late item.
 - a) **Request to Extend Loan Term for City Junior School**
Members considered a joint report of the Heads of the City of London School for Girls and the City of London School concerning a loan extension.
30. **CONFIDENTIAL MINUTES**
The confidential minutes of the meeting held on 12 November 2024 were approved as a correct record in the public session.

The meeting ended at 1.49 pm

Chairman

Contact Officer: Ben Dunleavy ben.dunleavy@cityoflondon.gov.uk

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FINANCE COMMITTEE – Action Tracker –January 2025

Items from meeting held 23 July 2024		
ITEM	Action	Officer and target date
23. DELEGATION REQUEST	Review the threshold levels under which decisions on investment property transactions require Committee approval	Town Clerks/Chamberlains/City Surveyors – January

Items from meeting held 12 December 2025		
ITEM	Action	Officer and target date
6. FINANCE COMMITTEE OPERATIONAL BUDGET ESTIMATE 2025/26	Circulate note clarifying the percentage increase in the insurance premiums	Chamberlains – January 2025* <i>(Sent on 17 December)</i>

*Closed items will be removed from the tracker

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FINANCE COMMITTEE – WORK PROGRAMME 2024-25

	Jan - 25	Feb - 25	April - 25	June -25	July-25
Budget Setting Process & Medium-Term Financial Planning		City Fund Budget Report and Medium-Term Financial Strategy City Estates Budget report and Medium-Term Financial Strategy			
Effective Financial Management Arrangements for The City Corporation	MPO Dashboard Reporting (CHB) Efficiency and Performance forward plan	Budget monitoring Q2 MPO Dashboard Reporting (CHB) Procurement Regs Project Procedures Efficiency and Performance forward plan Review of Recharges	MPO Dashboard Reporting (CHB) Update of Finance Regulations - deep dive Efficiency and Performance forward plan		
Financial Statements					
Page 11 Finance Committee as a Service Committee	Risk Management Update Report ERP Programme Update (Quarterly)	Risk Management Update Report Chamberlain’s Business Plan Q3 report Central Contingencies (quarterly update)	Risk Management Update Report Chamberlains Business Plan End of Year update ERP Programme Update (Quarterly)		
Other Departments reports	Charities Review (Environment) City Schools Catering (City Schools)	Casual Workers review (HR)	Barbican Renewal six-month update (Barbican Centre)		

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City of London Corporation Committee Report

Committee(s): Corporate Services Committee – For Information Finance Committee – For Information Digital Services Committee – For Information	Dated: 08/01/2025 21/01/2025 30/01/2025
Subject: Enterprise Resource Planning (ERP) Programme Update Report	Public report: For Information
This proposal: <ul style="list-style-type: none"> • delivers Corporate Plan 2024-29 outcomes • provides business enabling functions 	Providing Excellent Services
Does this proposal require extra revenue and/or capital spending?	No
If so, how much?	n/a
What is the source of Funding?	n/a
Has this Funding Source been agreed with the Chamberlain’s Department?	n/a
Report of:	Chief People Officer; Ali Littlewood & The Chamberlain, Caroline Al-Beyerty
Report author:	Simon Gray, Chamberlain’s Department

Summary

This report provides an update on the advancements in the Enterprise Resource Planning (ERP) Programme for the fourth quarter of 2024.

The City of London Corporation is undertaking a major programme to replace its systems with an ERP solution, which will take over the duties from the current legacy systems; namely City People (Midland i-Trent) for HR & Payroll, and Oracle R12 for strategic as well as operational finance functions. This new ERP system will update and significantly improve the technology used to provide our essential behind-the-scenes services.

The ERP Programme has achieved significant milestones in the last 3 months, including completing the procurement exercise for the System Integrator Partner, recruiting to roles within the programme team.

The programme timeline has been mapped to deliver in three phases.

Recommendation(s)

Members are asked to note the report.

Main Report

Background

1. The City of London Corporation has embarked on implementing an Enterprise Resourcing Planning (ERP) System that will replace the ageing Finance, HR, Payroll and Operational Procurement systems.
2. The same core back-office systems have been utilised for over 20 years. The systems are now either out of support (Oracle) or an unsupported platform (City People) which causes the City of Corporation the need to procure third-party support and invest staff time in prolonging their life to deliver critical services.

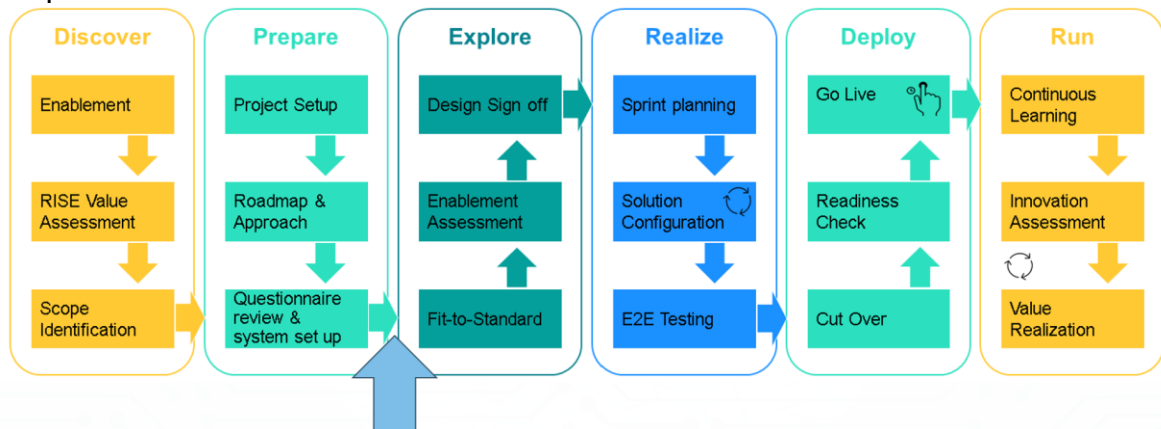
Programme Update

3. The programme has been rebranded as “Programme Sapphire”. Establishing a brand for the programme will underpin the change and communications strategy. We will create a recognisable and relatable brand which our audience can engage with and seek to avoid being view as a system replacement – i.e. a technical programme rather than a transformation programme. It also provides a separation from the Programme delivery phase and the future operational state.
4. The programme held a kick-off event on the 17th of November which included over 80 members of the programme team (included the team from the system integrator).
5. During October / November the programme team worked with the system integrator (HCL) to complete the statement of works which confirms the timing, scope and approach of the programme
 - i. The programme timeline is being delivered in 3 waves:
 - Wave 1: Learning Management, Performance and Goals & Recruitment – Q1 2025
 - Wave 2: Full HR and Payroll – Q4 2025
 - Wave 3: Finance – Q1 2026

The payment to the System Integrator is aligned to the above delivery schedule on a milestone basis.

- ii. The requirements of the Corporation are consistent with those that were included in the Invitation to Tender that were issued (no change in scope).
- iii. The approach is based on the Corporation adopting to best practice using the SAP Public Cloud (Adopt not Adapt).

6. The programme is following the SAP Activate methodology and is now in the “Explore Phase” as shown below:



7. The Explore phase will be delivered between 18th November 2024 and 31st March 2025. There are currently over 200 “fit to standard workshops” scheduled to agree the design of the solution.
8. The initial focus has been on Wave 1 design workshops, which are scheduled to be completed by December 20th, 2024, and are on track at the time of writing this report. The first data migration wave will be delivered in December 2024 to support Wave 1 testing.
9. The Realise / Deploy and Run phases will be delivered iteratively for each Wave (see appendix A for detail).
10. The Corporation has also set up networking with other Local Authority customers who are on a similar journey including:
- Gloucestershire County Council (SAP upgrade to Public Cloud – Testing Phase)
 - Manchester City Council (SAP upgrade to Public Cloud – nearing end of Design)
 - Warrington Borough Council (SAP upgrade – end of procurement)
11. The intention is to meet monthly on a virtual basis – initial meetings will focus on each party sharing where it is and challenges / opportunities. The plan will be to develop specific knowledge sharing across the functional areas. The above has been facilitated by SAP
12. The program is progressing according to the approved budget.

Programme Next Steps

13. The primary focus will be on completing the fit to standard workshops. The Wave 1 workstreams will also be delivering the change readiness assessments in January which will include:
- Testing Plans
 - Training Plans

- iii. Communications Plans
- iv. Cutover Plans
- v. Business Support Plans

14. The plans for Wave 2 & 3 Wave will be due after sign-off of the whole design in March. This will include identified benefits discovered as part of the design workshops. During the workshops we are performing as-is process work to validate the benefits targeted

Corporate & Strategic Implications

Strategic implications - The ERP Programme supports the Corporate Initiatives to deliver brilliant basics and mitigates the risk of unsupported legacy systems.

Financial implications – Digital Services Committee, Finance Committee and Court of Common Council have approved the budget envelope to bring in the relevant resources including backfills.

Resource implications - The requirement of resourcing is detailed in this paper.

Legal implications - All staff resourcing, and employment contracts will comply with statutory requirements and be in line with best practice.

Risk implications - Failure to baseline the programme roles would place a risk on the organisation.

Equalities implications - An Equalities Impact Assessment was done initially and is currently being updated and will be brought back for review. This will be routinely updated throughout the life of the programme.

Climate implications - None

Security implications - None (other than standard vetting requirements)

Conclusion

The last quarter saw notable advancements in the rollout of the new Enterprise Resource Planning (ERP) system, set to supersede the existing systems for Finance, HR, Payroll, and Operational Procurement. Selection of the System Integrator Partner is finalised, with the project aiming to conclude its planned scope by April 2026. The team is now focusing efforts on preparation tasks, such as staffing, data verification, change planning, and initial programme announcements. Members should acknowledge this report.

Simon Gray

ERP Programme Manager

T: 07557 568016

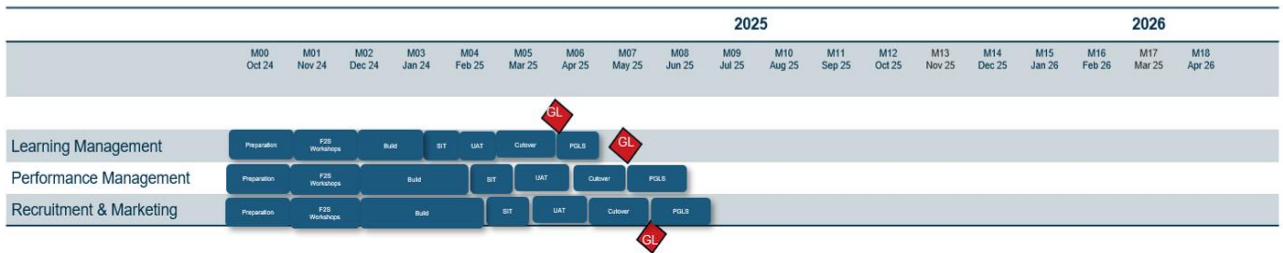
E: simon.gray@cityoflondon.gov.uk

Appendix A

Wave 1




Wave 1- CoL Programme Plan by HCL



Wave 2




Wave 2- CoL Programme Plan by HCL



Wave 3




Wave 3- CoL Programme Plan by HCL



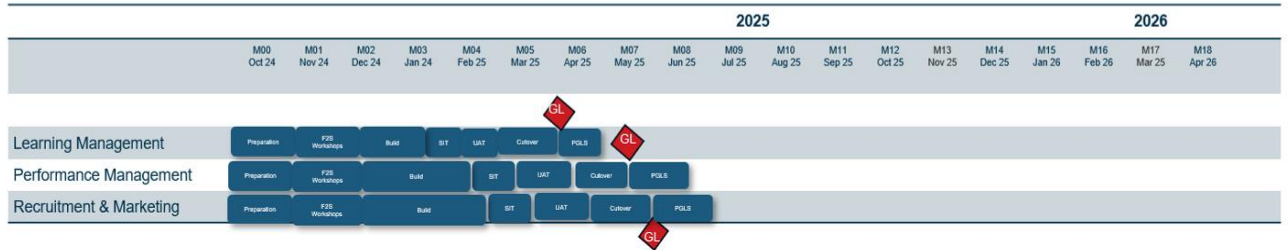
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Appendix A

Wave 1




Wave 1- CoL Programme Plan by HCL



Wave 2




Wave 2- CoL Programme Plan by HCL



Wave 3




Wave 3- CoL Programme Plan by HCL



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City of London Corporation Committee Report

Committee(s): Finance Committee – For information	Dated: 14 January 2025
Subject: Chamberlain’s Departmental Risk Management Update	Public report: For Information
This proposal: <ul style="list-style-type: none"> • delivers Corporate Plan 2024-29 outcomes • provides statutory duties 	Providing Excellent Services Flourishing Public Spaces
Does this proposal require extra revenue and/or capital spending?	No
If so, how much?	£0
What is the source of Funding?	n/a
Has this Funding Source been agreed with the Chamberlain’s Department?	n/a
Report of:	Caroline Al-Beyerty, Chamberlain
Report author:	Leah Woodlock, Chamberlain’s Department

Summary

This report has been written to provide the Finance Committee with an update on the risks the Chamberlain’s department faces, focusing on the Financial Corporate and Departmental risks.

There is currently one RED risk on the Corporate Risk Register within the responsibility of the Chamberlain and one RED risk on the Chamberlain’s departmental risk register. The Chamberlain’s Senior Leadership Team and divisional management teams within the department regularly review and update the risk register, potential risks and opportunities.

Recommendation(s)

Members are asked to:

- Note the report.

Main Report

Background

1. The Risk Management Framework of the City of London Corporation requires each Chief Officer to report regularly to 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.

2. The Digital Information Technology Service (DITS) as a part of the Chamberlain's Department risks are reported to the Digital Services Committee for oversight.

Current Position

Corporate Risk – RED

3. Department currently has one financial RED Corporate Risk, all risks are regularly reviewed and several mitigating measures are in place to prevent the realisation of these risks or future risks.
4. **CR38 Unsustainable Medium-Term Finances – City's Estate** following the November decision of the Court of Common Council on the Smithfield and Billingsgate markets, the risk score will be reviewed upon the approval of the next iteration of the City's Estate Medium-Term Financial Plan by the Committee in February 2025. It is anticipated that the current RED 16 risk score will be reduced and will be presented to the Chief Officer Risk Management Group.
5. The next edition of the medium-term financial plan will provide clarity on the impact and effectiveness of the in-place mitigations. Work has commenced on the longer term (20 year) financial plan, including the first quarterly workshop hosted in December between the Chamberlain's and Surveyors team to establish the project team and scrutinising financing options for future projects.
6. The risk score for CR35 **Unsustainable Medium-Term Finances – City Fund (current score AMBER 12)** will alike be reviewed following the approval of the next Medium Term Financial Plan, following recent spending commitments on the Barbican and confirmation of the resetting of business rates baselines in 26/27, it is anticipated that the risk score will increase. Appropriate mitigation strategies will be considered for Member consideration.

Departmental Risks – RED

7. **CHB002 Housing Revenue Account (HRA) Finances** has a risk score of RED 16. Work is being finalised on the draft five-year financial projection for HRA. The estimates will be presented to committee for approval in January 2025. The draft projections continue to indicate a finely balanced position, with additional monitoring on the capital forecasts.

Conclusion

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

Appendices

- [Appendix 1 – Departmental Risk Register](#)

Background Papers

Chamberlain's Departmental Risk Management Update Reports

Leah Woodlock

Chamberlain's Project Manager

Chamberlain's Department

E: Leah.Woodlock@cityoflondon.gov.uk

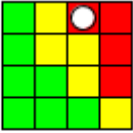
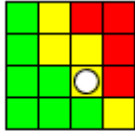

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CHB Corporate and departmental risks - detailed report EXCLUDING COMPLETED ACTIONS

Report Author: Leah Woodlock
Generated on: 12 December 2024



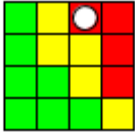
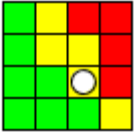

Rows are sorted by Risk Score

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	<p>Cause: 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>Event: 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>Effect: The City Corporation’s reputation is damaged due to failure to deliver housing services.</p>	 <p>Lielihood</p> <p>Impact</p>	<p>16</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 presented to members in January. Latest projections show the revenue funding position remains precarious and vulnerable to revenue overspends, further delays to new build projects 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>Lielihood</p> <p>Impact</p>	<p>8</p> <p>31-May-2025</p>	

16-Oct-2023 Mark Jarvis; Sonia Virdee				01 Jan 2025				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 continues in 2024/25, update is included in latest budget position shown in current Estimates going to Committee in January be provided in regular reporting of capital forecasts due in latest budget position shown in current Estimates going to Committee in January. Further risk of delays to new build projects will impact the 5 Year Plan revenue projections. Continue to monitor the risk around non-recovery of leaseholder contributions to capital projects following the Great Arthur cladding case decision. Wider and longer term options around financial support for the HRA are being considered.	Mark Jarvis	03-Dec-2024	31-Mar-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 management 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 latest 2024/25 and 2025/26 Estimates continue to show a very finely balanced position.</p>	Mark Jarvis	03-Dec-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
CR38 Unsustainable Medium Term Finances - City's Estate	<p>Causes: 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. 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>Event: 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>Effects: 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>		16	<p>Inflation rates to be monitored quarterly and an inflation contingency to be maintained in 2024/25 through carried forward from 2023/24 underspends. On-going pressures totalling £3.8m, plus net 3% inflation uplift approved in 2024/25 budgets.</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>Earning more income from property investment portfolio. To this end the Investment Property Strategy was approved by Investment Committee in July 2024, and the team is currently being shaped in order to be able to deliver the strategy's objectives.</p> <p>The funding strategy identifies where best to bring third-party capital, reducing demand on own Reserves.</p> <p>Key mitigations include quarterly monitoring of capital programme against budgets and developing comprehensive business cases and implementation plans for income generation opportunities.</p> <p>Renewed approach to transformation under pinned by a clear communication plan to Members.</p>		8	31-Mar-2025	
31-Oct-2022								

Caroline Al-Beyerty						Reduce	Constant
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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 <ul style="list-style-type: none"> • Monitor the use of inflation contingency 	Regular monitoring the office of budget responsibility's inflation forecasts, the Consumer Prices Index (CPI) rose by 2.6% in the 12 months to November 2024, up by 0.3% since October 2024.	Sonia Virdee	18-Dec-2024	31-Mar-2025
CR38e	Monitoring key income streams <ul style="list-style-type: none"> • i.e. rental income from the property investment portfolio. 	This is being monitored monthly, with action being taken to within the portfolio to maximise income generation opportunities. Ensure income generation schemes are sustainable and on-going opportunities are explored, these include but not limited to; Lord Mayor Show and events across the Corporation, Advertising and sponsorship, Filming inside and outside the square mile, Retail opportunities and Fees and Charges. Benchmarking exercises are currently being undertaken to provide a market comparison. An update on individual workstreams will be presented to Efficiency and Performance working party in January 2024.	Sonia Virdee; Genine Whitehorse	03-Dec-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. Regular updates to Executive Leadership Board / Senior Leadership built into monitoring timetable. Pressures and mitigations are being recorded at a more granular level to improve the tracking and reporting on savings during the year, this information will be incorporated into the budget monitoring reports from Autumn 24 onwards to help inform Members of key risks and progress. Savings programmes/initiatives are being considered as work commences on budget setting for the 2025/26 year, proposals to be taken to the Joint RASC and Service Committee Chairman in January 2025.	Sonia Virdee	03-Dec-2024	31-Mar-2025

CR38g	Remain within the financial envelopes approved for major projects.	<p>Monthly updates and budget monitoring on major projects forecasts and issues arising. Projects are routinely reviewed by the Chamberlain's Assurance Board.</p> <p>On 26th November, the Court of Common Council ratified a decision to end its interest in co-locating the wholesale food markets of Smithfield and Billingsgate to a new site at Dagenham Docks. A Bill was deposited in Parliament on 27th November that provides for the ending of the City Corporation's responsibilities to operate markets at these sites. Under a new agreement with market traders, financial support will be provided to help them relocate to new premises, ensuring their continued success. The 5-year and longer-term plans are being updated as part of the 25/26 budget setting process to reflect these decisions and will be presented to this committee in the new year. However, still subject to legal agreements signed by market traders and Parliament passing the Bill.</p>	Sonia Virdee	03-Dec-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>Now that decision on markets has been made, remaining proposals for each opportunity is to be worked up and submitted for member consideration to relevant Committees. Chamberlain's and City Surveyor's teams meet in December for a dedicated Capital Financing workshop to establish a shared understanding of the funding demands and profiling over the longer term.</p>	Sonia Virdee; Paul Wilkinson	18-Dec-2024	31-Mar-2025
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>Presentation to Efficiency and Performance Working Party took place in September 2024. Finance Committee is to receive an update at its January meeting.</p>	Emily Brennan; Sonia Virdee	18-Dec-2024	31-Dec-2024
CR38j	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,	<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. A significant decision was made in December to halt the markets' co-location programme; its effects are currently being modelled and will be updated in the budget papers presented to the Finance Committee in February 2025. This decision will influence the current 5-year financial plan. Other areas of focus include: income generation, operational property review, investment property review and charity review.</p>	Sonia Virdee; Genine Whitehorn e	18-Dec-2024	31-Mar-2025

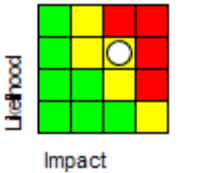
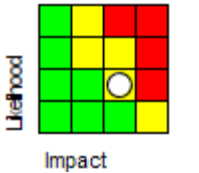

	<p>investment property review and charity review) underpin by a clear communication plan to all members, so they are aware of the challenges ahead.</p> <p>Review of Executive Leadership Board planning for getting back to balance and operationalising the Corporation plan will be taken to Resource Allocation Sub Away day in July.</p>	<p>Transformation programme in flight, supported at Resource Allocation Sub away day.</p> <p>Progress reporting to the Efficiency and Performance Working Party to ensure corporate focus and pace.</p> <p>Updates will be planned into the 5-year and longer-term financial plan, and presented to Finance Committee in the new year.</p>			
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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
CR33 Major Capital Schemes 14-Feb-2020 Caroline Al-Beyerty	<p>Cause: 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>Event: there is insufficient technical and professional capability and resource to effectively deliver the schemes.</p> <p>Effects:</p> <ul style="list-style-type: none"> • Schemes not delivered on time • Inability of the organisation to move at the required pace • Potential for increased capital costs as a result of delayed decision making • Reputational impact on the Corporation vis a vis key stakeholder across London and UK Govt. • Potential revenue impact of delayed delivery to services affected (e.g. Markets, Museum of London Grant, City of London Police) • failure to deliver on corporate outcomes 		12 03 Dec 2024		8 Reduce	31-Mar-2029 Constant

Action no	Action description	Latest Note	Action owner	Latest Note Date	Due Date
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CR33h	Implement a new project governance approach	<p>The Town Clerk's portfolio board commenced in November 2023.</p> <p>A portfolio overview report approved by Projects and Procurement sub-committee, with one-off funding approved by CoCo on 7 March, further work underway to identify permanent funding source.</p> <p>A drafted project procedure and guidance is currently being reviewed by the project governance working group.</p> <p>Work ongoing with project procedure, construction of gateways and scenarios. Significant level of change for departments which suggests a phased approach.</p> <ul style="list-style-type: none"> . Phase 1 – Provision of PM Toolkit and enabling portfolio reporting to Portfolio Board and Members – early 2025 . Phase 2 – Roll out of new Gateways <p>Plan to be presented and approved at Portfolio Board and PPsC.</p>	Genine Whitehorn e	03-Dec-2024	31-May-2025
CR33j	Refresh the Project Management Academy	<p>Discussions ongoing with PM Academy. PM Academy responding to CoL with their outline proposal for provision of revised training in line with new project procedure and framework/ PM Academy seeking for partners to undertake Green Book training.</p> <p>A vacancy in the Projects Skills and Capability Manager role is contributing pressures.</p>	Matthew Miles	03-Dec-2024	31-Jan-2025
CR33k	Procure and implement a new project management system	<p>A procurement exercise and route to market is being utilised to procure the new project management system.</p> <p>Contract signed with Cora. Statement of work (SOW) needs further work and clarification to agree scope and estimates of configuration effort. Next step is requirements workshops.</p>	Matthew Miles	03-Dec-2024	28-Feb-2025
CR33l	Monitor the high-level cashflow/forecast monthly	<p>The Investment Management Monthly Meeting has been established.</p> <p>The Chamberlain's Assurance Board has also been established to review the financial dashboards and forecasts for the Major Programmes, with updates provided to the Portfolio Board.</p>	Sonia Virdee	03-Dec-2024	31-Mar-2029

		Cashflow forecasting has been extended to include business as usual and will be presented to Investment Committee at its December meeting. Following this quarterly update will be provided to Investment and Finance Committees.			
CR33m	Secure Third-Party Funding	A project update report has been prepared Finance Committee, City Bridge Foundation Board and Policy & Resources Committee on a regular basis. This will continue throughout the lifespan of the Major Programmes.	Sonia Virdee; Paul Wilkinson	03-Dec-2024	31-Mar-2029
CR33n	Provide regular Member updates	A project update report has been prepared Finance Committee, City Bridge Foundation Board and Policy & Resources Committee on a regular basis. This will continue throughout the lifespan of the Major Programmes.	Sonia Virdee; Genine Whitehorne	04-Sep-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 Unsustainable Medium Term Finances - City Fund	<p>Causes: 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>Event: 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>Effect: 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 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>		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 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>		8	31-Mar-2026	

19-Jun-2020 Caroline Al-Beyerty				03 Dec 2024			Reduce	Constant
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Action no	Action description	Latest Note	Action owner	Latest Note Date	Due Date
CR35a	Monitoring the impact of inflationary pressures (including pressures on energy costs) and construction inflation impacts on capex programme • Use of inflation contingency	<ul style="list-style-type: none"> •Regular monitoring the office of budget responsibility's inflation forecasts, the Consumer Prices Index (CPI) rose by 2.6% in the 12 months to November 2024, up by 0.3% from October 2024. •Identify areas that are forecasting to exceed budget envelope due to inflation increases. 	Sonia Virdee	03-Dec-2024	31-Mar-2026
CR35c	Remain within the financial envelopes approved for major projects.	<p>Monthly update on major projects forecasts and issues arising.</p> <p>Major projects are presented monthly to the Chamberlain's Assurance Board with an update to the Portfolio Board chaired by the Town Clerk/Chief Executive.</p> <p>Regular reporting to Capital Buildings Board, Finance Committee, and Policy and Resources Committee.</p> <p>Decision on Barbican Renewal presented to Court of Common Council in December, impact will be modelled into the medium-term and longer-term financial plans</p>	Sonia Virdee	03-Dec-2024	31-Mar-2029
CR35f	Delivering the current savings programme and securing permanent year-on-year savings (including Police Authority) • Develop income generation opportunities	<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 Lord Mayor Show and events across the Corporation, Advertising and sponsorship, Filming inside and outside the square mile, Retail opportunities and Fees and Charges.</p> <p>Remaining £0.4m unidentified savings from the 12% savings programme is being worked on and expected to be delivered during 2024/25.</p> <p>Pressures and mitigations are being recorded at a more granular level to improve the tracking and reporting on savings during the year, this information will be incorporated into the budget monitoring reports from Autumn 24 onwards to help inform Members of key risks and progress.</p>	Alistair Cook; Sonia Virdee; Genine Whitehorse	03-Dec-2024	31-Mar-2026

		Savings programmes/initiatives are being considered as work commences on budget setting for the 2025/26 year.			
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. The government plans to engage with councils about reforms to the funding system, including technical details of resetting the business rates retention system. This consultation will begin in early 2025, with implementation of these reforms starting through the multi-year Settlement in 2026/27. As such the current MTFP will be updated as part of the 25/26 budget process.</p> <p>Future deficits should not be ignored, 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.</p> <p>The Court of Common Council approved the Barbican Renewal programme on December 5th, allocating £290 million to capital expenditure. This decision will result in revenue deficits of £19 million over a five-year period. 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>	Sonia Virdee; Genine Whitehorse	18-Dec-2024	31-Mar-2026

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CHB 003 Inconsistent application of the internal control environment 28-Feb-2024 Caroline Al-Beyerty	<p>Cause: Inconsistent application of internal controls across the City of London Corporation, including but not limited to:</p> <ul style="list-style-type: none"> • Failure of staff management to adhere to financial and procurement regulations, leading to: <ul style="list-style-type: none"> • Poor Purchase Order Compliance • Inefficient budget management • Delays in setting up Project Codes due to governance • Ineffective contract and supplier management • Lack of management oversight of purchasing activities • Misinterpretation and inconsistent understanding of financial and procurement regulations • Inconsistent guidance from subject matter experts • Complex procedures driving officers towards using workarounds <p>Event:</p> <ul style="list-style-type: none"> • Increase in transactional errors • Decrease in payment performance • Impact on cashflow management and accuracy of forecasting • Heightened demand for customised approvals and urgent decisions • Diminished strategic challenge capacity • Disrupted delivery of Business as Usual (BAU) operations <p>Effect:</p> <ul style="list-style-type: none"> • Failure to achieve value for money • Negative internal and external audit opinions 	<p>Likelihood</p> <p>Impact</p>	<p>8</p>	<p>Materialising in various ways, indications are emerging of the inconsistent implementation of internal controls throughout the Corporation.</p> <p>The financial leadership group, consisting of finance representatives from across the corporation and its institutions, has been appointed to mitigate the risk of inconsistent application of the internal control environment by working with business customers.</p> <p>A number of mitigations have been identified to improve compliance and overall benefits of controls. FLG have been instructed to provide a list and evidence of further in-place actions to be added to the action list below.</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>03 Dec 2024</p>	<p>Likelihood</p> <p>Impact</p>	<p>4</p>	<p>31-Mar-2025</p> <p>Reduce</p>	<p></p> <p>Constant</p>

• Detrimental effects on supplier partnerships and commercial appeal to the market					
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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.	<p>New starters onboarded will include system training before login is authorised.</p> <p>Non-compliant users, are to repeat the training course.</p> <p>Training to be captured as a part of performance development. Budget manager training has been developed and tested with staff within FSD and two test groups of budget managers. The course is being rolled out across the organisation since November with the aim to cover all budget managers within a 12 month period.</p>	Daniel Peattie	03-Dec-2024	31-Dec-2024
CHB003b	Design and maintain a comprehensive Chamberlain's Integrated Financial Performance Dashboard, seamlessly linking procurement and financial data.	<p>Continue to report to ELB and senior management teams on the payment and PO compliance by teams/departments.</p> <p>Discussions are being held at the monthly finance leadership group on best practice and accountability.</p> <p>Reviewing reports and adding trends to dashboard. These reports will encourage accountability at the right level.</p> <p>Monthly reports are currently being shared with FLG and ELB by the Data Team</p>	Leah Woodlock	03-Dec-2024	31-Dec-2024
CHB003c	Review gateway process and project budget code creation.	<p>Underway as part of project governance review.</p> <p>Considering the separation of capital accounting arrangements from project procured.</p> <p>A draft revising is currently being socialised amongst the working group.</p>	Genine Whitehorse	03-Dec-2024	31-May-2025
CHB003e	Review of procurement regulations and are explicit around requirements	<p>Underway as part of project governance review.</p> <p>Considering the separation of capital accounting arrangements from project procured.</p>	Sue Smith; Genine Whitehorse	03-Dec-2024	24-Feb-2025

		A draft revising is currently being socialised amongst the working group.			
CHB003f	Increase the number of internal audits conducted of processes, regulations and compliance	Underway as part of project governance review. Considering the separation of capital accounting arrangements from project procured. A draft revising is currently being socialised amongst the working group.	Matt Lock	03-Dec-2024	31-Dec-2024
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. Monthly reviews are taking place at Financial Leadership Group to highlight any areas of concern.	Sonia Virdee; Genine Whitehorse	03-Dec-2024	31-Dec-2024
CHB003i	The Finance Leadership Group are responsible for partnering with departments and services to improve overall compliance. An action plan for each department/institution will be details and reviewed monthly at the FLG meetings. This will encourage sharing of strategies and best practice.	Current actions and mitigations are reviewed and discussed at the month Finance Leadership Group.	Sonia Virdee	03-Dec-2024	31-Dec-2024

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>A CIPFA skills matrix review is underway to independently analyse strengths and areas for improvement for Chamberlain’s staff. This has now been completed by FSS and Internal Audit. FSD are due to go next.</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. Lunchtime learning sessions are being delivered on a variety of topics in the coming months. . 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. Alongside the above the FSD are also launching their Financial Improvement and Transformation strategy (FIT). This links to the Corporate Plan and People Strategy. One of the goals is to imbed best practice and transformation across the organisation.</p>	Phil Black	03-Dec-2024	31-Mar-2025
HB001g	A draft improvement plan is being formulated following the recommendations from the strategic review. Further details will be provided in Q4 of the progress of identified quick wins.				31-Mar-2025

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