

<b>Committees:</b>	<b>Date:</b>
Finance Committee	21 July 2020
<b>Subject:</b> Appointment of Sub-Committees and representatives on other Committees	<b>Public</b>
<b>Report of:</b> Town Clerk	<b>For Decision</b>
<b>Report author:</b> John Cater, Town Clerk's Department	

### Summary

The purpose of this report is to consider the formal appointment of the Committee's Sub-Committees for the 2020/21 civic year, to approve their composition and Terms of Reference, and to appoint representatives to a number of other City Corporation positions.

The Finance Committee currently appoints to five Sub-Committees:

- Corporate Asset Sub-Committee
- Digital Services Sub-Committee
- Efficiency & Performance Sub-Committee
- Finance Grants Oversight and Performance Sub-Committee
- Procurement Sub-Committee

In addition to the appointment of Members to its own Sub-Committees, the Committee also has the opportunity to make appointments to other Grand Committees and Sub-Committees. These are:

- Establishment Committee (1 Member)
- Barbican Centre Board (1 Member)
- Projects Sub (Policy & Resources) Committee (2 Members)
- Courts Sub (Policy & Resources) Committee (1 Member)
- Streets and Walkways Sub (Planning & Transportation) Committee (1 Member)
- informal consultation with the Court of Aldermen and the Policy and Resources Committee on Mayoralty and Shrievalty Allowances (1 Member)

Given the previous uncertainty about the start of the 2020/21 civic year, the Committee undertook an informal re-appointment round at the 19<sup>th</sup> May Finance Committee meeting. This provided Members with the opportunity to sign-up or step down from any of the five Finance Sub-Committees.

As a result of that process, wholesale changes at today's meeting are not anticipated, and, we are proposing to "roll over" the current Memberships into the 2020/21 civic year. Members are, however, entitled to take this opportunity to re-review their positions on the Subs, and should inform the Chairman and Committee Clerk if they wish to stand down.

As of 14<sup>th</sup> July 2020, we have the following Sub-Committee vacancies:

Corporate Asset Sub-Committee

Digital Services Sub-Committee	1
Efficiency & Performance Sub-Committee	0
Finance Grants Oversight & Performance Sub-Committee	5
Procurement Sub-Committee	1

## Recommendations

Members are asked to:

- a) Agree the composition and Terms of Reference of the following Sub-Committees as set out in Appendix A;
  - i. Corporate Asset Sub-Committee
  - ii. Digital Services Sub-Committee
  - iii. Efficiency & Performance Sub-Committee
  - iv. Finance Grants Oversight and Performance Sub-Committee
  - v. Procurement Sub-Committee
  
- b) Agree the appointment of the Chairman and Deputy Chairman of each of the following Sub-Committees:
  - i. Corporate Asset Sub-Committee
  - ii. Digital Services Sub-Committee
  - iii. Finance Grants Oversight and Performance Sub-Committee
  - iv. Procurement Sub-Committee
  
- c) Notes the appointment of the following members of other Committees to Sub-Committees:
  - i. Corporate Asset Sub-Committee – up to three Members each of the Policy and Resources Committee and of the Property Investment Board
  - ii. Digital Services Sub-Committee – one Member of the Police Committee, as the Special Interest Area holder for IT.
  
- d) agree the appointment of Members to the following Sub-Committees, between the following minimum and maximum total number of Members including, the Chairman and Deputy Chairman of the Grand Committee and those Members appointed as Chairmen or Deputy Chairmen for CASC, Digital Services, Finance Grants and Procurement Subs:
  - i. Corporate Asset Sub-Committee – **a minimum of four and maximum of nine total Members of the Finance Committee**
  - ii. Digital Services Sub-Committee – **a minimum of 10 and maximum of 14 Members, drawn from the Finance Committee and Court of Common Council**
  - iii. Efficiency & Performance Sub-Committee – **a minimum of nine and maximum of 13 total Members of the Finance Committee**
  - iv. Finance Grants Oversight and Performance Sub-Committee – **a minimum of nine and a maximum of 13 total Members of the Finance Committee**
  - v. Procurement Sub-Committee – **a minimum of nine and a maximum of 12 total Members of the Finance Committee**

- e) agree the appointments of representatives to the following Committees and Sub-Committees:
- Establishment Committee - **1 vacancy**
  - Barbican Centre Board - **1 vacancy**
  - Projects Sub (Policy & Resources) Committee - **2 vacancies**
  - Courts Sub (Policy & Resources) Committee - **1 vacancy**
  - Streets and Walkways Sub (Planning & Transportation) Committee - **1 vacancy**
- f) agree the appointments of representatives for informal consultation with the Court of Aldermen and the Policy and Resources Committee on Mayoralty and Shrievalty Allowances (allocation includes the Chairman and the Deputy Chairman of the Finance Committee) – **1 vacancy**
- g) note that the Chairman and Deputy Chairman of the Finance Committee are appointed as Members of the Resource Allocation Sub (Policy and Resources) Committee. In addition, the Chairman is appointed as a Member of the Mayoral Visits Advisory Committee.
- h) note that the Chairman and Deputy Chairman will be ex-officio Members of the following Committees:
- Policy & Resources Committee
  - Investment Committee
  - Audit and Risk Management Committee
  - Hospitality Working Party (Policy and Resources)
- j) Note that the Chairman (or his nominee) will be an ex-officio Member of the Public Relations and Economic Development Sub
- k) agree that the Committee should continue to meet “every fourth week on Tuesdays” with the exception of recess periods.

## **Main Report**

### **Background**

1. This report asks Members to consider the appointment and composition of the Finance Committee's Sub-Committees. It also details the representatives that the Committee is requested to appoint to serve on other City Corporation Committees or in other positions.
2. As set out in its Terms of Reference, there are a number of areas of the Finance Committee's work which require greater focus and therefore the following Sub-Committees have been created to manage those areas:
  - Corporate Assets;
  - Digital Services;
  - Efficiency & Performance;
  - Finance Grants Oversight and Performance; and
  - Procurement

3. Each of these Sub-Committees is considered in turn below. Details of their proposed composition and Terms of Reference are set out in Appendix 1 of this report.

### **Finance Committee Sub-Committee appointments**

#### **(A) Corporate Asset Sub-Committee**

4. Composition:
- A minimum of **four** and maximum of **nine** total Members of the Finance Committee (includes the Chairman and Deputy Chairman of the Finance Committee and the Chairman and Deputy Chairman of the Sub-Committee)
  - Three members of the Policy and Resources Committee
  - Three members of the Property Investment Board.

Should any vacancies remain following the first meeting of each of these Committees, these vacancies will be made available to all Members to the Court of Common Council, to be appointed by the Finance Committee at its next meeting.

5. The Sub-Committee is working well, and it is suggested that it continues to be scheduled to meet six times per year.
6. The Sub-Committee met five times in 2019/20 (two meetings were cancelled in April and June 2020 due to Covid-19). Membership and attendance from Finance Committee representatives was as follows:

#### Finance Committee Representatives

1. Chairman: Jamie Ingham Clark	5/5
2. (current) Deputy Chairman: James de Sausmarez	2/5
3. (former) Deputy Chairman: Dominic Christian	2/5
4. Jeremy Mayhew	5/5
5. Rehana Ameer*	N/A
6. Randall Anderson	5/5
7. Michael Hudson	3/5
<i>Nick Bensted Smith**</i>	3/5
<i>Deputy Wendy Hyde**</i>	4/5
<i>Andrien Meyers***</i>	N/A
<i>Henry Pollard***</i>	N/A

\* appointed in May 2020

\*\* stepped down in May 2020

\*\*\* appointed in May 2020, stepped down (due to changes to FC membership) in July 2020

#### Policy & Resources Committee Representatives

Marianne Fredericks  
Joyce Nash

Philip Woodhouse

Property Investment Board Representatives

John Chapman

Alderman Alison Gowman

Edward Lord

**(B) Digital Services Sub-Committee**

7. Composition:

- A minimum of **10** and a maximum of **14** Members of FC and the Court of Common Council (appointed by the Finance Committee). It is not necessary for there to be a balance between the number of Finance Committee representatives and Court of Common Council representatives. To note, the 14 includes the Chairman and Deputy Chairman of the Finance Committee and the Chairman and Deputy Chairman of the Sub-Committee.
- A member of the Police Committee (holder of the Special Interest Area for IT)

8. The Sub-Committee is working well, and it is suggested that it continues to be scheduled to meet six times per year.

9. The Sub-Committee met six times in 2019/20. The membership and attendance were as follows:

Finance Committee Representatives

1. Chairman: Randall Anderson	6/6
2. (current) Deputy Chairman: Alderman Sir Peter Estlin*	1/1
3. (former) Deputy Chairman: Jamie Ingham Clark	6/6
4. Jeremy Mayhew	4/6
5. Rehana Ameer	5/6
6. Roger Chadwick	3/6
7. Tim Levene	1/6
8. Hugh Morris	3/6
9. Ben Murphy	1/6

\*appointed in February 2020

Court of Common Council Representatives\*\*

John Chapman	5/5
Sylvia Moys	3/5
Barbara Newman	5/5
James Tumbridge	2/5

\*\*appointed after the 30<sup>th</sup> May 2019 meeting of the Sub-Committee

Police Committee representative

Keith Bottomley

**(C) Efficiency and Performance Sub-Committee**

10. Composition
- A minimum of **nine** and maximum of **13** total Members of the Finance Committee (includes the Chairman and Deputy Chairman of the Finance Committee who also serve as the Chairman and Deputy Chairman of the Sub-Committee)
11. The Sub-Committee is working well, and it is proposed that it should continue to meet under its present arrangements, with meetings scheduled to take place six times per year.
12. The Sub-Committee met five times in 2019/20 and the membership and attendance were as follows:

1. Chairman: Jeremy Mayhew	5/5
2. Deputy Chairman: Jamie Ingham Clark	5/5
3. Randall Anderson	3/5
4. Roger Chadwick*	1/1
5. Dominic Christian*	0/1
6. Alderman Sir Peter Estlin*	0/1
7. Clare James	3/5
8. Oliver Lodge*	0/1
9. Alderman Nicholas Lyons	1/5
10. Paul Martinelli	2/5
11. Hugh Morris	4/5
12. James de Sausmarez*	1/1
13. Philip Woodhouse	4/5
Henry Pollard**	2/4

\*appointed in May 2020

\*\*stepped down in May 2020

**(D) Finance Grants Oversight and Performance Sub-Committee**

13. Composition
- A minimum of **nine** and maximum of **13** total Members of the Finance Committee (includes the Chairman and Deputy Chairman of the Finance Committee and the Chairman and Deputy Chairman of the Sub-Committee)
14. The Sub-Committee is working well, and it is suggested that it continues to be scheduled to meet three times per year.
15. The Sub-Committee met twice in 2019/20 and the membership and attendance were as follows:
- |                                      |     |
|--------------------------------------|-----|
| 1. Chairman: Nick Bensted-Smith      | 2/2 |
| 2. Deputy Chairman: Philip Woodhouse | 2/2 |

3. Jeremy Mayhew	2/2
4. Roger Chadwick*	N/A
5. Simon Duckworth	1/2
6. Jamie Ingham Clark	2/2
7. Paul Martinelli	1/2
8. Ian Seaton	1/2
Wendy Hyde**	1/2
John Fletcher***	1/2

\*appointed in May 2020

\*\*stepped down in May 2020

\*\*\*stepped down in July 2020 due to changes in FC Membership

#### (E) Procurement Sub-Committee

16. Composition
  - A minimum of **nine** and maximum of **12** total Members of the Finance Committee (includes the Chairman and Deputy Chairman of the Finance Committee and the Chairman and Deputy Chairman of the Sub-Committee)
17. The Sub-Committee is working well, and it is suggested that it continues to be scheduled to meet six times a year, with the understanding that meetings can be cancelled at short notice due to limited business.
18. The Sub-Committee met seven times in 2019/20. Membership and attendance were as follows.
 

1. Chairman: Hugh Morris	7/7
2. Deputy Chairman: Robert Merrett	7/7
3. Jeremy Mayhew	5/7
4. Randall Anderson	5/7
5. Roger Chadwick**	1/1
6. Michael Hudson	6/7
7. Jamie Ingham Clark	7/7
8. Alderman Gregory Jones*	0/5
9. Susan Pearson	6/7
10. William Pimlott	2/7
11. Philip Woodhouse**	0/1
John Fletcher***	4/7

\*appointed in September 2019

\*\*appointed in May and June 2020

\*\*\* stepped down in July 2020 due to changes in FC Membership

#### Representatives on other Committees etc.

#### (F) One representative to serve on the Establishment Committee

The Committee met eight times in 2019/20 and the representative was Deputy Jamie Ingham Clark. Deputy Ingham Clark attended **seven** meetings.

Deputy Ingham Clark also served on the Joint Consultative Committee, which met four times, with Deputy Ingham Clark attending all the meetings.

**(G) One representative to serve on the Barbican Centre Board**

Deputy Wendy Hyde was appointed to the Barbican Centre Board in 2019/20. The Barbican Centre Board met six times and Deputy Hyde attended **five** meetings.

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

The Sub-Committee met 12 times in 2019/20 and the representatives were Benjamin Murphy and James de Sausmarez.

Benjamin Murphy	3/12
James de Sausmarez	11/12

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

The Sub-Committee met seven times in 2019/20 and the representative was Paul Martinelli. Mr Martinelli attended **six** meetings.

**(J) One representative on the Courts Sub-Committee**

The Sub-Committee met twice in 2019/20 and the representative was Alderman Gregory Jones. Alderman Jones attended **one** meeting.

**(K) Representatives for Consultation with the Court of Aldermen and Representatives of the Policy & Resources Committee on Mayoralty and Shrievalty Allowances**

This deputation is responsible for giving detailed consideration to the allowance for expenses for the offices of the Lord Mayor and the Sheriffs for the coming year. In 2019/20, the Committee's representatives were the Chairman, the Deputy Chairman and Philip Woodhouse. This Committee met once in 2019/20.

**(L) Membership on other Committees**

The Committee is asked to note that the Chairman and Deputy Chairman of the Finance Committee are appointed as Members of the Resource Allocation Sub (Policy and Resources) Committee. In addition, the Chairman is appointed as a Member of the Mayoral Visits Advisory Committee.

**(M) Ex-officio representation on other Committees**

The Committee is asked to note that the Chairman and Deputy Chairman of the Finance Committee are ex-officio Members of the following Committees:

- Policy & Resources Committee
- Investment Committee
- Audit & Risk Management Committee
- Hospitality Working Party (Policy and Resources)

In addition, the Chairman (or his nominee) will be an ex-officio Member of the following Committee:

- Public Relations and Economic Development Sub (Policy and Resources) Committee

### **Frequency of meetings**

19. The Committee is also required to review the frequency of its meetings on an annual basis. Conventionally, the Committee meets every fourth week on Tuesdays with the exception of recess. Given the amount of business the Committee considers, it is proposed that this schedule continues, although meetings will be cancelled in the event that there is not sufficient business to transact. Agenda planning will highlight the instances of this at the earliest opportunity.

### **Appendices**

- Appendix 1 – Finance Committee Sub-Committees – Composition and Terms of Reference

### **John Cater**

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### **Corporate Asset Sub-Committee (CASC) Terms of Reference**

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

#### **Composition**

- Chairman and Deputy Chairman of the Finance Committee
- Chairman and Deputy Chairman of the Sub-Committee
- A maximum of Five additional Finance Committee Members
- Three members of the Policy and Resources Committee
- Three members of the Property Investment Board.

(Should any vacancies remain following the first meeting of each of these Committees, these will be made available to all Members to the Court of Common Council, to be appointed by the Finance Committee)

#### **Chairmanship**

- Chairman – To be nominated by the Chairman of the Finance Committee for approval by the Finance Committee.
- Deputy Chairman – To be appointed by the Chairman of the Sub-Committee for approval by the Finance Committee.

#### **Terms of Reference**

- To be responsible for the effective and sustainable management of the City of London Corporation's operational property portfolio, to help deliver strategic priorities and service needs, including;
  - agreeing the Corporate Asset Management Strategy;
  - responsibility for reviewing and providing strategic oversight of the Corporation's Asset Management practices and activities and advising Service Committees accordingly;
  - responsibility for reviewing and providing strategic oversight of the Corporation's Facilities Management practices and activities and advising Service Committees accordingly;
  - To maintain a comprehensive Property Database and Asset Register of information which can be used in the decision making process;
  - In line with Standing Orders 53 (Asset Management Plans) and 56 (Disposal of Surplus Properties) and the duties set out within legislation,

including the Localism Act 2011 and the Housing and Planning Act 2016, to monitor the effective and efficient use of all operational property assets; and

- Oversight of the management of operational leases with third parties, occupation by suppliers and those granted accommodation as benefits-in-kind.
  - In accordance with Standing Orders 57 and 58, the sub Committee can make disposals of properties which are not suitable to be retained as investment property assets
- To be responsible for the upkeep, maintenance and, where appropriate, furnishing for operational properties (including the Guildhall Complex) which do not fall within the remit of another Service Committee;
  - To monitor major capital projects relating to operational assets to provide assurance about value for money, accordance with service needs and compliance with strategic plans;
  - To recommend to the joint meeting of the Resource Allocation Sub-Committee and the Efficiency and Performance Sub-Committee the annual programme of repairs and maintenance works (including surveys, conservation management plans, hydrology assessments and heritage landscapes) planned to commence the following financial year, and to monitor progress in these works (when not included within the Project procedure)
  - To be responsible for strategies, performance and monitoring initiatives in relation to energy;
  - To monitor and advise on bids for Heritage Lottery funding; and
  - To provide strategic oversight for security issues across the Corporation's operational property estate; with the objectives of managing security risk; encouraging consistent best practice across the Estate; and, in conjunction with the Establishment Committee, fostering a culture of Members and officers taking their responsibilities to keeping themselves and the buildings they occupy secure.

## **Digital Services Sub-Committee (DSSC) Terms of Reference**

The DSSC recommends Digital Services and Information Management strategy for both the City of London Corporation and the City of London Police to the Finance Committee. Furthermore, the Sub Committee also oversees the implementation of said strategy. The delivery of digital services internally by both officers and our contractor partners is also within the remit of the DSSC. It also has the additional responsibilities of overseeing IT Security practices and compliance and the Data Protection compliance (all media including paper).

### **Composition**

- Chairman of the Finance Committee
- Deputy Chairman of the Finance Committee
- One Member appointed by the Police Committee as a Special Interest Area holder.
- Between 10 and 12 further Members, made up of:
  - Members of the Finance Committee, appointed by the Finance Committee.
  - Members of the Court of Common Council, appointed by the Finance Committee. (It is not necessary for there to be a balance between the number of Finance Committee representatives and Court of Common Council Representatives)

### **Chairmanship**

- Chairman – To be nominated by the Chairman of the Finance Committee for approval by the Finance Committee.
- Deputy Chairman – To be appointed by the Chairman of the Sub-Committee for approval by the Finance Committee.

### **Terms of Reference**

- To oversee the risk management and risk assessment of all Digital services to ensure that the services provided allow the effective delivering of the Corporation's and the Police's business operations.
- To oversee IT and both physical and computer based Data Protection compliance.
- To ensure the appropriateness and effectiveness of the Digital infrastructure and services for the City of London Corporation and the City of London Police.
- To ensure that all appropriate actions are taken to assure the security, resilience and sustainability of all Digital systems.
- To operate as an intelligent client for all major IT outsourcing arrangements which have been contracted to third parties.
- To oversee effectiveness and value for money of the digital services provision in all departments.
- Where appropriate, to hold informal workshop meetings to provide an opportunity to give in-depth scrutiny to projects.
- To report back, as necessary, to the Finance Committee.

## **Efficiency and Performance-Sub Committee (E&P) Terms of Reference**

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

### **Composition**

- Chairman - Chairman of the Finance Committee
  - Deputy Chairman - Deputy Chairman of the Finance Committee
  - A minimum of 9 and a maximum of 13 Members of the Finance Committee appointed by the Finance Committee (this minimum includes the Chairman and Deputy Chairman of the Grand Committee and the Chairman and Deputy Chairman of the Sub-Committee)\*
- \*currently the Chairman and Deputy Chairman of the Grand Committee also serve as Chairman and Deputy of E&P

### **Terms of Reference**

- To consider and advise the Grand Committee on matters relating to value for money in all aspects of the City of London Corporation's and the City of London Police's activities
- In accordance with Standing Orders to consider, with the Resource Allocation Sub Committee, the resource allocation plans for subsequent financial years prior to their approval by the Policy and Resources Committee
- To review periodically the performance of each Chief Officer in order to promote efficiency and value for money and to ensure, over a period of time, full Member level scrutiny of all expenditure planned.
- To be responsible for overseeing and monitoring the agreed programme of work arising from saving and efficiency programmes ensuring the achievement of savings and suggesting further areas for examination as appropriate.
- To review and to monitor performance against the Chamberlain's Departmental Business Plan and related corporate initiatives in order to promote efficiency and value for money.
- To make recommendations, where necessary, to bring about improvements in performance

## **Finance Grants Oversight and Performance Sub-Committee Terms of Reference**

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

### **Composition**

#### **Between 9-13 Members in total**

- Chairman of the Finance Committee
- Deputy Chairman of the Finance Committee
- Members of the Finance Committee, appointed by the Finance Committee (this minimum includes the Chairman and Deputy Chairman of the Grand Committee)
- Co-opted Members of the wider Court of Common Council, appointed on a case-by-case basis by the Finance Committee.

### **Chairmanship**

- Chairman – To be nominated by the Chairman of the Finance Committee for approval by the Finance Committee.
- Deputy Chairman – To be appointed by the Chairman of the Sub-Committee for approval by the Finance Committee.

### **Terms of Reference**

- To provide strategic oversight of the City of London Corporation Central Grants Programme ('the Programme') and the wider work of the Central Grants Unit, including reviewing progress, performance, impact against outcomes and risks for all grants
- To ensure the Programme is compliant with any obligations under the Local Government Transparency Code 2015 and the Equality Act 2010
- To approve and deploy a performance management framework in respect of the Programme
- To assess performance of the Programme against Charity Commission best practice guidelines, as relevant
- To make recommendations to the relevant grant-giving Committees on any performance issues or issues with specific grants
- To provide the Resource Allocation Sub (Policy and Resources) Committee with an annual report regarding performance of the Programme and recommendations in setting the City's Cash and City Fund allocations to the Programme themes
- To have oversight and scrutiny of the allocations and disbursements of the City of London Corporation's Community Infrastructure Levy Neighbourhood Fund
- To have oversight and scrutiny of the City of London Corporation's use of its facilities as Benefits in Kind to external organisations
- To be kept up to date with the wider work of the Central Grants Unit

## **Procurement Sub Committee Terms of Reference**

### **Composition**

- Chairman – to be proposed by the Chairman of the Finance Committee (if the Chairman of the Finance Committee does not intend to take up the position)
- Deputy Chairman – to be proposed by the Chairman of the Finance Committee (if the Deputy Chairman of the Finance Committee does not intend to take up the position)
- Chairman of the Finance Committee
- Deputy Chairman of the Finance Committee
- Between five and eight additional Members of the Finance Committee;

### **Terms of Reference**

- To scrutinise and be responsible for value for money on all City of London Corporation and City of London Police procurement contracts above £2m (total contract value) at key stages, including initial tender strategy to final contract award sign off.
- To consider and recommend all procurement contracts above £4m to the Finance Committee.
- To invite representative(s) from the relevant Spend Committee to attend meetings ensuring decisions are made corporately
- To provide officers with advice focussed specifically on value for money, and consider lessons learned when major contracts are coming to an end (i.e. before the (re)tender process begins)
- To review and consider approvals of £50k+ waivers for the Chamberlain's department contracts
- To work with the Grand Committee to review and to monitor performance against the Chamberlain's Departmental Business Plan and related corporate initiatives in order to promote value for money and ensure compliance with the UK Public Contract Regulations and the Corporation's Procurement Code.