

CHB Corporate and departmental risks - detailed report EXCLUDING COMPLETED ACTIONS

Report Author: Leah Woodlock

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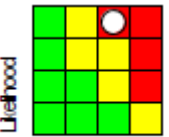
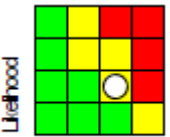
Rows are sorted by Risk Score

Risk no, title, creation date, owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date/Risk Approach	Current Risk score change indicator
CHB 002 Housing Revenue Account Financials 16-Oct-2023	<p>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>	 Likelihood Impact	16	<p>The latest financial position on the overall HRA, including the reviews noted above will form part of the balanced HRA Estimates report was agreed in January. An updated five year financial projection will be drawn up in July. 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>01 July 2024</p>	 Likelihood Impact	8	31-March - 2025	

Mark Jarvis; Sonia Virdee							Reduce	Constant
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Action no	Action description	Latest Note	Action owner	Latest Note Date	Due Date
CHB002a	Close monitoring of capital schemes is required during 2023/24, update to be provided in regular reporting of capital forecasts next due in early November. Continue to monitor the risk around non-recovery of leaseholder contributions to capital projects following the Great Arthur cladding case decision.	Close monitoring of capital schemes is required during 2024/25, update to be provided in regular reporting of capital forecasts due in the revised HRA 5 Year Plan after Closing. 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.	Mark Jarvis	02-July-2024	31-March-2025
CHB002b	Impact of inflation - capital schemes forecast to exceed budget as well as much increased repairs and maintenance and energy costs.	<p>The Savills report identified high repairs and maintenance costs, management costs and depreciation charges. The level of the internal recharge to the HRA has been reviewed as part of a City wide recalibration and the 2024/25 estimated figure can now be revised.</p> <p>The current repairs and maintenance contract has been extended by one year and is being re-procured for 2025/26. The recommendations for change coming out of the Pennington review are being implemented by the new Housing 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 final 2023/24 outturn position and 2024/25 draft Estimates show a finely balanced position that will be updated in the new 5 Year Plan figures.</p>	Mark Jarvis	02-July-2024	31-March-2025

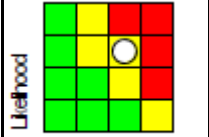
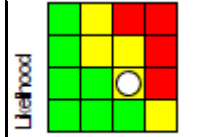

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CR38 Unsustainable Medium Term Finances - City's Estate	Causes: The embedded increased impact of inflation, following the peak of 10.7% in Autumn 2022 (as reported by the Office for Budget Responsibility). Aging estate crystallising high levels of expenditure over short time period, putting pressure on Reserves.		16	Inflation rates to be monitored quarterly and an inflation contingency to be maintained in 2024/25 through carried forward from 2023/24 underspends.		8	31-Mar-2025	

<p>31-Oct-2022 Caroline Al-Beyerty</p>	<p>Reduction in rental income from the property investment portfolio following post pandemic changes in workplace attendance reducing demand for grade B office accommodation.</p> <p>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>	 <p>Likelihood</p> <p>Impact</p>	<p>On-going pressures totalling £3.8m, plus net 3% inflation uplift approved in 2024/25 budgets.</p> <p>Earning more income from property investment portfolio – diversification of asset portfolio.</p> <p>The five-year financial plan includes cyclical works programme to cover bow-wave of outstanding works and provision for works going forward totalling £71m.</p> <p>Funding strategy identifies where best to bring third party capital into surplus operational property opportunities, reducing demand on own Reserves.</p> <p>Quarterly monitoring of capital programme against budgets.</p> <p>Developing income generation opportunities.</p> <p>Renewed approach to transformation under pinned by a clear communication plan to Members.</p> <p>21 May 2024</p>	 <p>Likelihood</p> <p>Impact</p>			
						Reduce	Constant

Action no	Action description	Latest Note	Action owner	Latest Note Date	Due Date
CR38a	Monitoring the impact of revenue inflationary pressures (including pressures on energy costs, cost of London living wage) and construction inflation impacts on capex programme	•Regular monitoring the office of budget responsibility’s inflation forecasts, currently at 2.%.	Sonia Virdee	01-July-2024	31-Mar-2025

	<ul style="list-style-type: none"> • Monitor the use of inflation contingency 	<ul style="list-style-type: none"> • Identify areas that are forecasting to exceed budget envelope due to inflation increases, and review action. Chief Officer deep dives completed during May 2024, the outcomes of these discussions will be presented to Resource Allocation Sub Committee away day. 			
CR38e	<p>Monitoring key income streams</p> <ul style="list-style-type: none"> • i.e. rental income from the property investment portfolio. 	<p>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:</p> <ul style="list-style-type: none"> • Lord Mayor Show and events across the Corporation • Advertising • Filming inside and outside the square mile • Retail opportunities • Fees and Charges <p>Update presented on Income Generation to Resource Allocation Sub Committee on 2 May 2024. Highlights on progress will be presented to Resource Allocation Sub Committee away day in July 2024.</p>	Sonia Virdee; Genine Whitehorne	21-May-2024	31-Mar-2025
CR38f	Delivering the current savings programme and securing permanent year-on-year savings.	Quarterly revenue monitoring undertaken to ensure departments have appropriate plans in place to meet in-year pressures. High risk departments are undertaking monthly revenue monitoring. Regular updates to Executive Leadership Board / Senior Leadership built into monitoring timetable.	Sonia Virdee	01-Jul-2024	31-Mar-2025
CR38g	Remain within the financial envelopes approved for major projects.	Monthly updates on major projects forecasts and issues arising. Market Co-Location exceeding its budgeted envelope, further discussion and decisions required on next steps – update being presented at RASC away day and Policy and Resources Committee, then Court of Common Council.	Sonia Virdee	01-Jul-2024	31-Mar-2029
CR38h	Bringing third party capital to surplus operational property opportunities.	<p>Identified initial opportunities which have been supported by Resource Allocation Sub Committee.</p> <p>Proposals for each opportunity to be worked up and submitted for member consideration to relevant Committees, due in Autumn 2024.</p>	Sonia Virdee; Paul Wilkinson	21-May-2024	30-Sep-2024
CR38i	Undertake the Charities Review (Natural Environment)	<p>The ability for charities to fundraise and generate more income to support ambitions for activities and operational property requirements.</p> <p>Updates to Efficiency and Performance Working Party scheduled for July and September 2024. Update will also be taken to Resource Allocation Sub away day.</p>	Emily Brennan; Jack Joslin; Sonia Virdee	01-Jul-2024	31-Dec-2024

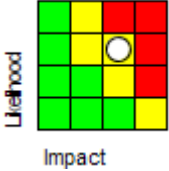
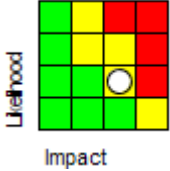

CR38j	Review of Executive Leadership Board planning for getting back to balance and operationalising the Corporation plan will be taken to Resource Allocation Sub Away day in July.	<p>City's Estate continues to produce annual operating deficits over the 5-year financial plan. Over the planning period, the cumulative deficit is forecast to be £490m (including drawdown of financial asset gain of £158m). This is not sustainable over the longer-term period and radical decisions are needed now on how best to bring down the annual operating deficit, including major changes or stoppages to existing services provision and/or reduction in grants. This will require a renewed approach to transformation, over and above those already identified (income generation, operational property review, investment property review and charity review) underpin by a clear communication plan to all members, so they are aware of the challenges ahead.</p> <p>Review of Executive Leadership Board planning for getting back to balance and operationalising the Corporation plan will be taken to Resource Allocation Sub Away day in July.</p>	Sonia Virdee; Genine Whitehorn	01-Jul-2024	31-Mar-2025
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CR33 Major Capital Schemes	<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. 	 <p>Likelihood</p> <p>Impact</p>	12	<p>The project governance review has recommended a move to a portfolio management model which will more effectively manage the prioritisation of projects aligned to strategic objectives and the allocation of resources to enable successful delivery.</p> <p>A Corporation Portfolio Board, led by the Town Clerk has been established.</p> <p>Work continues on procuring and a new project management system.</p>	 <p>Likelihood</p> <p>Impact</p>	8	31-Mar-2029	

14-Feb-2020 Caroline Al-Beyerty	<ul style="list-style-type: none"> • 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 			Working towards a launch on the new project procedure and support structures in August 2024. Monthly monitoring of cashflow forecasting continues.				Reduce	Constant

Action no	Action description	Latest Note	Action owner	Latest Note Date	Due Date
CR33h	Implement a new project governance approach	The Town Clerk's portfolio board commenced in November 2023. A portfolio overview report has been prepared for the February 2024 Projects and Procurement sub-committee, with one-off funding approved by CoCo on 7 March, further work required during 2024/25 to identify permanent funding source.	Matthew Miles	21-May-2024	30-Sep-2024
CR33j	Refresh the Project Management Academy	Discussions being held with previous provider, looking at refreshing learning content.	Sarah Baker	01-Jul-2024	30-Sep-2024
CR33k	Procure and implement a new project management system	Plans are being developed to procure and implement a fit-for-purpose project management system, which has the functionality of a portfolio view. The initial system proposal exceeded the anticipated costs. A report is being presented to finance committee in July, for permission to undertake a procurement exercise.	Matthew Miles	01-July-2024	30-Sep-2024
CR33l	Monitor the high-level cashflow/forecast monthly	The Investment Management Monthly Meeting has been established. Membership includes the CIO, Corporate Treasury, City Surveyor and Financial Services and is led by the Chamberlain. 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 Project Assurance Board chaired by the Town Clerk/Chief Executive.	Sonia Virdee	01-Jul-2024	31-Mar-2029
CR33m	Secure Third-Party Funding	Report being bought back by officers in the Autumn.	Paul Wilkinson	01-Jul-2024	30-Jun-2024

CR33n	Provide regular Member updates	A project update report has been prepared Finance Committee, City Bridge Foundation Board and Policy & Resources Committee.	Genine Whitehorse	21-May-2024	31-Mar-2029
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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.</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>		8	31-Mar-2026	

19-Jun-2020 Caroline Al-Beyerty	Challenges in executing the capital program and major projects within affordable limits.			<p>Quarterly monitoring of capital programme against budgets.</p> <p>Developing income generation opportunities.</p> <p>Renewed approach to transformation underpinned by a clear communication plan to Members.</p> <p>21 May 2024</p>				Reduce	Constant

Action no	Action description	Latest Note	Action owner	Latest Note Date	Due Date
CR35a	<p>Monitoring the impact of inflationary pressures (including pressures on energy costs) and construction inflation impacts on capex programme</p> <ul style="list-style-type: none"> • Use of inflation contingency 	<ul style="list-style-type: none"> • Regular monitoring the office of budget responsibility's inflation forecasts, currently at 2.%. • Identify areas that are forecasting to exceed budget envelope due to inflation increases. 	Sonia Virdee	01-Jul-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 Project Board chaired by the Town Clerk/Chief Executive.</p> <p>Regular reporting to Capital Buildings Board, Finance Committee, and Policy and Resources Committee.</p>	Sonia Virdee	01-July-2024	31-Mar-2029
CR35f	<p>Delivering the current savings programme and securing permanent year-on-year savings (including Police Authority)</p> <ul style="list-style-type: none"> • 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:</p> <ul style="list-style-type: none"> •HARC – Heathrow Animal Reception Centre •Events across the Corporation •Advertising 	Alistair Cook; Sonia Virdee; Genine Whitehorse	21-May-2024	31-Mar-2026

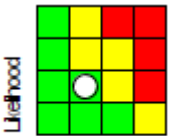
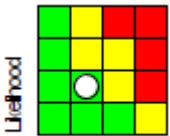
		<ul style="list-style-type: none"> •Filming inside the square mile •Retail opportunities •Fees and Charges. Remaining £0.4m unidentified savings from the 12% savings programme is being worked on and expected to be delivered during 2024/25. Chief Officer deep dives scheduled during May 2024. Update presented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

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CHB003 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: • 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 • Detrimental effects on supplier partnerships and commercial appeal to the market 	<p>Likelihood</p> <p>Impact</p>	8	<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>01 July 2024</p>	<p>Likelihood</p> <p>Impact</p>	4	31-Dec-2024	
							Reduce	Constant

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Action no	Action description	Latest Note	Action owner	Latest Note Date	Due Date
CHB003a	Implementing mandatory system training and periodic refresher courses for all users.	New starters onboarded will include system training before login is authorised. Non-compliant users, are to repeat the training course. Training to be captured as a part of performance development. Plans are being developed for budget manager training, for quarter 1 and quarter 2 budget monitoring.	Daniel Peattie	21-May-2024	31-Dec-2024
CHB003b	Design and maintain a comprehensive Chamberlain's Integrated Financial Performance Dashboard, seamlessly linking procurement and financial data.	Continue to report to ELB and senior management teams on the payment and PO compliance by teams/departments. Discussions are being held at the monthly finance leadership group on best practice and accountability. Reviewing reports and adding trends to dashboard. These reports will encourage accountability at the right level.	Leah Woodlock	01-July-2024	31-Aug-2024
CHB003c	Review gateway process and project budget code creation.	Underway as part of project governance review. Considering the separation of capital accounting arrangements from project procured. A draft revising is currently being socialised amongst the working group.	Genine Whitehorse	01-July-2024	30-Sep-2024
CHB003e	Review of procurement regulations and are explicit around requirements	Ensuring that our processes are sufficiently streamlined reducing the need for workarounds/waivers. A working group has been established to understand and embed the new procurement act into our processes and procedures.	Genine Whitehorse	01-July-2024	30-Sep-2024
CHB003f	Increase the number of internal audits conducted of processes, regulations and compliance	Business case for additional Internal Audit resources is now in circulation, if approved this will increase delivery capability by approximately 15%. Additional focus on compliance activity within the Internal Audit Programme for Q1 and Q2 of 2024/25, this will be expanded for Q2, Q3 and Q4 following on-boarding of recently appointed Senior Auditors.	Matt Lock	01-June-2024	31-Dec-2024
CHB003g	Developing a suite of user-friendly bite-sized training materials.	Using AI technology to create bite-size guidance videos for BAU tasks, e.g. raising purchase orders, receipting orders etc.	Leah Woodlock/	01-July-2024	30-Sep-2024

		Reducing the reliance on bespoke training and increasing training availability. Working with the L&OD team to utilise their existing technology to develop the training videos. Approach is captured within the finance strategy.	Daniel Peattie		
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	01-July-2024	31-Dec-2024

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CHB 001 Chamberlain's department transformation and knowledge transfer 3 -July-2024 Caroline Al-Beyerty	<p>Cause: Structural changes within teams and churn in headcount</p> <p>Event: Culture change is insufficient. Corporate memory is lost. The Chamberlain's Department is not fit for the future.</p> <p>Effect: Chamberlain's Department fails to deliver its objectives.</p>	 <p>Likelihood</p> <p>Impact</p>	4	<p>Vacant posts within the commercial team – currently recruiting and interim postholders in key vacant senior positions.</p> <p>The Learning and Engagement Board has been relaunched to support and develop staff. A skills matrix assessment has been commissioned for Finance Staff, this is being piloted with the Financial Shared Services team, with the plan to extend to all finance teams within Chamberlain's department.</p>	 <p>Likelihood</p> <p>Impact</p>	4	31-Mar-2024	↓
							Reduce	
				01 June 2024				

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CHB001b	Colleagues are provided with the training they need to fulfil their role.	<p>The departmental Learning & Engagement Board was re-launched on 21 June 2023 with a renewed vision, terms of reference and refined learning objectives.</p> <p>A CIPFA skills matrix review is underway to independently analyse strengths and areas for improvement for Chamberlain's staff. This is being trialled in June with staff working across Financial Shared Services teams.</p> <p>Key workstreams for the board have been identified and are currently being progressed.</p> <p>A programme of learning events has been developed Training sessions have been delivered on AP, particularly around the PO process. A Lunchtime learning session has also been delivered on Excel which was well attended and was well received. A further session is being arranged on the use of Sharepoint.</p> <p>Separate to the above, the Financial Services Division have carried out training sessions to support staffs continued professional development; these sessions have been mandated to support staff with upskilling through the year end close-down process. Training sessions will be programmed into annual forward plans to ensure continued development. In addition, succession planning is now being reviewed to support skill shortages within capital, supported by excellent interim support. 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; Daniel Peattie	01/07/24	31-Mar-2025