



Policy and Resources Committee APPENDICES PACK

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Appendix 1: Summary of Feedback Received from Members on Draft 2 of the Sport & Physical Activity Strategy

Following an initial round of consultation at Committees with an early draft of the Sport & Physical Activity strategy, a second draft strategy has been shared with the following Committees for comment (all papers were marked 'for information'):

Public Relations & Economic Development Sub-Committee	5 November 2019
Planning & Transportation Committee	5 November 2019
Culture Heritage & Libraries Committee	11 November 2019
Hampstead Heath, Highgate Wood & Queens Park Committee	13 November 2019
Education Board	14 November 2019
Epping Forrest & Commons Committee	18 November 2019
Health & Wellbeing Board	22 November 2019
Streets & Walkways Sub (Planning & Transportation) Committee	3 December 2019
Open Spaces & City Gardens Committee	9 December 2019
Community & Children's Services Committee	13 December 2019
Hospitality Working Party of the Policy & Resources Committee	17 December 2019
Hampstead Heath Consultative Committee	27 January 2020

Committees were asked to:

- i. Review the draft version of the Sport and Physical Activity Strategy – and provide their feedback on it which officers will then incorporate as directed.
- ii. Consider whether or not they will endorse the strategy, subject to the changes requested being made.
- iii. Consider and advise if a budget should be set aside and a brief agreed for an expert to review the commercial prospects of existing assets and how best to promote participation and access.

Committee feedback is set out below by Committee, along with information on how each point has been addressed. The third draft will be reviewed by the Policy & Resources Committee on 20 February 2020.

Public Relations and Economic Development Sub-Committee, 5/11/2019:

- **Funding:** Are we correctly outsourcing activities, are our activities inclusive for those with lower incomes and should we invest in an in-house sport development team?
 - *How this is addressed: It is recommended that we commission an audit and assessment of existing provision of all types of open spaces, sport and recreational facilities under the stewardship of the City Corporation; source and analyse user and other stakeholder views regarding our current offer to understand better what is driving demand – or lack thereof - for our facilities, particularly barriers (both real and perceived) to entry; and conduct an independent commercial review to understand the current,*

future and potential value of our related assets, and the scope for generating income that could be used to fund our ambitions. It is also recommended that sports development activities be reviewed within the purview of this strategy.

- **Funding:** Must gather accurate figures on how much is currently being spent by the departments listed on sport and physical activity, as outlined on the final paragraph under 'Our funding for this strategy'.
 - *How this is addressed: High-level spend by departments is included as a confidential appendix. This will be further investigated as part of the recommended work.*
- **Governance:** If a Member is on several of the Committees listed then they should represent all of these Committees, rather than ending up with 12 separate Members.
 - *How this is addressed: Officers welcome clarity and streamlining of governance responsibilities in the longer term. However, now that a statement of ambition and plan of action have been identified, it is felt that it will be sufficient to report to Policy & Resources Committee regarding the scope, funding, findings and recommendations of the work set out in this paper, and that the need for a better solution instead be fed into the current governance review. In coming to this conclusion, officers have also considered the full range of costs associated with setting up a Working Party, in the context of the financial and staffing pressures already being felt as a result of the fundamental review and recruitment moratorium.*
- **Governance:** The Strategy should also be shared with the Hospitality Working Party of the Policy and Resources Committee.
 - *How this is addressed: Done.*

Planning and Transportation Committee, 5/11/2019:

- **Asset list:** There is a lack of City-specific assets, and a suggestion of a soft surface strip on Square Mile pavements for runners was made.
 - *How this is addressed: An assessment and audited of assets is recommended. Demand for this will be picked up in the recommended stakeholder research.*
- **Asset list:** Caution advised on listing all Open Spaces assets, given that they are being reviewed through the Fundamental Review etc.
 - *How this is addressed: Noted.*
- **Governance:** If the Working Party is adopted, then it should initially exist for two years.
 - *How this is addressed: Officers welcome clarity and streamlining of governance responsibilities in the longer term. However, now that a statement of ambition and plan of action have been identified, it is felt that it will be sufficient to report to Policy & Resources Committee regarding the scope, funding, findings and recommendations of the work set out in this paper, and that the need for a better solution instead be fed into the current governance*

review. In coming to this conclusion, officers have also considered the full range of costs associated with setting up a Working Party, in the context of the financial and staffing pressures already being felt as a result of the fundamental review and recruitment moratorium.

- **Activities:** Must ensure that dancing is referred to as an example of physical activity.
 - *How this is addressed: Dancing is referred to in the strategy twice.*
- **Funding:** Must gather accurate figures on how much is currently being spent by the departments listed on sport and physical activity, as outlined on the final paragraph under 'Our funding for this strategy', including in kind investment.
 - *How this is addressed: High-level spend by departments is included as a confidential appendix and is recommended to be investigated more fully as part of an asset assessment an audit and a commercial review.*

Culture Heritage and Libraries Committee, 11/11/2019:

- **Funding:** Can more up-to-date figures for the budget commitment from Open Spaces be given – they currently relate to 2015?
 - *How this is addressed: High-level spend by departments is included as a confidential appendix. These are based on the 2015 figures as officers in Open Spaces feel that the work relating to sport and physical activity has not altered drastically since 2015. The 2015 figures were compiled by a paid for external and specialist consultant, who arrived at the figures by reviewing activities across all Open Spaces sites, the time/motion of all staff, the budgets etc. To get a more granular picture across all departments, including City Surveyor's, it is recommended that an audit and assessment of our assets and a review of their commercial value and potential value be commissioned.*

Hampstead Heath, Highgate Wood and Queen's Park Committee, 13/11/2019

- **Feedback and Input:** Can this draft be shared with the Hampstead Heath Sports Advisory Group?
 - *How this was addressed: It was shared via an officer at Hampstead Heath, who invited the SAG to share their feedback via the meeting of the Hampstead Heath Consultative Committee in January 2020.*
- **Feedback and Input:** The strategy should be shared with someone at Sport England to ensure that it aligns with their criteria for drafting strategies. David Walton on the Hampstead Heath Consultative Committee, who works for Lewisham had offered to do this.
 - *How this is addressed: Sport England and London Sport colleagues have been engaged in the drafting process. The guidance for drafting strategies as been reviewed, as has the data available on needs and participation rates. The recommendations for further work concur with Sport England's recommended process for this work.*

- **Governance:** More clarity needed on which grand committee the Working Party would report into, with one Member suggesting that sole responsibility should not lie with Open Spaces and that it may be beneficial for the Working Party to report into the Policy and Resources Committee.
 - *How this is addressed: Officers welcome clarity and streamlining of governance responsibilities in the longer term. However, now that a statement of ambition and plan of action have been identified, it is felt that it will be sufficient to report to Policy & Resources Committee regarding the scope, funding, findings and recommendations of the work set out in this paper, and that the need for a better solution instead be fed into the current governance review. In coming to this conclusion, officers have also considered the full range of costs associated with setting up a Working Party, in the context of the financial and staffing pressures already being felt as a result of the fundamental review and recruitment moratorium.*
- **Funding:** How will this strategy be funded?
 - *How this is addressed: It is recommended that we commission an audit and assessment of existing provision of all types of open spaces, sport and recreational facilities under the stewardship of the City Corporation; source and analyse user and other stakeholder views regarding our current offer to understand better what is driving demand – or lack thereof - for our facilities, particularly barriers (both real and perceived) to entry; and conduct an independent commercial review to understand the current, future and potential value of our related assets, and the scope for generating income that could be used to fund our ambitions.*
- **Funding:** The costs relating to sport engagement, based within the Town Clerk's Communications function, should be included and that this area would benefit from a budget uplift, especially as the Motion raised at the Court of Common Council highlighted that all Members believe that sport engagement is a priority for the organisation.
 - *How this is addressed: Costs relating to sports engagement activities will be included and an uplift of the budget considered.*

Education Board, 14/11/2019:

- **Scope and Focus:** No clear mention of schools, buildings, students and pupils, with very little reference to education or students in the executive summary – which is disappointing as there is evidence for the role sport and physical activity plays in enhancing learning outcomes. Questions raised as to role of the Education Board in supporting this strategy, although there was agreement that the strategy is a framework document and doesn't prevent the work of the Education Board relating to Sport and Physical Activity being delivered.
 - *How this is addressed: Emphasised in the revised draft.*
- **Governance:** Without clarity on who is leading this agenda, then it is difficult to determine the role of the Education Board. However clear support for the idea of a Working Party.
 - *How this is addressed: Officers welcome clarity and streamlining of governance responsibilities in the longer term. However, now that a statement*

of ambition and plan of action have been identified, it is felt that it will be sufficient to report to Policy & Resources Committee regarding the scope, funding, findings and recommendations of the work set out in this paper, and that the need for a better solution instead be fed into the current governance review. In coming to this conclusion, officers have also considered the full range of costs associated with setting up a Working Party, in the context of the financial and staffing pressures already being felt as a result of the fundamental review and recruitment moratorium.

Epping Forrest and Commons Committee, 18/11/2019:

- **Funding:** The comment in the report in paragraph 14, is contradicted by the third paragraph under ‘Our funding for this strategy’ – namely the statement: *‘...however it does not guarantee that the facilities are brought up to or above changing modern day standards or requirements’*. The City Corporation must address the reputation it has for not being very good at maintaining its properties.
 - *How this is addressed: The wording in the strategy has been amended and in the new paper it is recommended to carry out an audit and assessment of assets and a review of their commercial value and potential value. This will consider running costs, maintenance and potential upgrading and acquisition of assets to give a complete picture of costs and potential income streams.*
- **Funding:** Hard to determine investment levels in this area during the Fundamental Review, but it may also help to include the figures relating to money brought into the Open Spaces through fees etc.
 - *How this is addressed: Income from fees etc will be included in the review of commercial value and potential value of our assets.*
- **Safeguarding and Health and Safety:** There are clear safeguarding risks, especially for children and young people caused by not investing in improving changing room facilities. There was an additional comment that safeguarding concerns such as those raised should be addressed through the Risk Register primarily, rather than through the Strategy only. However there was agreement that the strategy could have the idea of offering ‘safe’ sporting facilities added to the text.
 - *How this is addressed: Reflected in the wording of the strategy and to be addressed in the action plan and relevant entries in departmental and corporate risk registers.*
- **Asset List:** The list of facilities for Wanstead Flats, Epping Forest and Chingford need to be listed as one group, and there may be some facilities missing in relation to cricket and golf. Also the other facilities under Epping Forest are written in a way that suggests the angling lakes are open for horse riding, and so this needs correcting.
 - *How this is addressed: Suggested changes made and the recommended audit and assessment of assets will revisit the asset list.*
- **Governance:** Ownership of this strategy needs to be determined, and it should not just be Health and Wellbeing, as Open Spaces clearly have a role too.

- *How this is addressed: Officers welcome clarity and streamlining of governance responsibilities in the longer term. However, now that a statement of ambition and plan of action have been identified, it is felt that it will be sufficient to report to Policy & Resources Committee regarding the scope, funding, findings and recommendations of the work set out in this paper, and that the need for a better solution instead be fed into the current governance review. In coming to this conclusion, officers have also considered the full range of costs associated with setting up a Working Party, in the context of the financial and staffing pressures already being felt as a result of the fundamental review and recruitment moratorium.*
- **Scope and Focus:** The strategy continues to lack clear direction and is therefore at risk of drift.
 - *How this is addressed: The draft strategy as it stands sets out the City Corporation's ambition relating to sport and physical activity. In order to set clear direction and drive performance against this ambition it is recommended that we commission an audit and assessment of existing provision of all types of open spaces, sport and recreational facilities under the stewardship of the City Corporation; source and analyse user and other stakeholder views regarding our current offer to understand better what is driving demand – or lack thereof - for our facilities, particularly barriers (both real and perceived) to entry; and conduct an independent commercial review to understand the current, future and potential value of our related assets, and the scope for generating income that could be used to fund our ambitions.*
- **Scope and Focus:** The first bullet point of the Motion by Dominic Christian was not adequately reflected in the current strategy text – the bullet point reads: 'Sport inspires competitors to achieve the best they can and celebrates both winning and taking part'.
 - *How this is addressed: Incorporated in revised draft.*

Health and Wellbeing Board, 22/11/2019:

Feedback and Input: On page 15, it says to make the most of our assets under item d, and on page 22 the schools should be mentioned.

- *How this is addressed: Incorporated in revised draft.*

Activities: Should mention rowing, as we are a riparian authority.

- *How this is addressed: Incorporated in revised draft.*

Scope and Focus: Need to define a specific priority or priorities, and to develop measures and targets, to avoid it becoming a wish list that then ends up being shelved.

- *How this is addressed: The draft strategy as it stands sets out the City Corporation's ambition relating to sport and physical activity. In order to set clear direction and drive performance against this ambition it is recommended that we commission an audit and assessment of existing provision of all types of open spaces, sport and recreational facilities under the stewardship of the City Corporation; source and analyse user and other stakeholder views*

regarding our current offer to understand better what is driving demand – or lack thereof - for our facilities, particularly barriers (both real and perceived) to entry; and conduct an independent commercial review to understand the current, future and potential value of our related assets, and the scope for generating income that could be used to fund our ambitions.

Feedback: Circulate this summarised list of feedback to Members of all Committees that have been engaged with this strategy at the end of the consultation.

- *How this is addressed: Completed by means of circulation of this paper.*

Governance: Clear that there is still a lot of confusion about governance, and a better solution than a Working Party or 15 different Committees.

- *How this is addressed: Officers welcome clarity and streamlining of governance responsibilities in the longer term. However, now that a statement of ambition and plan of action have been identified, it is felt that it will be sufficient to report to Policy & Resources Committee regarding the scope, funding, findings and recommendations of the work set out in this paper, and that the need for a better solution instead be fed into the current governance review. In coming to this conclusion, officers have also considered the full range of costs associated with setting up a Working Party, in the context of the financial and staffing pressures already being felt as a result of the fundamental review and recruitment moratorium.*

Funding: Hackney has received a £10m from a Sport England bid for a similar strategic aim, and this may be worth exploring further to determine if there are opportunities for collaboration.

- *How this is addressed: Officers have researched how a number of London boroughs fund their sports and physical activity related work and will continue to work with Sport England and other potential funders. An assessment will be made of potential funding streams as part of the commercial review.*

Activities: The Fusion contract for the City of London Corporation commissioned leisure centre in the Square Mile will be reviewed and recommissioned this year. The Community and Children's Services department was asked to bring a report on what the sports activity is currently to this Board.

- *How this is addressed: This review is part of the cross-departmental approach set out in the strategy.*

Streets and Walkways Sub (Planning and Transportation) Committee, **03/12/2019:**

No comments received.

Presentation: Following the agenda item, Member John Edwards presented as Any Other Business his idea for a running/walking track in the Square Mile, as part of the current public realm/pavements, which he raised at Planning and Transportation Committee on 05/11/2019. There was a great deal of Member support for the idea and its demonstration of the City Corporation's commitment to healthy living, with some discussion on the route of the track, including support for it being a way to link up cultural assets in the Square Mile. However, Members also flagged that the costs

were likely to be prohibitive and that it could cause increased congestions on pavements.

Open Spaces and City Gardens Committee, 09/12/2019:

Governance: Some concern that the Open Spaces were not fully or equally represented on the Working Party.

- *How this is addressed:* Officers welcome clarity and streamlining of governance responsibilities in the longer term. However, now that a statement of ambition and plan of action have been identified, it is felt that it will be sufficient to report to Policy & Resources Committee regarding the scope, funding, findings and recommendations of the work set out in this paper, and that the need for a better solution instead be fed into the current governance review. In coming to this conclusion, officers have also considered the full range of costs associated with setting up a Working Party, in the context of the financial and staffing pressures already being felt as a result of the fundamental review and recruitment moratorium.

Maintenance: Need to ensure that the need for existing repairs in the Open Spaces, e.g. at West Ham Park, is captured in the strategy.

- *How this is addressed:* It is recommended that we commission an audit and assessment of existing provision of all types of open spaces, sport and recreational facilities under the stewardship of the City Corporation. This will include assessing need for existing repairs. The recommended commercial review will also include provision for maintenance of assets.

Open Spaces representation: Need to ensure that the Open Spaces outside of the Square Mile are well-represented.

- *How this is addressed:* In terms of assets, those relating to Open Spaces, both within and outside the Square Mile, will be included in the commercial review. In terms of activities, the review of the sports development contract will consider increasing the scope across the entirety of our activities, at open spaces, schools and housing estates outside the Square Mile.

Community and Children's Services Committee; 13/12/19:

No comments received.

Hospitality Working Party of the Policy and Resources Committee; 17/12/19:

No comments received.

Hampstead Heath Consultative Committee; 27/1/20:

Governance: Support for Interim Working Party to avoid lengthy delays.

- *How this is addressed:* Officers welcome clarity and streamlining of governance responsibilities in the longer term. However, now that a statement of ambition and plan of action have been identified, it is felt that it will be sufficient to report to Policy & Resources Committee regarding the scope,

funding, findings and recommendations of the work set out in this paper, and that the need for a better solution instead be fed into the current governance review. In coming to this conclusion, officers have also considered the full range of costs associated with setting up a Working Party, in the context of the financial and staffing pressures already being felt as a result of the fundamental review and recruitment moratorium.

Feedback and Input: Document has moved on significantly but would benefit from following the process set out in the Strategic Outcomes Planning Guidance recently published by Sport England, particularly in relation to stakeholder consultation, and doing so might help attract Sport England funding. Prioritisation needed, plus show indirect benefits of activities rather than just direct.

- *How this is addressed: The Sport England guidance has been used and will be used further to scope the recommended audit and assessment of assets, stakeholder research and commercial review.*

Funding: Support for uplift to TC's sport engagement budget.

- *How this is addressed: Sports engagement activities will be included and uplift of the budget considered.*

Open Spaces representation: Funding section to specifically refer to Open Spaces rather than just 'Square Mile and beyond'. Needs to connect better with Hampstead Heath 10-year vision.

- *How this is addressed: Changes made in next version of strategy.*

Activities: More emphasis needed on walking and other non-sport and non-team sport activities to attract people who need the health benefits but are unlikely to take these up. More emphasis on targeting and removing barriers to access for people with disabilities. Consider setting aside space for specific activities and provision of specialist coaching and equipment. Include scope to introduce sports that are more attractive to young people.

- *How this is addressed: Changes made in next version of strategy.*

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Draft Sport and Physical Activity Strategy Vision Statement, 2020-25
Strategy Author: Kate Smith, Head of Corporate Strategy & Performance

Sport and Physical Activity Strategy, 2020-25
For a healthy, active and thriving London

Foreword by the Chair of Policy and Resources and Town Clerk

To be added, post approval at officer and Member Committees.

Deputy Catherine McGuinness
Chair of Policy and Resources
Committee

John Barradell
Town Clerk and Chief Executive

DRAFT Sport and Physical Activity Strategy, 2020-25 – *For a healthy, active and thriving London*

Executive Summary

Our definition of sport and physical activity, based on those used by Sport England and the World Health Organisation

Sport refers to activities that require physical exertion and involve individuals or teams, and physical activity is any bodily movement that requires the expenditure of low, moderate to high levels of energy, e.g. walking or dancing. Exercise is a sub-category of physical activity.

Why sport and physical activity matters to us

The City of London Corporation aims to contribute to a flourishing society, shape outstanding environments and support a thriving economy, as set out in our Corporate Plan (CP). We believe we can improve physical and mental health, and tackle health inequalities, for our stakeholders; support individual fulfilment, social well-being and community cohesion within our communities; and help the economy thrive through promotion of sport and physical activity.

Who we will work with

We will work with the people and organisations we serve - City residents and workers, our students and those living near our open spaces - to understand their needs and motivations, and with local, regional and central government, Health bodies and GPs, national governing bodies of sport, sport infrastructure bodies, businesses and civil society organisations to deliver against them.

Our Vision

To deliver health, social and economic benefits through sport and physical activity.

Our Outcomes

Page 12 <i>People enjoy good health and wellbeing and health inequalities are reduced.</i> Links to CP Outcomes 2 and 3	<i>Individuals and groups thrive and community bonds are strengthened.</i> Links to CP Outcomes 3 and 4	<i>London and the UK's economy and attractiveness as a place to live, work and visit is boosted.</i> Links to CP outcomes 7 and 10
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Our Activities

Use our assets to encourage and facilitate accessible and inclusive sport and physical activity. <ul style="list-style-type: none"> • Commission sport and physical activity services that individuals and communities want and need. • Raise awareness of the benefits of sport and physical activity across our resident and worker facing programmes, services, schools and Open Spaces. • Promote active travel. 	<ul style="list-style-type: none"> • Host, and where needed, co-design inclusive mass participation events for local communities. • Champion and facilitate community-led ideas that encourage sport and physical activity and community cohesion. • Engage businesses and workers in mass participation events. • Work with sport infrastructure bodies, national governing bodies of sport and civil society to drive up sport and physical activity levels. 	<ul style="list-style-type: none"> • Proactively and strategically support the development and delivery of bids and cross-sectoral partnerships for major sporting events. • Deliver events and activities to celebrate and promote major sporting events. • Offer a range of relevant services and support to visitors, event organisers, volunteers etc. • Promote London and the UK's major sporting events offer, including the benefits, nationally and internationally to different audience
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Our Success Measures

We aim to drive up participation in sports and physical activity by the people we serve, with special focus on those who are less likely or able to engage in sporting activity and those currently defined as 'inactive'. We aim to improve user ratings of our indoor and outdoor assets, activities and events. We will assess the number and demographics of people attending the major sporting and mass participation events we sponsor, facilitate and host; the amount and tone of media coverage, and stakeholder satisfaction measures.

Introduction and vision

The City of London Corporation (City Corporation) is the governing body for the Square Mile, dedicated to a vibrant and thriving City, supporting a diverse and sustainable London within a globally successful UK. This strategy outlines our vision, approach and commitment to sport and physical activity until 2025. It is an externally-focussed strategy that complements the strategic priorities set out in Central Government's '*Sporting Future*' Strategy; Sport England's '*Towards an Active Nation*' Strategy; Public Health England's '*Everybody Active, Every Day*' Briefing; and the Greater London Authority's (GLA) '*Sport for All of Us*' Strategy.

Definitions

Our definition of **sport and physical activity** is based on the definitions used by Sport England and the World Health Organisation¹. Sport relates to any and all individual or team sports and physical activity is any bodily movement that requires the expenditure of low, moderate or high levels of energy. This can include activities such as walking, dancing, playing and other recreational pursuits. Exercise is a sub-category of physical activity, and it is defined as something that is planned, structured and repetitive, and aims to improve or maintain one or more components of physical fitness.

We are keen for this strategy to encourage and inspire individuals from all backgrounds and abilities to be active every day, in accordance with the UK Chief Medical Officer's recommendations. The Chief Medical Officer's definition of an '**active**' person is someone who is physically active for more than 150 minutes a week, in sessions of at least 10 minutes. We are defining an **inactive person** as someone who has done less than 30 minutes of moderate intensity activity per week – the same definition used by Sport England in its '*Active Lives Survey*'².

Why sport and physical activity matters

According to 2017/18 figures published by the Department for Digital, Culture, Media and Sport on physical activity among the UK's population, 25% of people aged 16 years and over in England are categorised as physically inactive³. Specific groups are more likely to be physically inactive compared with the wider population, including women and people from black, Asian and minority ethnic (BAME) backgrounds⁴.

Investing in sport and physical activity is very much aligned to our own strategic aims set out in our Corporate Plan for 2018-23: to contribute to a flourishing society, to support a thriving economy and to shape outstanding environments. Like Central Government, we agree that sport and physical activity bring significant benefits and improvements to individuals and communities in the UK in the outcome areas listed on the following page:

¹ <https://www.who.int/dietphysicalactivity/pa/en/>

² <https://www.sportengland.org/research/active-lives-survey/>

³ <https://www.ethnicity-facts-figures.service.gov.uk/health/exercise-and-activity/physical-inactivity/latest>

⁴ <https://www.ethnicity-facts-figures.service.gov.uk/health/exercise-and-activity/physical-inactivity/latest>

1. Physical health –

Sport and physical activity help people of all ages and backgrounds – including people with disabilities – to live healthier lives. They can reduce the risks associated with a range of common health conditions, including musculoskeletal disorders (MSDs), cancer, dementia, strokes, heart disease and diabetes. Sport and physical activity can also offer opportunities to tackle health inequalities.

2. Mental health –

Sport and physical activity can increase self-confidence and contribute to the reduction of symptoms relating to a range of mental health conditions, including stress, anxiety and depression. In the case of outdoor activities, particularly in natural environments such as parks, forests and near rivers and other water bodies, mental health benefits have been shown to increase.

3. Individual development –

Sport can inspire competitors and spectators alike to achieve the best they can in whichever field they choose. Both sport and physical activity can positively contribute to improving educational attainment and students' attitudes and behaviours, offering them fusion skills (a combination of creative, technical, cognitive and emotional skills), as well as support the development of characteristics and skills that enhance an individual's employability and wellbeing, such as team working, communication, resilience and problem solving.

4. Social and community development –

The values that sport and physical activity instil, such as respect, camaraderie, excellence, perseverance, teamwork, equality, resilience and courage, and the opportunity they present to celebrate both winning and taking part, can be a powerful force not only to bring people together but also to bond people from different backgrounds and walks of life. From national to local levels, sport and physical activity can highlight the positive aspects of living in a community and the place where we live, work or study. If well-targeted, both can result in greater levels of community cohesion, reduce social isolation and provide a sense of belonging and acceptance that supports individual wellbeing.

5. Economic development –

Sport and physical activity create jobs, promote productivity and growth, enhance the attractiveness of a place, drive exports and increase levels of inward investment. The sport sector contributes £39 billion to the UK's Gross Domestic Product and plays a significant role in supporting the UK Government's GREAT Campaign, which promotes the UK abroad. Indeed, sport is seen as an increasingly important political influencing and policymaking tool, as evidenced by the Department for Digital, Culture, Media and Sport, the Foreign and Commonwealth Office, the Cabinet Office and others considering it as part of the British Foreign Policy Group – on which the City Corporation's Remembrancer also sits. Ultimately, major sporting events hosted in London and the UK, alongside London and the UK's culture of sport and physical activity, contribute to their global brand by offering a comprehensive and attractive package to businesses and their workers in a way that few other places can. And of course, the health benefits for workers of sport and physical activity help to reduce costs to businesses associated with sickness absence among the workforce.

Why sport and physical activity matters to us

In addition to all of the above reasons, we are committed to the GLA, Sport England and London Sport's ambitions to make London ***the most physically active city in the world***. As part of this, they are committed to the following two major priority areas, which, given the breadth and quality of our assets, we feel our organisation can contribute to positively:

1. Major Sporting Events

London is globally recognised for its ability to host inspiring major sporting events, resulting in increased levels of positive social and community development, as well as improvements in the local, regional and national economy – especially through increased levels of inward investment and increased numbers of visitors.

2. Increased levels of sport and physical activity

All Londoners, including those with visual impairments, physical disabilities, or those who are elderly, can access and participate in sport and physical activity, resulting in improvements in their physical and mental health, individual development and community cohesion.

Additionally, it is our belief that investing in sport and physical activity is essential right now, in the face of:

- Steep rises in mental health problems and higher prevalence of mental and physical health conditions for people that are inactive, as evidenced by Public Health England and Sport England;
- An ageing population and the health and social risks that this brings, including increasing levels of loneliness and isolation, as evidenced by Public Health England and Sport England;
- Social underdevelopment, social isolation and sedentary lifestyles driven by excessive screen-time affecting people of all ages and backgrounds, with 'digital natives' at most risk;
- Challenges to community cohesion – as evidenced in strategies and research by the GLA, often citing how this issue is exacerbated in London due to the levels of transience across different population demographics and the lack of positive diversions for people, such as young people who are at higher risk of being negatively impacted by knife crime;
- Reductions in public sector spending on sport and physical activity;
- Economic uncertainty alongside cost of living increases; and
- Changing perceptions of London as a welcoming and attractive place to be for residents, workers, visitors and businesses, as highlighted through London's ranking in the Global Brand Index and political uncertainty relating to UK trade agreements and our ability to develop partnerships abroad.

Open Spaces

The City of London Corporation is proud to protect and manage 14 green spaces in and around London (listed in Appendix One), such as Hampstead Heath, which enable us to realise our vision for physical activity and sport and much more. Our open spaces serve as an important bridge between nature and the crowded urban fabric of London and contribute immensely to our mental, emotional and physical health and well-being, providing free access to roam in the outdoors, to pause and observe, to play, to explore, discover and learn about the natural world. Our open spaces also improve social inclusion through provision of spaces, facilities and activities that are accessible to more diverse users and continue to remain a key provision for facilitating sport. Our commitment for our open spaces to remain inclusive and welcoming to enrich our lives can be demonstrated through our vision for Hampstead Heath.⁵

Our vision is:

To deliver health, social and economic benefits through sport and physical activity.

What we will do

Our outcomes and high-level activities

In order to build upon our experience, and fulfil our strategic vision, we have identified three outcomes and associated themes of activities.

Outcome 1: People enjoy good health and wellbeing and health inequalities are reduced.

We will prioritise the following types of activities:

- a) Adopt an evidence-based commissioning approach to the services we commission, using feedback from residents and needs assessments, including insights collected through the Sport England 'Active Lives Survey' and drawing on evidence from behavioural science.
- b) Deliver public health-led campaigns aimed at increasing access to and safer and healthier participation in sport and physical activity.
- c) Review sports and physical activity provision, sports engagement activities and the suitability and potential of City Corporation-owned assets, including pricing, to improve accessibility and inclusivity for residents, workers, visitors and students.
- d) Continue to remove barriers to engaging in outdoor recreation activities, such as walking, cycling and running across City Corporation-owned open spaces, and spread and raise awareness of our open spaces and how to access them.

⁵ <https://www.cityoflondon.gov.uk/things-to-do/green-spaces/hampstead-heath/Documents/heath-strategy.pdf>

- e) Raise awareness of the importance of sport and physical activity for health across our various activities and institutions, including our schools.
- f) Promote and support active travel, e.g. cycling and walking, for all abilities.

Who we will work with:

To deliver this outcome, we will work in partnership with our residents and workers in the Square Mile and across our family of schools, as well as the volunteers at and visitors to our open spaces and the relevant local government bodies in these areas. This outcome seeks to support mainly:

- Residents, workers and students that are completing less than 30 minutes of moderate intensity activity per week and are therefore considered 'inactive'.
- Residents, workers, visitors and students that are less likely or able to engage with sport and physical activity, e.g. disabled people, older people, those with caring responsibilities etc.

Outcome 2: Individuals and groups thrive and community bonds are strengthened.

We will prioritise the following types of activities:

- a) Host and, where needed, co-design mass / open participation events across our open spaces and in the Square Mile that are inclusive and positively engage and benefit local communities, including our residents, workers and students. Examples include cross country events and Yard Yoga.
- b) Champion resident, volunteer and worker-led ideas in the Square Mile, as well as ideas from other local communities we work with, e.g. through our open spaces, which encourage sport and physical activity and community cohesion.
- c) Engage businesses in the Square Mile and the areas surrounding our open spaces in mass participation events as supporters and contributors, e.g. through funding, volunteers etc., as well as providing opportunities for their workforce to be more physically active.
- d) Continue to develop relationships with national governing bodies of sport, sport infrastructure bodies and civil society organisations, including through funding, to encourage more people to engage positively with sport and physical activity.

Who we will work with:

To deliver this outcome, we will work in partnership with local communities, within the Square Mile and near our open spaces, event organisers and existing users of our open spaces. This work will particularly seek to target:

- Individuals and communities that are completing less than 30 minutes of moderate intensity activity per week, who are therefore considered 'inactive'.

- Communities in London that are less likely or able to engage with sport and physical activity, e.g. disabled people, older people etc.
- Universally targeted interventions that engage the people we work with in the Square Mile and beyond to increase their level of physical activity and participation in sport. These will also support efforts to engage specific communities and improve health-related outcomes, as outlined above.

Outcome 3: London and the UK's economy and attractiveness as a place to live, work and visit is boosted.

We will prioritise the following types of activities:

- a) Contribute proactively and strategically to all stages of bid development and delivery for London and the UK to host major sporting events.
- b) Facilitate the development of cross-sectoral partnerships, collaborations and promotional materials to support with bids for major sporting events. These should align with – and seek to support where possible – existing strategic goals and aspirations set out in our Corporate Plan, including for example our commitments to responsible business practices, health and wellbeing, the promotion of sugar reduction and healthier eating and ensuring the City remains a global destination for financial and professional services, commerce and culture.
- c) Deliver exceptional events and activities for major sporting events and sports people in our iconic venues, through welcome receptions and dinners, celebrations with athletes, Freedom of the City ceremonies etc.
- d) Provide support to others in delivering outdoor major sporting events, including route decision-making, road closures, traffic diversions, parking enforcement etc.
- e) Facilitate and/or support volunteer training programmes during major sporting events, including major tournaments.
- f) Offer signposting and information services to visitors at major sporting events.
- g) Promote London and the UK's major sporting events offer during international and national trade visits undertaken by our staff, the Chair of Policy and Resources and the Lord Mayor.
- h) Promote the positive benefits of London and the UK's major sporting events to the media at a local, national and international level and to local communities to drive up their engagement with sport and physical activity.

Who we will work with:

To deliver this outcome, we will work in partnership with the relevant local, regional and central governments, infrastructure bodies, such as Sport England and London and Partners, businesses, national governing bodies and civil society organisations involved in the major sporting event that is being bid for.

Our experience to date and future aspirations

The outcomes and activities that we have identified for this strategy are based on our existing expertise and work in this space, which relates to designing and delivering commissioned and public-health led activities for residents and workers in the Square Mile; encouraging recreation and physical and sporting activities across our 11,000 acres of open spaces and in our City family of schools⁶; and co-designing and co-delivering major sporting events and mass participation sporting events.

However, we now want to go further by increasing our understanding of the needs, views and motivations of our full range of stakeholders, making the most of the commercial potential of our assets and activities so that we can invest in better provision and increase benefits for the people we serve, and developing and sharing our expertise across all of the realms in which we work, independent of their location or primary purpose.

Our Success Measures

Sport and physical activity can help deliver a broad range of outcomes and associated high-level actions from the Corporate Plan (CP):

- **CP Outcome 2:** People enjoy good health and wellbeing.
 - Promote equality and inclusion in health through outreach to our working, learning and residential communities and better service design and delivery.
 - Raise awareness of factors affecting mental and physical health.
 - Provide advice and signposting to activities and services.
 - Provide inclusive access to facilities for physical activity and recreation.
- **CP Outcome 3:** People have equal opportunities to enrich their lives and reach their full potential.
 - Provide access to world-class heritage, culture and learning to people of all ages, abilities and backgrounds.
 - Cultivate excellence in academia, sport and creative and performing arts.
- **CP Outcome 4:** Communities are cohesive and have the facilities they need.
 - Bring individuals and communities together to share experiences and promote wellbeing, mutual respect and tolerance.
 - Support access to suitable community facilities, workspaces and visitor accommodation.
- **CP Outcome 7:** We are a global hub for innovation in financial and professional services, commerce and culture.
 - Strengthen local, regional, national and international relationships to secure new opportunities for business, collaboration and innovation.
 - Promote London for its creative energy and competitive strengths.
- **CP Outcome 10:** We inspire enterprise, excellence, creativity and collaboration.
 - Create and transform buildings, streets and public spaces for people to admire and enjoy.
 - Protect, curate and promote world-class heritage assets, cultural experiences and events.

⁶ See page 6 of [City of London Corporation Education Strategy, 2019-23](#)

Specifically, through this strategy we aim to:

- ✓ Drive up participation in sports and physical activity by the people we serve, with special focus on those less likely or able to engage with sports and physical activity and those considered 'inactive'
- ✓ Increase the attractiveness, diversity and inclusivity of our assets, activities and events; and
- ✓ Sponsor, facilitate and host a greater number of well-attended and well covered, high-quality major sporting and mass participation events, assessed by the number and demographics of attendees, the amount and tone of media coverage, and stakeholder satisfaction measures

Performance Indicators will be developed that enable us to track our achievements in these areas. These will be common to related strategies, including Joint Health and Wellbeing, Corporate Volunteering, Social Wellbeing, Mental Health, Education, Visitor Destination and Transport, to support joint action and so that performance can be monitored and driven at team, department and corporate levels.

All decisions affecting people will be subject to Equalities Assessments and equalities impacts will be tracked through our Equalities and Inclusion Action Plan.

Appendix One – Our assets for this strategy

Key assets and location specific activities are listed below, but as more exist across the City of London family of schools, for example, and in the form of assets the City Corporation doesn't own but can promote access to, such as the Thames and other water bodies that can be used for rowing and private facilities such as gyms, it is recommended that a full asset audit be conducted along with an assessment of opportunities to promote access to assets held by others.

Within the Square Mile

- **The City Gardens**
- **Golden Lane Sport and Fitness Centre** – which we have commissioned Fusion Lifestyle to run.
- **Outdoor Gym** – located between Lower Thames Street and the Thames riverside, between London Bridge and Old Billingsgate, made up of benches with instructions for completing different exercises.
- **Guildhall Yard** – available to host sport and physical activity events, including Yard Yoga, Police tug of war, Fletcher's archery etc.
- **Square Mile Streetscape** – historic and world-class, available for use in mass participation sporting events, such as London Landmarks Half Marathon, Square Mile relay etc.
- **City of London School, City of London School for Girls and Sir John Cass Primary School** – all of which have assets that can be and are used for sport and physical activity.

Outside the Square Mile

- **Freemen's School and the Academies we sponsor and co-sponsor** – all of which have assets that can be and are used for sport and physical activity.
- **Our Housing Estates**
- **Open Spaces –**

Hampstead Heath:

- Cricket facilities: two cricket nets, one cricket square
- Football facilities: two pitches
- Rugby: six grids
- Tennis facilities: 10 hard courts
- Swimming facilities: one lido, three ponds
- Athletics facilities: one full track, one cross country club
- Other facilities: one bowls and croquet club lawn, one outdoor gym, one orienteering course, one outdoor table tennis table, one soft ball pitch and one rounders pitch (marked and used when required), five angling ponds.

Golders Hill:

- Rugby: two grids
- Tennis facilities: two grass courts, four hard courts
- Other facilities: two croquet half-size practice lawns, one junior orienteering course, two outdoor table tennis tables.

Hampstead Extension:

- Cricket facilities: two cricket nets, two cricket squares
- Football facilities: three pitches
- Rugby: three rugby pitches
- Athletics facilities: 70 m and 100m marked for local schools, one junior cross-country club
- Other facilities: marked horse-riding bridle routes.

Queens Park:

- Tennis facilities: six hard courts
- Golfing: one nine-hole pitch and putt
- Other facilities: four trim trail items, two tag rugby team areas (April - August).

Highgate Wood:

- Cricket facilities: two cricket nets, one cricket square
- Football facilities: two pitches
- Athletics facilities: 70 m and 100m marked for local schools
- Other facilities: one trim trail.

West Ham Park:

- Cricket facilities: three cricket nets, two cricket squares

- Football facilities: one adult pitch, two junior training pitches, three junior artificial pitches.
- Tennis facilities: 12 hard courts
- Athletics facilities: 400m and 100m running track marked for school sports days
- Other facilities: one outdoor gym, and up to three rounders pitches (marked and used when required).

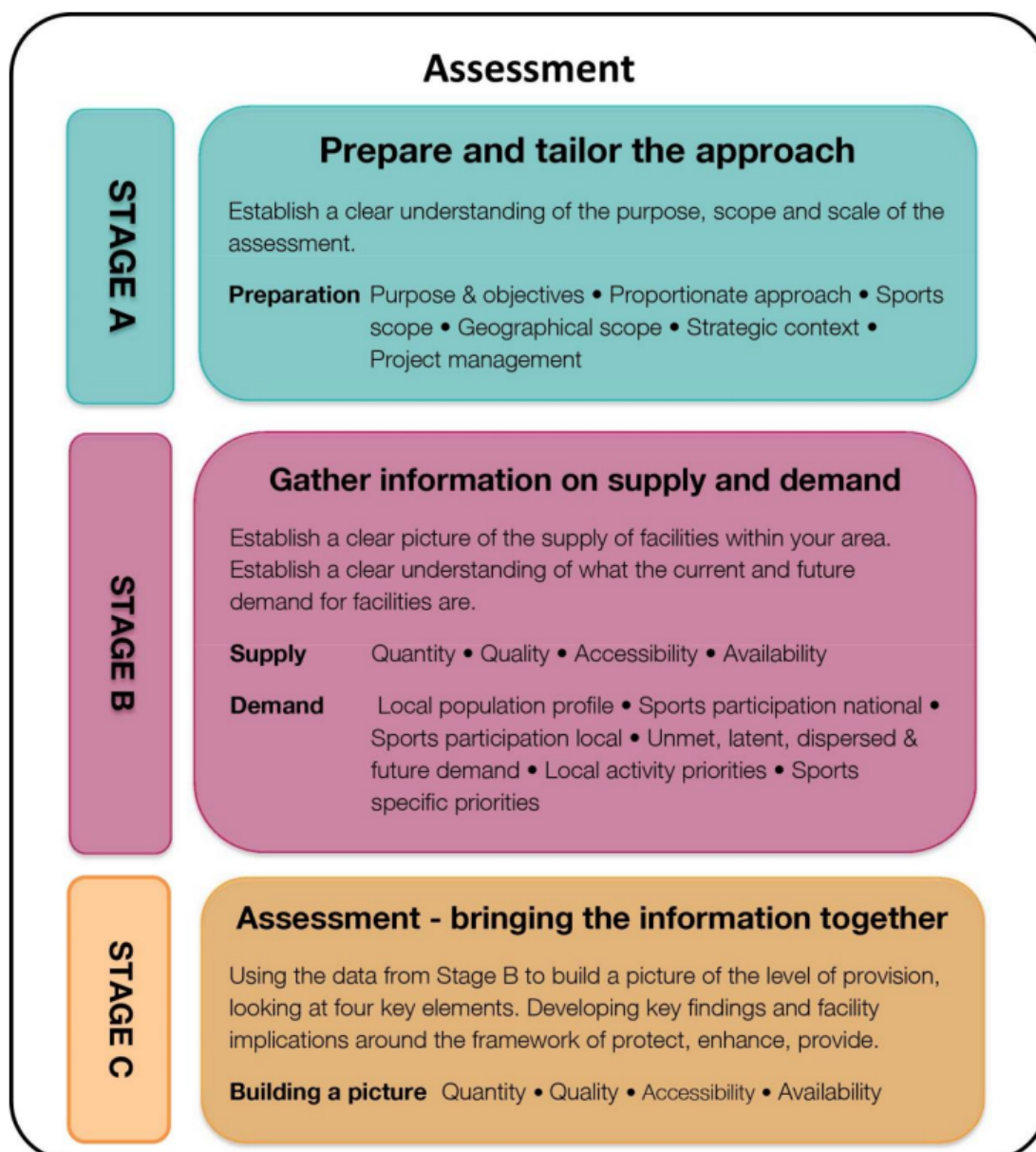
The Commons:

- Football facilities: one grass pitch leased to Caterham Pumas on Couldson Common.

Epping Forest, Wanstead Flats and Chingford:

- Cricket facilities: two leased cricket grounds.
- Athletics: host several cross-country clubs and Orion Harriers is a running club based in the Forest
- Golf facilities: three leased courses (two are nine hole and one is 18 hole)
- Other facilities: orienteering course, 25 angling lakes, horse riding in summer and marked horse riding bridle routes, able to host school sports days.
- Football facilities: 44 pitches in operation, but potential for 60.
- Golfing facilities: one golf course.

Appendix 3: Sport England's advice on undertaking and applying needs assessments for sports facilities



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Appendix 4: Current departmental spend on sport and physical activity

Investment being made into sport and physical activity at the City of London Corporation currently totals circa **£2,008,225 per annum**.

The departments which commit finances towards sport and physical activity are:

- **Community and Children's Services** - circa £75,000 per annum, for the provision of commissioned and managed leisure services and commissioned physical activity and sport related activities available in the Square Mile.
- **Open Spaces** - circa £1,700,000, based on 2015 data, which relates to the oversight, staffing and maintenance of the Open Spaces sports facilities. Compiled by a specialist consultant, this figure gives a true reflection of the full expenditure costs and income associated with the provision of sports facilities across the Open Spaces including costs for staff, utilities, plant, machinery, materials, support services, buildings and income. Repeating this assignment at this time is not possible, however it is worth noting that the income and expenditure relating to sport has not altered drastically since 2015, and so this figure remains a robust proxy.
- **Built Environment** - circa £130,000 per annum, for recovering recharged costs from sporting event organisers in relation to application fees, hoarding management, tow trucks, traffic orders, parking bays suspensions etc., and a series of costs relating to Road Danger Reduction, which targets those that are engaged in active travel within the Square Mile through activities and promotions as part of the Active City Network and Lunchtime Streets.
- **Remembrancer's** - circa £6,000 in total for 2018/19, with an estimated indirect cost of £12,500 for 2018/19. For 2019/20, there is an estimated spend of £36,500, with indirect costs of circa £30,000. The figures vary considerably from year to year due to the fact that they in the most part reflect the particular sporting events taking place in that year in the UK. The direct spend relates to City Corporation hospitality, while the indirect costs relate to both City hospitality and externally hosted events and fall mostly to the City Surveyor.
- **Town Clerk's Communications** - circa £80,000, which provides a full-time and permanent Sports Engagement Manager who provides oversight for matters relating to Major Sporting Events, as well as a small budget to facilitate sport engagement activities.
- **Benefits In-Kind (BIK) support** - offered through a range of departments, and in the 2018/19 submission of 247 BIK, 17 of these related to sport and physical activity, with an estimated total monetary value of £17,255. This represents 0.9% of the total monetary value recorded. Please note the current reporting is unlikely to provide a complete picture – as not all BIK are being recorded through this centralised system.

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APPENDIX 1

CITY OF LONDON CORPORATION

PAY POLICY STATEMENT 2020/21

Introduction

1. Section 38(i) of the Localism Act 2011 (the Act) has required local authorities since the financial year 2012/13 to produce a Pay Policy Statement in advance of each financial year. The Act requires local authorities to set out in their Statements their policies on a range of issues, particularly those relating to remuneration for their most senior and lowest-paid staff. This must include significant information on pay and reward for Chief Officers (as defined in the Local Government and Housing Act 1989). The Statement must be reviewed annually and agreed by “*a resolution of the authority*”, in the City of London Corporation’s case by the Court of Common Council. This document meets the requirements of the Act for the City of London Corporation for the financial year 2020/21.
2. The provisions of the Act require that authorities are more open about their local policies and how local decisions are made. The Code of Recommended Practice for Local Authorities on Data Transparency enshrines the principles of transparency and asks authorities to follow three principles when publishing data they hold: responding to public demand; releasing data in open formats available for re-use; and releasing data in a timely way. This includes data on senior salaries and the structure of the workforce.
3. The Act applies to the City of London Corporation only in its capacity as a local authority. It should be noted that not all of the pay and employment costs incurred by the City of London Corporation are carried out in this capacity, or even funded from public resources. As well as having statutory local authority functions, the Corporation undertakes other public functions, such as those of a police authority and of a port health authority. It also has private and charitable functions which receive funding through income from endowment and trust funds, and the pay and employment costs of these functions are met from these funds and are outside the scope of the Act.
4. In general, and in keeping with the spirit of openness, this Statement does not try to distinguish between information which applies to the City Corporation as a local authority and that which applies to it in any of its other capacities. However, insofar as the Act specifically excludes police authorities from its remit, this Statement does not include information about Police Officers. Likewise, paragraph 7 of the Government Guidance for authorities on “*Openness and accountability in local pay*” (which has statutory effect under s40 of the Act for authorities in the preparation of their Pay Policy Statements) advises that “*The provisions in the Act do not apply to the staff of local authority schools and therefore teaching staff need not be brought within the scope of a pay policy statement*”. The City of London Corporation does not directly manage any local authority schools, but it does directly run three independent schools, and while some information about the remuneration of the

teaching staff in these schools is provided in the Statement, in general the Statement follows the Government Guidance and leaves teaching staff outside of its scope.

5. The Act does not require authorities to publish specific numerical data on pay and reward in their pay policy document. However, information in this Statement should fit with any data on pay and reward which is published separately. The City Corporation operates consistent pay policies which are applied across all of our functions. Further details of the current Grade structures and associated pay scales can be seen below.

Salary Scales effective from 1 October 2019:

Grade	Min Salary (£)	Max Salary (£)	No. of employees
Grade A	£16,040	£17,020	174
Grade B	£17,510	£20,330	609
Grade C	£22,860	£26,520	821
Grade D	£28,700	£33,290	691
Grade E	£33,290	£38,570	566
Grade F	£42,150	£48,880	401
Grade G	£50,330	£58,380	178
Grade H	£58,380	£67,650	89
Grade I	£67,650	£78,410	28
Grade J	£80,770	£93,650	22
Senior Management Grade (SMG)	£82,390	£252,370	15
<p>The figures given are for Base pay only. Employee numbers are those at the time of the November 2019 pay roll. Any employee on Grades A-J who manages or supervises another employee on the same Grade has a separate pay scale paying up to 6.1% greater than the salary on the substantive Grade. Any employee on Grades A-J who is in a residential post has a separate pay scale paying 12.5% less than the salary on the substantive Grade. The figures for employees in each Grade in the table above include those on the relevant supervisory and residential scales. All employees on Grades A-J and in the SMG also receive a London Weighting allowance. The allowance does not differ between Grades of staff.</p>			
Teacher Grades	£29,490	£60,250	
Senior Teacher Grades	£64,640	£147,490	
<p>Figures for Teacher Grades exclude any additional responsibility allowances payable. Figures for Senior Teacher Grades include all payments.</p>			

This information is reviewed, updated and published on a regular basis in accordance with the guidance on data transparency and by the Accounts and Audit

(England) Regulations 2011. It should be noted that all Police Officer pay scales are nationally determined and as such do not form part of the City Corporation's Pay Policy.

6. A two-year Pay Award covering 2018-20 for staff in Grades A-J and the SMG was negotiated with the recognised Trade Unions and staff representatives for these employees in 2018, and agreed by the Court of Common Council in July 2018. The Pay Award provided for a 2.45% increase on all salaries in Grades A-C and a 2% increase on all Graded salaries in Grades D and above, including the SMG, and a 5% increase on London Weighting allowance rates for all staff. These increases would be applied in each of the two years of the agreement, from 1 July 2018 in the first year and from 1 July 2019 in the second. The Pay Award also provided for restructures of Grade A (the City of London Corporation's lowest pay Grade) from 1 October in each of the years covered by the Award. The bottom point of the scale was to be removed in each year and the top point of the scale would move up one point.

The two-year Pay Award did not cover Teachers and their pay scales were subject to the usual negotiations with their recognised Trade Union and staff representatives in 2019.

7. The Act's provisions do not supersede the City Corporation's autonomy to make decisions on pay which are appropriate to local circumstances and deliver value for money for local taxpayers. We seek to be a fair employer and an employer of choice - recognising and rewarding the contributions of staff in an appropriate way. We set pay fairly within published scales and, in doing so, have regard to changing conditions in differing occupational and geographic labour markets.

Background

8. All pay and terms and conditions of service are locally negotiated with our recognised trade unions or staff representatives. In 2006/07 extensive work was undertaken on a review of our pay and grading structures. As a result, the principles set out in the guidance to the Act have already generally been addressed although the Act set out some additional requirements which are covered by this statement.
9. In 2007 we implemented a number of core principles, via collective agreement, to form the City Corporation's pay strategy. This moved the pay and reward strategy from one based entirely on time-served increments to one which focusses on a balance between incremental progression, individual performance and contribution to the success of the organisation. The Grades A-J and the Senior Management Grade retain incremental progression, but this is always determined by performance measured through appraisal over the year 1 April - 31 March. The Grades D-J and the Senior Management Grade also have access to "Contribution Payments" for employees at the top of the Grades. Achievement of these is also determined by appraisal over the same time period. All increments earned by appraisal are implemented from 1 October following the ending of the appraisal year, and Contribution Payments earned from appraisal are paid in the same October. A fundamental element of the strategy is that achievement of payments related to performance is more onerous and exacting the more senior the member of staff.

10. All non-teaching staff employed by the City Corporation below the Senior Management Grade are allocated to one of the 10 Grades (Grades A-J), other than in a small number of exceptional cases, such as Apprentices. All such posts were reviewed under Job Evaluation, ranked in order and allocated to a Grade following the 2007 Review. The evaluation scheme was independently equalities-impact assessed to ensure that it was inherently fair and unbiased. New posts and any existing posts that change their levels of responsibility etc. continue to be evaluated and ranked under the scheme. The scheme, how it is applied, the scoring mechanism and how scores relate to Grades are published on our Intranet, so staff can be assured that the process is fair and transparent. In addition, there is an appeal mechanism agreed with the recognised trade unions and staff representatives.
11. In addition to basic salary, all Graded staff are paid a London Weighting allowance which varies depending on where they are based and whether they are supplied by the employer with residential accommodation. This is to assist staff with the higher cost of living and working in London. Current levels of London Weighting for non-residential staff are £6,390 for those based in inner London and £3,830 for those based in outer London.
12. As most of the work of the organisation is undertaken in the City of London, there are some types of posts which are difficult to recruit to (e.g. lawyers, IT staff etc.). Accordingly, there is often the need to use market supplements to attract, recruit and retain highly sought-after skills. These, where used, can be applied to employees in Grades A-J. Any requests for a market supplement must be supported by independent market data and is considered by a panel of senior officers and, where appropriate depending on the amount proposed to be paid and the Grade of the post, by the Establishment Committee. All market supplement payments are kept under regular review, and regular reports on payments made are produced for the Establishment Committee. The City Corporation subscribes to Croner's salary benchmarking. While this provides information on both public and private sector comparator jobs, general practice is to use the median level of comparator public-sector jobs in central London for organisations which employ between 1001 and 4000 staff, with a turnover of £50m-£100m as basis for establishing appropriate market rates.
13. The London Living Wage (LLW) has been applied as a minimum rate for all directly employed staff, including Apprentices, since April 2017. Casual staff and agency workers have also been paid the London Living Wage since 2014. Until 2018, LLW increases were applied from 1 April each year in line with the most recently announced LLW increase. However, in October 2018, the City Corporation's Policy & Resources Committee agreed that LLW increases should be applied in this and future years to affected employees and other staff from the date of the increase's announcement, which in 2019 was on 11 November.
14. The Establishment Committee has specific authority to deal with or make recommendations to the Court of Common Council where appropriate on all matters

relating to the employment of City of London Corporation employees where such matters are not specifically delegated to another Committee. These matters include the remuneration of senior officers. The Establishment Committee has delegated this to the Senior Remuneration Committee.

Employees below the Senior Management Grade

15. The lowest Graded employees are in Grade A as determined by the outcomes of the Job Evaluation process. In 2016, the bottom two incremental points of this Grade were removed and an additional point was added to the top of it, and the two-year Pay Award for 2018-20 further restructured Grade A to give it additional points at the top while removing points from the bottom. The current lowest point on Grade A is now £22,430, including a London Weighting allowance for working in Inner London. The current pay range for Grades A - J is £22,430 to £100,040 inclusive of Inner London Weighting of £6,390 for non-residential employees.

- Grades A-C are the lowest Grades in the City of London Corporation. Grade A has 3 increments and Grades B and C have 6 increments, and progression through each Grade can be achieved by annual incremental progression subject to satisfactory performance. There is no Contribution Pay assessment. However, employees at the top of these Grades have the opportunity if they have undertaken exceptional work to be considered for a Recognition Award up to a maximum level set corporately each year (this has been £500 in each year since 2010).
- Grades D-J have 4 'core' increments and 2 'contribution' increments. Progression through the 4 'core' increments is subject to satisfactory performance. Progression into and through the 2 'contribution' increments requires performance to be at a higher than satisfactory level. Once at the top of the scale, for those who achieve the highest standards of performance and contribution, it is possible to earn a one-off non-consolidated Contribution Payment of up to 6% of basic pay depending on the assessed level of contribution over the previous year. The appraisal system recognises four levels of performance - Improvement Required, Good, Very Good and Outstanding, and those employees at the top of Grades D-J who achieve either of the top two ratings can receive a Contribution Payment. In 2019, those in receipt of a "Very Good" rating could receive a payment of between 1 and 5% of Basic salary, and those earning an "Outstanding" rating would receive a payment of 6% of Basic salary. The variable payment for "Very Good" ratings was introduced in 2019 to recognise that there could be distinctions in performance of those so assessed, above the level of "Good" but not meriting an "Outstanding" assessment.

(A separate performance-payment scheme is in place for a small group of employees at the Barbican Centre engaged in commercial activities. These staff may receive payments of up to £4,000 or £6,000 per annum, depending on Grades and their success in meeting certain performance targets. The staff involved are excluded from the Recognition Awards and Contribution Payments schemes applying to other employees on their Grades.)

16. For the appraisal year ending March 2019 (i.e. for payments awarded on 1 October 2018), 65.4% of eligible employees were allowed to move into the two higher contribution increments and 64.7% of eligible staff received a one-off non-consolidated contribution payment.

Senior Management Grade

17. The Senior Management Grade comprises the most senior roles in the organisation, as determined by Job Evaluation. Posts on the Senior Management Grade (SMG) are those which are the professional lead for a significant area of City Corporation business, with the nature of the professional responsibility held being that the postholders are not only directing the function for which they are responsible towards meeting corporate strategic goals but are required to determine from their professional point of view how these corporate goals should be constructed. As the SMG posts are distinct roles, they are individually evaluated and assessed independently against the external market allowing each post to be allocated an individual salary range within the Grade, which incorporates market factors as well as corporate importance. Any increase in salary (whether through incremental progression or a cost-of-living award) is entirely dependent on each individual being subject to a rigorous process of assessment and evaluation, based on the contribution of the individual to the success of the organisation. SMG posts are not necessarily the best-paid in the organisation, as other posts in Grades I and J may be better paid than some SMG posts, depending on the separate market supplements applied to the Graded posts.

18. The Senior Management Grade incorporates the following posts:

- Town Clerk & Chief Executive
- Chamberlain
- Comptroller & City Solicitor
- Remembrancer
- City Surveyor
- Director of the Built Environment
- Managing Director of the Barbican Centre
- Principal of the Guildhall School of Music & Drama
- Director of Community & Children's Services
- Director of the Economic Development Office
- Executive Director of Mansion House and the Central Criminal Court
- Director of HR
- Director of Consumer Protection & Markets
- Director of Open Spaces
- Chief Grants Officer & Director of the City Bridge Trust

19. The Head Teachers of the City of London School, City of London School for Girls and City of London Freeman's School are not part of the Senior Management Grade for the purposes of pay (their pay is governed by a separate senior teaching pay scale, as outlined in paragraph 5). The pay of the post of Remembrancer is aligned to Senior Civil Service pay scales.

20. Following the principles outlined above, the pay ranges for the Senior Management Grade were set with reference to both job evaluation and an independent external market assessment. The principles of this were agreed by the Court of Common Council in 2007 and, subsequently, the specific unique range for each senior management post was agreed by the Establishment Committee in October 2007, subject to alteration thereafter when the duties or responsibilities of posts or other external factors relevant to their pay and reward change. Current Senior Management salary scales are from £82,390 to £252,370, excluding London Weighting.
21. Each Senior Management Grade post is allocated a range around a datum point. There is a maximum and minimum (datum plus 9% and datum minus 6% respectively) above and below which no individual salary can fall. Where a pay increase for a member of staff would take them above the maximum in a given year, the excess amount above the maximum may be paid as a non-consolidated payment in that year. This does not form part of basic salary for the following year and will, therefore, have to be earned again by superior performance for it to be paid.
22. Each year the datum point advances by a percentage equivalent to any 'cost of living' pay award. Individual salaries would move according to the table below:

Contribution Level	Salary Change
A Outstanding	Datum % change + up to 6%
B Very Good	Datum % change + up to 4%
C Good	Datum % change
D Improvement Required	0.0%

23. The average payment based on contribution alone has been 3.44% for the appraisal year ending in March 2019. The payments have been largely non-consolidated i.e. they have to be re-earned each year based on superior performance.
24. The Town Clerk & Chief Executive determines all salary matters for SMG posts (other than in relation to himself) within the existing individual Grades and reward policies, in consultation with elected members and the Senior Remuneration Committee. The Director of HR coordinates any such matters in relation to the Town Clerk & Chief Executive, in consultation with elected members and the Senior Remuneration Committee.
25. Set out below are the broad pay ranges for the Senior Management Grade, with the numbers in each band, excluding London Weighting. Each member of staff will have an individual salary scale within these broad ranges.

£82,390 - £117,430	(2)
£110,710 - £148,760	(7)
£148,760 - £194,110	(5)
£218,540 - £253,270	(1)

Chief Officers and Deputy Chief Officers

26. The Act specifies that information should be given in Pay Policy Statements about the determination of remuneration for Chief Officers and Deputy Chief Officers as defined under the Local Government & Housing Act 1989, including approaches to the award of other elements of remuneration including bonuses and performance-related pay as well as severance payments. This should include any policy to award additional fees paid to Chief Officers or Deputy Chief Officers for their local election duties. The 1989 Act applies to the City Corporation only in its capacities as a local authority, police authority and port health authority, but as with other parts of this Statement, details are given for all employees who would satisfy the basic definitions of Chief Officers and Deputy Chief Officers given in the 1989 Act, other than schoolteachers and those who work in general for the City Corporation in its capacity as a police authority.
27. According to the definitions given in the 1989 Act (but widened in their interpretation as described in the paragraph above), as of 20 November 2019, the City Corporation had 31 Chief Officer posts and 132 Deputy Chief Officer posts. The 31 Chief Officer posts comprised the 15 posts within the Senior Management Grade plus the following numbers of posts within the A-J Grades:

- Grade J 12
- Grade I 3
- Grade H 1.

The 132 Deputy Chief Officer posts were made up of posts at the following Grades:

- Grade J 9
- Grade I 19
- Grade H 52
- Grade G 27
- Grade F 23

plus two posts paid at spot salaries owing to the nature of their employment and/or funding.

28. The distinctions between SMG pay and payments made to employees on other Grades are outlined in the relevant sections of this Statement above. The most significant element of pay able to be received by employees in Grades A-J that is not available to SMG posts is market supplements. 13 Chief Officers in Grades H-J receive these payments as do 52 Deputy Chief Officers in Grades G-J. 4 of the Deputy Chief Officers in Grade F receive additional payments for working contractual hours in addition to the standard 35 per week on most City Corporation contracts. One Deputy Chief Officer on Grade F receives occasional additional payments for participating in electoral activities.

29. In cash terms, the payments per annum made to Chief Officers (including those in the SMG) and Deputy Chief Officers fall into the following broad pay bands:

<u>£ per annum</u>	<u>Chief Officers</u>	<u>Deputy Chief Officers</u>
40,000 – 50,000	-	21
51,000 – 60,000	-	27
61,000 – 70,000	-	28
71,000 – 80,000	4	24
81,000 – 90,000	1	13
91,000 – 100,000	2	5
101,000 – 110,000	5	1
111,000 – 120,000	6	9
121,000 – 140,000	3	2
141,000 – 150,000	4	1
151,000 – 195,000	5	-
200,000 – 255,00	1	1
<u>Total employees</u>	<u>31</u>	<u>132</u>

All payments outlined in the table above exclude London Weighting payments.

30. The schemes for incremental pay increases and Contribution Payments for employees in Grades D-J and the Senior Management Grade are set out in the relevant sections of this Statement above. These apply to Chief Officers and Deputy Chief Officers, depending on whether they are in one of the D-J Grades or the SMG. No Chief Officer or Deputy Chief Officer has an element of their basic pay “at risk” to be earned back each year. Progression through Grades is, however, subject to successful performance, assessed through the application of the performance-appraisal scheme. Contribution Payments for any Chief Officer or Deputy Chief Officer are only available to those at the top of their Grades. These must also be earned through performance appraisal, and all such payments are non-consolidated, meaning that any recurrence of the payment has again to be earned through performance in future years.
31. The Act requires authorities to set out their policies on remuneration for their highest-paid staff alongside their policies towards their lowest-paid staff, and to explain what they think the relationship should be between the remuneration of their highest-paid staff and other staff. The City Corporation’s pay multiple - the ratio between the highest paid and lowest paid permanent staff - is approximately 1:12. The ratio between the pay of the highest paid member of staff and the median earnings figure for all staff in the authority is 1:7.

Transparency

32. The Government guidance to the Act (which has statutory effect) requires the pay policy statement to make reference to policies in relation to staff leaving the authority, senior staff moving posts within the public sector, senior staff recruitment, and re-employment of senior postholders who have left the authority, particularly in

relation to arrangements which might be made in such an event that would appear to have the intention of minimising tax payments made by the re-engaged former employee.

Recruitment

33. New staff, including those in the Senior Management Grade, are normally appointed to the bottom of the particular pay scale applicable for the post. If the existing salary falls within the pay scale for the post, the new employee is normally appointed to the lowest point on the scale which is higher than their existing salary provided this gives them a pay increase commensurate with the additional higher-level duties. In cases where the existing salary is higher than all points on the pay scale for the new role, the member of staff is normally appointed to the top of the pay scale for the role.

For posts where the salary is £100,000 or more, the following approvals will be required:

- (i) in respect of all new posts, the Court of Common Council;
- (ii) in respect of all existing posts, the Establishment Committee.

Payments on Ceasing Office

34. Staff who leave the City Corporation, including the Town Clerk & Chief Executive and staff on the Senior Management Grade, are not entitled to receive any payments from the authority, except in the case of redundancy or retirement as indicated below.

Retirement

35. Staff who contribute to the Local Government Pension Scheme who retire from age 55 onwards may elect to receive immediate payment of their pension benefits on a reduced basis in accordance with the Scheme. Unreduced benefits are payable if retirement is from Normal Pension Age, with normal pension age linked to the State Pension Age from 1 April 2014, unless protections in the Pension Scheme allow for an earlier date. Early retirement, with immediate payment of pension benefits, is also possible under the Pension Scheme following dismissal on redundancy or business efficiency grounds from age 55 onwards and on grounds of permanent ill-health at any age.
36. Whilst the Local Government Pension Scheme allows applications for flexible retirement from staff aged 55 or over, where staff reduce their hours or Grade, it is the City Corporation's policy to agree to these only where there are clear financial or operational advantages to the organisation. Benefits are payable in accordance with Regulation 27 of the Local Government Pension Scheme Regulations 2013. Unless there are exceptional circumstances, the City does not make use of the discretion allowed by the LGPS Regulations to waive any actuarial reduction in pensions awarded under the flexible-retirement provisions.

Redundancy

37. Staff who are made redundant are entitled to receive statutory redundancy pay as set out in legislation calculated on a week's pay (currently a maximum of £525 per week). The City Corporation currently bases the calculation on 1.5 x actual salary.

This scheme may be amended from time to time subject to Member approval, and has most recently been so amended for staff made redundant on or after 25 October 2017. The authority's policy on discretionary compensation for relevant staff under the Local Government (Early Termination of Employment) (Discretionary Compensation) (England and Wales) Regulations 2006 is published on our website.

Settlement of potential claims

38. Where a member of staff leaves the City Corporation's service in circumstances which would, or would be likely to, give rise to an action seeking redress through the courts from the organisation about the nature of the member of staff's departure from our employment, such claims may be settled by way of a settlement agreement where it is in the City Corporation's interests to do so based on advice from the Comptroller & City Solicitor. The amount to be paid in any such instance may include an amount of compensation, which is appropriate in all the circumstances of the individual case. Should such a matter involve the departure of a member of staff in the Senior Management Grade or the Town Clerk & Chief Executive, any such compensation payment will only be made following consultation with the Chairmen of Policy & Resources and Establishment Committees and legal advice that it would be legal, proper and reasonable to pay it.

Payment in lieu of notice

39. In exceptional circumstances, where it suits service needs, payments in lieu of notice are made to staff on the termination of their contracts.

Re-employment

40. Applications for employment from staff who have retired or been made redundant from the City Corporation or another authority will be considered in accordance with our normal recruitment policy. The City Corporation does not engage former staff on contracts that enable tax payments to be minimised.

Publication of information relating to remuneration

41. The City Corporation will seek to publish details of positions with remuneration of £50,000 or above in accordance with the Accounts and Audit Regulations 2015 and the Local Government Transparency Code issued by the Secretary of State for Communities and Local Government.
42. This Pay Policy Statement will be published on our public website. It may be amended at any time during 2019/20 by resolution of the Court of Common Council. Any amendments will also be published on our public website.
43. This statement meets the requirements of the: Localism Act 2011; the Department for Communities and Local Government (DCLG) guidance on "Openness and accountability in local pay: Guidance under section 40 of the Localism Act" (including any supplementary Guidance issued); "The Local Government Transparency Code 2015"; and the Accounts and Audit Regulations 2015.
44. From 2018, the City of London Corporation is required under the Equality Act 2010 to publish information every year showing the pay gap between male and female

employees. The organisation's most recent such report was published in March 2019, and showed a diminution in the mean and median hourly-rate gender pay gap and an increase in the proportion of women in the upper quartile of employees by pay rates.

January 2020

CITY OF LONDON CORPORATION

PAY POLICY STATEMENT 2019/20/21

Introduction

1. Section 38(i) of the Localism Act 2011 (the Act) has required local authorities since the financial year 2012/13 to produce a Pay Policy Statement in advance of each financial year. The Act requires local authorities to set out in their Statements their policies on a range of issues, particularly those relating to remuneration for their most senior and lowest-paid staff. This must include significant information on pay and reward for Chief Officers (as defined in the Local Government and Housing Act 1989). The Statement must be reviewed annually and agreed by “*a resolution of the authority*”, in the City of London Corporation’s case by the Court of Common Council. This document meets the requirements of the Act for the City of London Corporation for the financial year 2019/20/21.
2. The provisions of the Act require that authorities are more open about their local policies and how local decisions are made. The Code of Recommended Practice for Local Authorities on Data Transparency enshrines the principles of transparency and asks authorities to follow three principles when publishing data they hold: responding to public demand; releasing data in open formats available for re-use; and releasing data in a timely way. This includes data on senior salaries and the structure of the workforce.
3. The Act applies to the City of London Corporation only in its capacity as a local authority. It should be noted that not all of the pay and employment costs incurred by the City of London Corporation are carried out in this capacity, or even funded from public resources. As well as having statutory local authority functions, the Corporation undertakes other public functions, such as those of a police authority and of a port health authority. It also has private and charitable functions which receive funding through income from endowment and trust funds, and the pay and employment costs of these functions are met from these funds and are outside the scope of the Act.
4. In general, and in keeping with the spirit of openness, this Statement does not try to distinguish between information which applies to the City Corporation as a local authority and that which applies to it in any of its other capacities. However, insofar as the Act specifically excludes police authorities from its remit, this Statement does not include information about Police Officers. Likewise, paragraph 7 of the Government Guidance for authorities on “*Openness and accountability in local pay*” (which has statutory effect under s40 of the Act for authorities in the preparation of their Pay Policy Statements) advises that “*The provisions in the Act do not apply to the staff of local authority schools and therefore teaching staff need not be brought within the scope of a pay policy statement*”. The City of London Corporation does not directly manage any local authority schools, but it does directly run three independent schools, and while some information about the remuneration of the teaching staff in these schools is provided in the Statement, in general the Statement follows the Government Guidance and leaves teaching staff outside of its scope.

5. The Act does not require authorities to publish specific numerical data on pay and reward in their pay policy document. However, information in this Statement should fit with any data on pay and reward which is published separately. The City Corporation operates consistent pay policies which are applied across all of our functions. Further details of the current Grade structures and associated pay scales can be seen below.

Salary Scales effective from 1 October 2019:

Grade	Min Salary (£)	Max Salary (£)	No. of employees
Grade A	£15,20016,040	£16,15017,020	184174
Grade B	£17,510090	£19,84020,330	620609
Grade C	£22,860310	£25,89026,520	832821
Grade D	£28,700140	£32,64033,290	691
Grade E	£32,64033,290	£37,81038,570	546566
Grade F	£41,32042,150	£47,92048,880	399401
Grade G	£49,34050,330	£57,24058,380	177178
Grade H	£57,24058,380	£66,32067,650	8984
Grade I	£66,32067,650	£76,87078,410	2825
Grade J	£79,19080,770	£91,81093,650	2219
Senior Management Grade (SMG)	£80,77082,390	£248,300252,370	15
The figures given are for Base pay only. Employee numbers are those at the time of the NovemberJanuary 2019 pay roll. Any employee on Grades A-J who manages or supervises another employee on the same Grade has a separate pay scale paying up to 6.1% greater than the salary on the substantive Grade. Any employee on Grades A-J who is in a residential post has a separate pay scale paying 12.5% less than the salary on the substantive Grade. The figures for employees in each Grade in the table above include those on the relevant supervisory and residential scales. All employees on Grades A-J and in the SMG also receive a London Weighting allowance. The allowance does not differ between Grades of staff.			
Teacher Grades	£29,200490	£59,65060,250	
Senior Teacher Grades	£694,6540	£1467,03490	
Figures for Teacher Grades exclude any additional responsibility allowances payable. Figures for Senior Teacher Grades include all payments.			

This information is reviewed, updated and published on a regular basis in accordance with the guidance on data transparency and by the Accounts and Audit (England) Regulations 2011. It should be noted that all Police Officer pay scales are nationally determined and as such do not form part of the City Corporation's Pay Policy.

6. A two-year Pay Award covering 2018-20 for staff in Grades A-J and the SMG was negotiated with the recognised Trade Unions and staff representatives for these employees in 2018, and agreed by the Court of Common Council in July 2018. The Pay Award provided for a 2.45% increase on all salaries in Grades A-C and a 2% increase on all Graded salaries in Grades D and above, including the SMG, and a 5% increase on London Weighting allowance rates for all staff. These increases would be applied in each of the two years of the agreement, from 1 July 2018 in the first year and from 1 July 2019 in the second. The Pay Award also provided for restructures of Grade A (the City of London Corporation's lowest pay Grade) from 1 October in each of the years covered by the Award. The bottom point of the scale ~~will~~^{was} to be removed in each year and the top point of the scale ~~would~~^{will} move up one point. ~~The Base pay scales for employees in Grades A-J and the SMG that will apply from 1 July 2019 are as given below:~~

Grade	Min Salary (£)	Max Salary (£)
Grade A (from 1 July 2019)	£15,570	£16,550
Grade A (from 1 Oct 2019)	£16,040	£17,020
Grade B	£17,510	£20,330
Grade C	£22,860	£26,520
Grade D	£28,700	£33,290
Grade E	£33,290	£38,570
Grade F	£42,150	£48,880
Grade G	£50,330	£58,380
Grade H	£58,380	£67,650
Grade I	£67,650	£78,410
Grade J	£80,770	£93,650
Senior Management Grade (SMG)	£82,390	£253,270
The figures given are again for Base pay only. Employees on Grades A-J who manage or supervise another employee on the same Grade will continue to have a separate pay scale paying up to 6.1% greater than the salary on the substantive Grade, and employees on Grades A-J in residential posts will continue to have a separate pay scale paying 12.5% less than the salary on the substantive Grade. All employees in Grades A-J and in the SMG will continue to receive a separate London Weighting allowance, not differing between Grades of staff.		

The two-year Pay Award ~~does~~^{is} not cover Teachers and their pay scales ~~were~~^{will} be subject to the usual negotiations with their recognised Trade Union and staff representatives ~~in 2019~~^{next year}.

7. The Act's provisions do not supersede the City Corporation's autonomy to make decisions on pay which are appropriate to local circumstances and deliver value for money for local taxpayers. We seek to be a fair employer and an employer of choice - recognising and rewarding the contributions of staff in an appropriate way. We set pay fairly within published scales and, in doing so, have regard to changing conditions in differing occupational and geographic labour markets.

Background

8. All pay and terms and conditions of service are locally negotiated with our recognised trade unions or staff representatives. In 2006/07 extensive work was undertaken on a review of our pay and grading structures. As a result, the principles set out in the guidance to the Act have already generally been addressed although the Act set out some additional requirements which are covered by this statement.
9. In 2007 we implemented a number of core principles, via collective agreement, to form the City Corporation's pay strategy. This moved the pay and reward strategy from one based entirely on time-served increments to one which focusses on a balance between incremental progression, individual performance and contribution to the success of the organisation. The Grades A-J and the Senior Management Grade retain incremental progression, but this is always determined by performance measured through appraisal over the year 1 April - 31 March. The Grades D-J and the Senior Management Grade also have access to "Contribution Payments" for employees at the top of the Grades. Achievement of these is also determined by appraisal over the same time period. All increments ~~and Contribution Payments~~ earned by appraisal are implemented ~~on from~~ 1 October following the ending of the appraisal year. and Contribution Payments earned from appraisal are paid in the same October. A fundamental element of the strategy is that achievement of payments related to performance is more onerous and exacting the more senior the member of staff.
10. All non-teaching staff employed by the City Corporation below the Senior Management Grade are allocated to one of the 10 Grades (Grades A-J), other than in a ~~very~~-small number of exceptional cases, such as Apprentices. All such posts were reviewed under Job Evaluation, ranked in order and allocated to a Grade following the 2007 Review. The evaluation scheme was independently equalities-impact assessed to ensure that it was inherently fair and unbiased. New posts and any existing posts that change their levels of responsibility etc. continue to be evaluated and ranked under the scheme. The scheme, how it is applied, the scoring mechanism and how scores relate to Grades are published on our Intranet, so staff can be assured that the process is fair and transparent. In addition, there is an appeal mechanism agreed with the recognised trade unions and staff representatives.
11. In addition to basic salary, all Graded staff are paid a London Weighting allowance which varies depending on where they are based and whether they are supplied by the employer with residential accommodation. This is to assist staff with the higher cost of living and working in London. Current levels of London Weighting for non-residential staff are £6,9390 for those based in inner London and £3,65830 for those based in outer London.

12. As most of the work of the organisation is undertaken in the City of London, there are some types of posts which are difficult to recruit to (e.g. lawyers, IT staff etc.). Accordingly, there is often the need to use market supplements to attract, recruit and retain highly sought-after skills. These, where used, can be applied to employees in Grades A-J. Any requests for a market supplement must be supported by independent market data and is considered by a panel of senior officers and, where appropriate depending on the amount proposed to be paid and the Grade of the post, by the Establishment Committee. All market supplement payments are kept under regular review, and regular reports on payments made are produced for the Establishment Committee. The City Corporation subscribes to Croner's salary benchmarking. While this provides information on both public and private sector comparator jobs, general practice is to use the median level of comparator public-sector jobs in central London for organisations which employ between 1001 and 4000 staff, with a turnover of £50m-£100m as basis for establishing appropriate market rates.
13. The London Living Wage (LLW) has been applied as a minimum rate for all directly employed staff, including Apprentices, since April 2017. Casual staff and agency workers have also been paid the London Living Wage since 2014. Until 2018, LLW increases were have been applied from 1 April each year in line with the most recently announced LLW increase. However, in October 2018, the City Corporation's Policy & Resources Committee agreed that LLW increases should be applied in this and future years to affected employees and other staff from the date of the increase's announcement, which in 20198 was on 511 November.
14. The Establishment Committee has specific authority to deal with or make recommendations to the Court of Common Council where appropriate on all matters relating to the employment of City of London Corporation employees where such matters are not specifically delegated to another Committee. These matters include the remuneration of senior officers. The Establishment Committee has delegated this to the Senior Remuneration Committee.

Employees below the Senior Management Grade

15. The lowest Graded employees are in Grade A as determined by the outcomes of the Job Evaluation process. In 2016, the bottom two incremental points of this Grade were removed and an additional point was added to the top of it, and the two-year Pay Award for 2018-20 further restructuresd Grade A to give it additional points at the top while removing points from the bottom. The current lowest point on Grade A is now £22,4301,290, including a London Weighting allowance for working in Inner London. The current pay range for Grades A - J is £22,4301,290 to £100,04097,900 inclusive of Inner London Weighting of £6,0390 for non-residential employees.
- Grades A-C are the lowest Grades in the City of London Corporation. Grade A has 43 increments and Grades B and C have 6 increments, and progression through each Grade can be achieved by annual incremental progression subject

to satisfactory performance. There is no Contribution Pay assessment. However, employees at the top of these Grades have the opportunity if they have undertaken exceptional work to be considered for a Recognition Award up to a maximum level set corporately each year (this has been £500 in each year since 2010).

- Grades D-J have 4 'core' increments and 2 'contribution' increments. Progression through the 4 'core' increments is subject to satisfactory performance. Progression into and through the 2 'contribution' increments requires performance to be at a higher than satisfactory level. Once at the top of the scale, for those who achieve the highest standards of performance and contribution, it is possible to earn a one-off non-consolidated Contribution Payment of up to ~~3%~~ 6% of basic pay depending on the assessed level of contribution over the previous year. The appraisal system recognises four levels of performance - Improvement Required, Good, Very Good and Outstanding, and those employees at the top of Grades D-J who achieve either of the top two ratings can receive a Contribution Payment. In 2019, those in receipt of a "Very Good" rating could receive a payment of between 1 and 5% of Basic salary, and those earning an "Outstanding" rating would receive a payment of 6% of Basic salary. The variable payment for "Very Good" ratings was introduced in 2019 to recognise that there could be distinctions in performance of those so assessed, above the level of "Good" but not meriting an "Outstanding" assessment.

(A separate performance-payment scheme is in place for a small group of employees at the Barbican Centre engaged in commercial activities. These staff may receive payments of up to £4,000 or £6,000 per annum, depending on Grades and their success in meeting certain performance targets. The staff involved are excluded from the Recognition Awards and Contribution Payments schemes applying to other employees on their Grades.)

16. For the appraisal year ending March 201~~9~~8 (i.e. for payments awarded on 1 October 201~~9~~8), 6265.4% of eligible employees were allowed to move into the two higher contribution increments and 6264.7% of eligible staff received a one-off non-consolidated contribution payment.

Senior Management Grade

17. The Senior Management Grade comprises the most senior roles in the organisation, as determined by Job Evaluation. Posts on the Senior Management Grade (SMG) are those which are the professional lead for a significant area of City Corporation business, with the nature of the professional responsibility held being that the postholders are not only directing the function for which they are responsible towards meeting corporate strategic goals but are required to determine from their professional point of view how these corporate goals should be constructed. As the SMG posts are distinct roles, they are individually evaluated and assessed independently against the external market allowing each post to be allocated an individual salary range within the Grade, which incorporates market factors as well as corporate importance. Any increase in salary (whether through incremental progression or a cost-of-living award) is entirely dependent on each individual being subject to a rigorous process of assessment and evaluation, based on the

contribution of the individual to the success of the organisation. SMG posts are not necessarily the best-paid in the organisation, as other posts in Grades I and J may be better paid than some SMG posts, depending on the separate market supplements applied to the Graded posts.

18. The Senior Management Grade incorporates the following posts:

- Town Clerk & Chief Executive
- Chamberlain
- Comptroller & City Solicitor
- Remembrancer
- City Surveyor
- Director of the Built Environment
- Managing Director of the Barbican Centre
- Principal of the Guildhall School of Music & Drama
- Director of Community & Children's Services
- Director of the Economic Development Office
- Executive Director of Mansion House and the Central Criminal Court
- Director of HR
- Director of ~~Markets &~~ Consumer Protection & Markets
- Director of Open Spaces
- Chief Grants Officer & Director of the City Bridge Trust

19. The Head Teachers of the City of London School, City of London School for Girls and City of London Freeman's School are not part of the Senior Management Grade for the purposes of pay (their pay is governed by a separate senior teaching pay scale, as outlined in paragraph 5). The pay of the post of Remembrancer is aligned to Senior Civil Service pay scales.

20. Following the principles outlined above, the pay ranges for the Senior Management Grade were set with reference to both job evaluation and an independent external market assessment. The principles of this were agreed by the Court of Common Council in 2007 and, subsequently, the specific unique range for each senior management post was agreed by the Establishment Committee in October 2007, subject to alteration thereafter when the duties or responsibilities of posts or other external factors relevant to their pay and reward change. Current Senior Management salary scales are from £82,3900,770 to £252,37048,300, excluding London Weighting.

21. Each Senior Management Grade post is allocated a range around a datum point. There is a maximum and minimum (datum plus 9% and datum minus 6% respectively) above and below which no individual salary can fall. Where a pay increase for a member of staff would take them above the maximum in a given year, the excess amount above the maximum may be paid as a non-consolidated payment in that year. This does not form part of basic salary for the following year and will, therefore, have to be earned again by superior performance for it to be paid.

22. Each year the datum point advances by a percentage equivalent to any 'cost of living' pay award. Individual salaries would move according to the table below:

Contribution Level	Salary Change
A Outstanding	Datum % change + up to 6%
B Very Good	Datum % change + up to 4%
C Good	Datum % change
D Improvement Required	0.0%

23. The average payment based on contribution alone has been 3.4406% for the appraisal year ending in March 20198. The payments have been largely non-consolidated i.e. they have to be re-earned each year based on superior performance.

24. The Town Clerk & Chief Executive determines all salary matters for SMG posts (other than in relation to himself) within the existing individual Grades and reward policies, in consultation with elected members and the Senior Remuneration Committee. The Director of HR coordinates any such matters in relation to the Town Clerk & Chief Executive, in consultation with elected members and the Senior Remuneration Committee.

25. Set out below are the broad pay ranges for the Senior Management Grade, with the numbers in each band, excluding London Weighting. Each member of staff will have an individual salary scale within these broad ranges.

£82,3900,770 - £117,4305,130 (42)
£1140,710800 - £148,76050,220 (67)
£148,76054,710 - £194,1105,000 (45)
£218,5404,170 - £253,27048,300 (1)

Chief Officers and Deputy Chief Officers

26. The Act specifies that information should be given in Pay Policy Statements about the determination of remuneration for Chief Officers and Deputy Chief Officers as defined under the Local Government & Housing Act 1989, including approaches to the award of other elements of remuneration including bonuses and performance-related pay as well as severance payments. This should include any policy to award additional fees paid to Chief Officers or Deputy Chief Officers for their local election duties. The 1989 Act applies to the City Corporation only in its capacities as a local authority, police authority and port health authority, but as with other parts of this Statement, details are given for all employees who would satisfy the basic definitions of Chief Officers and Deputy Chief Officers given in the 1989 Act, other than schoolteachers and those who work in general for the City Corporation in its capacity as a police authority.
27. According to the definitions given in the 1989 Act (but widened in their interpretation as described in the paragraph above), as of 2520 November-February 2019, the City Corporation had 31 Chief Officer posts and 13248 Deputy Chief Officer posts. The

31 Chief Officer posts comprised the 15 posts within the Senior Management Grade plus the following numbers of posts within the A-J Grades:

- Grade J 12
- Grade I 3
- Grade H 1.

The ~~132~~¹⁸ Deputy Chief Officer posts were made up of posts at the following Grades:

- Grade J ~~8~~⁹
- Grade I ~~20~~¹⁹
- Grade H ~~54~~⁵²
- Grade G ~~48~~²⁷
- Grade F ~~15~~²³

plus ~~threetwo~~ posts paid at spot salaries owing to the nature of their employment and/or funding.

28. The distinctions between SMG pay and payments made to employees on other Grades are outlined in the relevant sections of this Statement above. The most significant element of pay able to be received by employees in Grades A-J that is not available to SMG posts is market supplements. ~~123~~¹²³ Chief Officers in Grades H-J receive these payments as do ~~40~~⁵² Deputy Chief Officers in Grades G-J. 4 of the Deputy Chief Officers in Grade F receive additional payments for working contractual hours in addition to the standard 35 per week on most City Corporation contracts. ~~One Grade G Deputy Chief Officer receives additional payments for taking part in a Standby rota to provide a 24-hour on-call service.~~ One Deputy Chief Officer on Grade F receives occasional additional payments for participating in electoral activities.

29. In cash terms, the payments per annum made to Chief Officers (including those in the SMG) and Deputy Chief Officers fall into the following broad pay bands:

£ per annum	Chief Officers	Deputy Chief Officers
40,000 – 50,000	-	42 ²¹
51,000 – 60,000	-	48 ²⁷
61,000 – 70,000	-	39 ²⁸
71,000 – 80,000	4	20 ²⁴
81,000 – 90,000	- ¹	44 ¹³
91,000 – 100,000	32	5 ⁵
101,000 – 110,000	5,430	1 ⁹
111,000 – 120,000	6	9
121,000 – 140,000	3	2
141,000 – 150,000	4	1
111,800 – 150,220	8	3
151,000 – 195,000	4,710 ⁵	4 ⁴

21400,17000 – 255,0048,300	1	1	-
Total employees	31	14832	

All payments outlined in the table above exclude London Weighting payments.

30. The schemes for incremental pay increases and Contribution Payments for employees in Grades D-J and the Senior Management Grade are set out in the relevant sections of this Statement above. These apply to Chief Officers and Deputy Chief Officers, depending on whether they are in one of the D-J Grades or the SMG. No Chief Officer or Deputy Chief Officer has an element of their basic pay “at risk” to be earned back each year. Progression through Grades is, however, subject to success performance, assessed through the application of the performance-appraisal scheme. Contribution Payments for any Chief Officer or Deputy Chief Officer are only available to those at the top of their Grades. These must also be earned through performance appraisal, and all such payments are non-consolidated, meaning that any recurrence of the payment has again to be earned through performance in future years.

31. The Act requires authorities to set out their policies on remuneration for their highest-paid staff alongside their policies towards their lowest-paid staff, and to explain what they think the relationship should be between the remuneration of their highest-paid staff and other staff. The City Corporation’s pay multiple - the ratio between the highest paid and lowest paid permanent staff - is approximately 1:12. The ratio between the pay of the highest paid member of staff and the median earnings figure for all staff in the authority is 1:7.

Transparency

32. The Government guidance to the ~~The~~ Act (which has statutory effect) requires the pay policy statement to make reference to policies in relation to staff leaving the authority, senior staff moving posts within the public sector, ~~and~~ senior staff recruitment, and re-employment of senior postholders who have left the authority, particularly in relation to arrangements which might be made in such an event that would appear to have the intention of minimising tax payments made by the re-engaged former employee.

Recruitment

33. New staff, including those in the Senior Management Grade, are normally appointed to the bottom of the particular pay scale applicable for the post. If the existing salary falls within the pay scale for the post, the new employee is normally appointed to the lowest point on the scale which is higher than their existing salary provided this gives them a pay increase commensurate with the additional higher-level duties. In cases

where the existing salary is higher than all points on the pay scale for the new role, the member of staff is normally appointed to the top of the pay scale for the role.

For posts where the salary is £100,000 or more, the following approvals will be required:

- (i) in respect of all new posts, the Court of Common Council;
- (ii) in respect of all existing posts, the Establishment Committee.

Payments on Ceasing Office

34. Staff who leave the City Corporation, including the Town Clerk & Chief Executive and staff on the Senior Management Grade, are not entitled to receive any payments from the authority, except in the case of redundancy or retirement as indicated below.

Retirement

35. Staff who contribute to the Local Government Pension Scheme who retire from age 55 onwards may elect to receive immediate payment of their pension benefits on a reduced basis in accordance with the Scheme. Unreduced benefits are payable if retirement is from Normal Pension Age, with normal pension age linked to the State Pension Age from 1 April 2014, unless protections in the Pension Scheme allow for an earlier date. Early retirement, with immediate payment of pension benefits, is also possible under the Pension Scheme following dismissal on redundancy or business efficiency grounds from age 55 onwards and on grounds of permanent ill-health at any age.
36. Whilst the Local Government Pension Scheme allows applications for flexible retirement from staff aged 55 or over, where staff reduce their hours or Grade, it is the City Corporation's policy to agree to these only where there are clear financial or operational advantages to the organisation. Benefits are payable in accordance with Regulation 27 of the Local Government Pension Scheme Regulations 2013. Unless there are exceptional circumstances, the City does not make use of the discretion allowed by the LGPS Regulations to waive any actuarial reduction in pensions awarded under the flexible-retirement provisions.

Redundancy

37. Staff who are made redundant are entitled to receive statutory redundancy pay as set out in legislation calculated on a week's pay (currently a maximum of £52508 per week). The City Corporation currently bases the calculation on 1.5 x actual salary. This scheme may be amended from time to time subject to Member approval, and has most recently been so amended for staff made redundant on or after 25 October 2017. The authority's policy on discretionary compensation for relevant staff under the Local Government (Early Termination of Employment) (Discretionary Compensation) (England and Wales) Regulations 2006 is published on our website.

Settlement of potential claims

38. Where a member of staff leaves the City Corporation's service in circumstances which would, or would be likely to, give rise to an action seeking redress through the courts from the organisation about the nature of the member of staff's departure from

our employment, such claims may be settled by way of a settlement agreement where it is in the City Corporation's interests to do so based on advice from the Comptroller & City Solicitor. The amount to be paid in any such instance may include an amount of compensation, which is appropriate in all the circumstances of the individual case. Should such a matter involve the departure of a member of staff in the Senior Management Grade or the Town Clerk & Chief Executive, any such compensation payment will only be made following consultation with the Chairmen of Policy & Resources and Establishment Committees and legal advice that it would be legal, proper and reasonable to pay it.

Payment in lieu of notice

39. In exceptional circumstances, where it suits service needs, payments in lieu of notice are made to staff on the termination of their contracts.

Re-employment

40. Applications for employment from staff who have retired or been made redundant from the City Corporation or another authority will be considered in accordance with our normal recruitment policy. The City Corporation does not engage former staff on contracts that enable tax payments to be minimised.

Publication of information relating to remuneration

41. The City Corporation will seek to publish details of positions with remuneration of £50,000 or above in accordance with the Accounts and Audit Regulations 2015 and the Local Government Transparency Code issued by the Secretary of State for Communities and Local Government.
42. This Pay Policy Statement will be published on our public website. It may be amended at any time during 2019/20 by resolution of the Court of Common Council. Any amendments will also be published on our public website.
43. This statement meets the requirements of the: Localism Act 2011; the Department for Communities and Local Government (DCLG) guidance on "Openness and accountability in local pay: Guidance under section 40 of the Localism Act" (including any supplementary Guidance issued); "The Local Government Transparency Code 2015"; and the Accounts and Audit Regulations 2015.
44. From 2018, the City of London Corporation is required under the Equality Act 2010 to publish information every year showing the pay gap between male and female employees. The organisation's most recent first-such report was published in March 2019⁹⁸, and showed a diminution in the mean and median hourly-rate gender pay gap and an increase in the proportion of women in the upper quartile of employees by pay rates.

~~February 2019~~January 2020

APPENDICES

Appendix 1 – Heart of the City trustees and Council of Members

Trustee Details

Sir Harvey McGrath - Chairman.

Sushil Saluja – (Deputy Chair) Accenture’s Senior Managing Director for Financial Services in Europe.

Linda Barnard - Bank of England’s Senior Staff Counsellor.

Rachel Engel - Head of the Macquarie Group Foundation, EMEA.

Anthony Impey MBE - founder Optimity.

Rob Powell - Head of Pro Bono & CSR at Weil, Gotshall and Manges.

Arjan van den Berkmortel - Head of Business Banking for the London Region at HSBC.

Carmen Whitelock - Head of Group brand, channels and planning, **RSA**

Giles French - Regulatory Strategy and Trade Director, **City of London Corporation**

Fiona Clark – Practice Director, **David Miller Architects**

Council of Members

The Rt Hon.	Lord Mayor of the City of London	Co-President	Heart of the City
Governor Mark	Carney	Co-President	Heart of the City
Edward	Braham	Senior Partner	Freshfields Bruckhaus Deringer
Ian	Caswell	Chief Executive Officer	Sapphire Systems
Susan	Bright	Managing Partner, UK and Africa	Hogan Lovells
Lord Tim	Clement-Jones	Chairman	Queen Mary University of London

Dhruv	Patel OBE	Chairman	City Bridge Trust
Richard	Hardie	Senior Adviser	UBS
Tom	Heylen	Managing Partner	DLA Piper
Laura	Hinton	Head of People & Executive Board member	PricewaterhouseCoopers
Charles	Jacobs	Senior Partner	Linklaters LLP
Simon	MacKenzie-Smith	Chairman of Corporate & Investment Banking for the UK	Bank of America Merrill Lynch
Paul	Manduca	Chairman	TheCityUK
Catherine	McGuinness	Chairman of Policy & Resources Committee	City of London Corporation
Nick	Owen	UK Chairman	Deloitte LLP
Charles	Randell CBE	Chair	Financial Conduct Authority
Melissa	Fogarty	Co-head of Corporate	Clifford Chance
Peter	Vernon	Chief Executive	Grosvenor
Tiina	Lee	CEO UK & Ireland	Deutsche Bank
Sarah	Mullally DBE	The Rt Rev and Rt Hon	Church of England

Appendix 2 – Heart of the City achievements 2016-19

Over the funding period 2016-19 Heart of the City has directly supported 104 City firms as members to develop their responsible business programmes and has worked with a total of 320 companies across London.

Heart of the City members recorded £2m charitable donations over three years.

The charity has secured a total of £903,499 of in-kind funding.

Heart of the City's events consistently achieve 100% good-excellent ratings from attendees.

Heart of the City records the impact of the companies it works with each calendar year. A snapshot of our impact in 2018:

- 93% of companies on our 2019 Foundation Programme were SMEs
- Members on the 2019 Foundation Programme spanned 13 London boroughs
- Most of our members continue to be from the legal and financial sectors, but there has been an increase in members from the architecture and design, IT and creative industries

Of the 2019 Foundation Programme members who completed our graduation survey:

- Members gave 28,510 hours of employee volunteer time to various community projects (the equivalent of an additional £920,873)
- 95% got involved in their community by volunteering, fundraising or in-kind donations
- 21% had gained a business accreditation or award that year related to responsible business
- The top three benefits identified by these companies were:
 - Stronger brand and client engagement
 - Improved staff retention, recruitment and wellbeing
 - Being part of a useful network of likeminded peers.

Targets and progress: 2019

	Target	Actual
New members	80	82
Membership fees	£57,000	£85,000
Contributor (large firm) engagement	80 companies 100 individuals 95% engagement	99 companies 150 individuals 98% engagement

Appendix 3 – Background to Heart of the City’s funding

In September 2015 the Policy and Resources Committee agreed a grant of £511,570 over three years (2016/17: £167,000, 2017/18: £170,500, 2018/19: £174,000) and supplemented by a grant from IG (then EDO) of £28,000 per year over the corresponding period, a total of £202,000 in 2019-19. This funding enabled Heart of the City to develop its first paid-for membership offer. CBT funding supported the charity to deliver in areas of London outside the Square Mile.

The December 2018 Policy & Resources Committee meeting agreed one-year funding for Heart of the City (April 2019 – March 2020) with a decision on longer-term funding postponed due to the Fundamental Review. The amount agreed was £300,000 from City Cash, with no supplementary grant from EDO/IG.

APPENDIX 4 – Heart of the City Ambassador companies

Accenture	Gowling WLG
Aecom	Grant Thornton UK LLP
AHMM Architects	Green and Good Consulting
Allen & Overy LLP	Grosvenor
Amazon	Hardwicke
Arup	Herbert Smith Freehills
Ashurst	Hogan Lovells
Aviva	HSBC Bank plc
AXA XL	Intercontinental Hotels Group
Baker and McKenzie	Investec
Bank of America Merrill Lynch	Jade Advisory
Bank of England	JLL
Barclays	KPMG
Bates Wells & Braithwaite London LLP	Land Securities
BDG architecture + design	Linklaters LLP
BDO LLP	Lloyd's of London
Beck Greener	London City Airport
Better Bankside	Mace Group
BNY Mellon	Macquarie Group Limited
Bouygues UK	Marsh & McLennan Companies
Bryan Cave Leighton Paisner	MITIE Group PLC
Buzzacott LLP	Morgan Stanley
Capital Arches Group	Multiplex
Capita Plc	Nando's
Cass Business School	Norton Rose Fulbright
City and Guilds Group	Octopus Energy
City of London Corporation	Pearson
Clifford Chance	PricewaterhouseCoopers
CMS Cameron McKenna	Royal London
Credit Suisse Group AG	RSA
Deloitte LLP	Salesforce
Dentsu Aegis	Sapphire Systems PLC
Deutsche Bank AG	Schroders plc
Diageo	Shoosmiths
DLA Piper UK LLP	Skanska
Edge Structures Ltd	Sky plc
Epson	Slaughter and May
Euromonitor Ltd	Societe Generale
Expedia	Standard Chartered Bank
EY	The Breakfast Club
FactSet	UBS AG
Financial Conduct Authority	Unum
Fox Rodney Search	Veolia Environmental Services

Freshfields Bruckhaus Deringer
FTI Consulting

Weil, Gotshal & Manges

Appendix 5 – Relevant City Corporation Corporate Plan Objectives

Objective 5: businesses are trusted and socially and environmentally responsible
(c). Support, celebrate and advocate responsible practices and investments.
(d). Advocate and facilitate greater levels of giving of time, skills, knowledge, advice and money.

Objective 7:(b) Strengthen local, regional, national and international relationships to secure new opportunities for business, collaboration and innovation.

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APPENDIX 1

DATED

2020

CENTRAL LONDON FORWARD

JOINT VENTURE AGREEMENT BETWEEN:

- (1) THE LORD MAYOR AND CITIZENS OF THE CITY OF WESTMINSTER
- (2) THE MAYOR AND BURGESSES OF THE LONDON BOROUGH OF CAMDEN
- (3) THE MAYOR AND BURGESSES OF THE LONDON BOROUGH OF ISLINGTON
- (4) THE MAYOR AND BURGESSES OF THE LONDON BOROUGH OF LAMBETH
- (5) THE MAYOR AND BURGESSES OF THE LONDON BOROUGH OF SOUTHWARK
- (6) THE MAYOR AND BURGESSES OF THE ROYAL BOROUGH OF KENSINGTON
AND CHELSEA
- (7) THE MAYOR AND COMMONALTY AND CITIZENS OF THE CITY OF LONDON
- (8) THE MAYOR AND BURGESSES OF THE LONDON BOROUGH OF
WANDSWORTH
- (9) THE MAYOR AND BURGESSES OF LONDON BOROUGH OF HACKNEY
- (10) THE MAYOR AND BURGESSES OF LONDON BOROUGH OF HARINGEY
- (11) THE MAYOR AND BURGESSES OF LONDON BOROUGH OF LEWISHAM
- (12) THE MAYOR AND BURGESSES OF LONDON BOROUGH OF TOWER HAMLETS

The Comptroller and City Solicitor

Guildhall

London EC2P 1EJ

AN AGREEMENT (hereinafter called “the Agreement”) made this day of 2020

BETWEEN:

- (1) **THE LORD MAYOR AND CITIZENS OF THE CITY OF WESTMINSTER** of Westminster City Hall, 64 Victoria Street, London SW1E 6QP;
- (2) **THE MAYOR AND BURGESSES OF THE LONDON BOROUGH OF CAMDEN** of Town Hall, Judd Street, London WC1H 9JE;
- (3) **THE MAYOR AND BURGESSES OF THE LONDON BOROUGH OF ISLINGTON** of Town Hall, Upper Street, N1 2UD;
- (4) **THE MAYOR AND BURGESSES OF THE LONDON BOROUGH OF LAMBETH** of Town Hall, Brixton Hill, London SW2 1RW;
- (5) **THE MAYOR AND BURGESSES OF THE LONDON BOROUGH OF SOUTHWARK** of Town Hall, Peckham Road, London SE5 8UB;
- (6) **THE MAYOR AND BURGESSES OF THE ROYAL BOROUGH OF KENSINGTON AND CHELSEA** of Town Hall, Horton Street, London W8 7NX;
- (7) **THE MAYOR AND COMMONALTY AND CITIZENS OF THE CITY OF LONDON** of PO Box 270, Guildhall, London EC2P 2EJ;
- (8) **THE MAYOR AND BURGESSES OF THE LONDON BOROUGH OF WANDSWORTH** of The Town Hall, Wandsworth High Street, London SW18 2PU;
- (9) **THE MAYOR AND BURGESSES OF LONDON BOROUGH OF HACKNEY** of Hackney Town Hall, Mare Street, London E8 1EA;
- (10) **THE MAYOR AND BURGESSES OF LONDON BOROUGH OF HARINGEY** of Civic Centre, High Road, Wood Green, London N22 8LE;
- (11) **THE MAYOR AND BURGESSES OF LONDON BOROUGH OF TOWER HAMLETS** of Town Hall, Mulberry Place, 5 Clove Crescent, London E14 2BG; and
- (12) **THE MAYOR AND BURGESSES OF LONDON BOROUGH OF LEWISHAM** of Town Hall, Catford, London SE6 4RU.

(hereinafter jointly referred to as the “Parties” or “Central London Forward” or “CLF” and individually as a “Party”).

WHEREAS

- (A) Central London Forward or CLF is a strategic partnership created to enable member authorities to work together on strategic areas of interest.
- (B) The member authorities are made up of Full Members and Associate Members as defined below and each are a Party to the Agreement.
- (C) The Parties entered into a joint venture agreement for Central London Forward on 11 February 2008 (“First Agreement”) which was subsequently varied on 8 June 2009 (“First Extension”), 20 March 2012 (“Second Extension”) and 12 February 2015 (“Third Extension”) and together known for the purposes of this Agreement as “the Preceding Agreements”). The term of the Preceding Agreements expires on 31 March 2020.
- (D) The Parties wish to enter into new arrangements for the purpose of working collaboratively to:
 - Sustain the economic growth of Central London; and
 - Ensure a fairer distribution of the proceeds of growth within Central London.

(the “Main Objectives”)

- (E) The City of London Corporation acts as the Contracting Body for Central London Forward.

IT IS HEREBY AGREED between the Parties as follows:-

1. **DEFINITIONS AND INTERPRETATION**

1.1 In this Agreement:

“Associate Members”

means those members which will participate in and take an equal role in shaping and implementing any Central London Forward work on employment or skills initiatives, lobbying or policy. This will include but is not limited to ongoing participation in the devolved Work and Health Programme and skills devolution in Central London.

Associate Members are:

The Mayor and Burgesses of London Borough of **Haringey**; and

The Mayor and Burgesses of London borough of **Lewisham**.

“Central London Forward Board” or “the Board” means the Board established in accordance with Clause 4;

“Commencement Date”

means 1 April 2020;

“Contracting Body”

means the Mayor and Commonalty and Citizens of the City of London (the **“City of London Corporation”**);

“Expiry Date”

means 31 March 2024;

“Full Members”

will participate and take an equal role in shaping and implementing all Central London Forward work, as directed by the Board to achieve the priorities agreed by the Board and further the interests of Central London.

Full Members are:

The Lord Mayor and Citizens of the City of **Westminster**;

The Mayor and Burgesses of the London Borough of **Camden**;

The Mayor and Burgesses of the London Borough of **Islington**;

The Mayor and Burgesses of the London Borough of **Lambeth**;
The Mayor and Burgesses of the London Borough of **Southwark**;
The Mayor and Burgesses of the Royal Borough of **Kensington and Chelsea**;
The Mayor and Commonalty and Citizens of the **City of London**;
The Mayor and Burgesses of the London Borough of **Wandsworth**;
The Mayor and Burgesses of London Borough of **Hackney**; and
The Mayor and Burgesses of London Borough of **Tower Hamlets**.

“Principles”

means the principles of membership adopted by the Parties as set out in Appendix 1 (**“Principles of Membership”**);

- 1.2 Words importing the singular shall include the plural and vice versa, words importing any gender shall include both genders and words importing persons shall include bodies incorporate, unincorporated associations and partnerships.
- 1.3 Clause headings are inserted for reference only and shall not affect the interpretation or construction of this Agreement.
2. **COMMENCEMENT AND DURATION**
 - 2.1 The Agreement shall commence on the Commencement Date and shall expire on the Expiry Date unless terminated earlier in accordance with the provisions of Clause 9 below.
 - 2.2 The Agreement may be extended beyond the Expiry Date by agreement of all Parties in writing.
3. **OBJECTIVES AND PROJECTS**
 - 3.1 The Main Objectives of Central London Forward are set out in Recital D above.
 - 3.2 The Main Objectives shall be delivered by:
 - 3.2.1 Facilitating relationships and networks for borough Leaders, councillors and officers to enable the sharing of innovations and good practice between boroughs;
 - 3.2.2 Supporting the development and agreement of consensus or recognition of common opportunities and challenges through research, policy inquiries and engaging external expertise;
 - 3.2.3 Lobbying and influencing national and regional policy makers to secure better outcomes for Central London;
 - 3.2.4 Supporting boroughs to take collective action to test or implement new approaches that deliver on our priorities.

- 3.3 Further activities may be undertaken by the Parties as agreed by the Board from time to time.
- 3.4 The Board may review and amend the Main Objectives and activities at any time during the term of this Agreement.
- 3.5 The activities referred to in Clauses 3.2, 3.3 and 3.4 are hereafter referred to as “the Programme”.
- 3.6 The Parties may agree to work on specific projects in furtherance of the Parties’ objectives (“Special Projects”). In relation to Special Projects, each Party shall be individually responsible for any claims, expenses, actions, demands, costs and liabilities arising from any such Party’s breach of their obligations hereunder or any negligence or wrongful act. To the extent that the Contracting Body, or any other Party, suffers a loss as a result of any one or more Party’s breach of their obligations hereunder including any negligent or wrongful act, that Party individually or Parties if more than one, shall fully indemnify the Contracting Body, and any other affected Party for its losses.

4. **GOVERNANCE**

- 4.1 Each of the Parties shall nominate a leader (“Leader”) as its representative on the Board and a deputy (“Substitute”) as a substitute representative to the Board if the Leader is unable to attend a particular meeting.
- 4.2 The functions of the Board are as follows:
 - 4.2.1 To agree the work priorities of the Central London Forward Team;
 - 4.2.2 To agree the strategy for the future of Central London Forward;
 - 4.2.3 To agree appropriate sources of funding;
 - 4.2.4 To agree promotional activities;
 - 4.2.5 To approve an annual financial report;
 - 4.2.6 Any other functions agreed by the Board.
- 4.3 The Board shall hold a minimum of three meetings each year.
- 4.4 The Chair and the Deputy Chair of the Board shall be elected by simple majority.
- 4.5 The term of office of the Chair is two years, at the conclusion of which the Chair shall retire. When the Chair retires unless the Board otherwise determines, he or she shall be succeeded by the Deputy Chair and a new Deputy Chair elected.
- 4.6 The quorum for the transaction of the business of the Board is one half of the representatives entitled to be present at the meeting, rounded up to the nearest whole number if the number of such representatives is uneven. Substitute representatives shall count towards a quorum.
- 4.7 The Board shall endeavour to reach unanimous agreement on any decisions to be made. If the Board is unable to agree unanimously on any decision to be made, a vote shall be taken. Unless expressly indicated otherwise in this Agreement, all decisions of the Board shall be taken by a simple majority vote. The Chair shall exercise a second or casting vote in the event of an equality of votes.
- 4.8 The Board may admit new members either as Full Members or Associate Members.
- 4.9 Associate Members may request a change in their membership to become Full Members. Full Members may agree to a request from Associate Members or propose a change in membership.
- 4.10 The Board may establish such sub-committees or steering or working groups as it considers appropriate.

5. OFFICER GROUPS

- 5.1 The Chief Executive Group shall comprise representatives nominated by each of the Parties, usually the Chief Executive of the member authority, and may also include other members nominated by the Board and such other co-opted members as the Chief Executive Group shall admit to membership.
- 5.2 The members of the Chief Executive Group shall elect one of their number to chair meetings of the Chief Executive Group.
- 5.3 The Chief Executive Group will advise and make recommendations to the Board regarding the implementation of the Programme and shall discharge such other functions as are delegated to it by the Board.
- 5.4 The Board, Chief Executive Group and Central London Forward Team may create or request the creation of other groups to engage with borough officers and other stakeholders or to deliver specific tasks.

6. CENTRAL LONDON FORWARD TEAM

- 6.1 The Central London Forward Team shall implement the Programme and shall comprise a Director and such other staff as required to deliver the Programme. Staffing shall be reported to the Board annually or upon request. The Central London Forward Team shall be employed by the Contracting Body on behalf of the Board and shall be responsible to the Board.

7. CONTRACTING BODY

- 7.1 Subject to Clause 7.3 below, the City of London Corporation shall act as the Contracting Body on behalf of the Parties for the duration of the Agreement. The Contracting Body shall employ the Central London Forward Team and enter into other contracts on behalf of the Parties as directed by the Board.
- 7.2 The Contracting Body shall discharge the functions of employer in relation to the Central London Forward Team and shall oversee the work programme of the Central London Forward Team as agreed by the Board.
- 7.3 In carrying out its functions hereunder, the Contracting Body shall comply with all relevant legislation, regulations and guidance.
- 7.4 The Contracting Body's costs, expenses and liabilities reasonably incurred in employing the Central London Forward Team and carrying out such other functions as agreed by the Board shall be met from the contributions of the Parties under Clause 8.
- 7.5 The Contracting Body shall indemnify each of the other Parties against all losses claims expenses actions demands costs and liability arising from any breach of the Contracting Body's obligations hereunder or any negligent or wrongful act, omission or default by the Contracting Body in relation to the performance of its obligations hereunder.
- 7.6 In the event the Contracting Body serves notice of termination under Clause 9.3, the Board may appoint another of the Parties (with the agreement of the Party concerned) to act as Contracting Body.
- 7.7 In the event there is a change in the Contracting Body, the Party which has been acting as Contracting Body (the "Outgoing Contracting Body") shall as soon as reasonably possible provide to the Party proposing to act as Contracting Body (the "Incoming

Contracting Body”) such information as the Incoming Contracting Body may reasonably require, including:

- 7.7.1 the Outgoing Contracting Body’s accounts insofar as they relate to its activities as Contracting Body;
- 7.7.2 all information required under the Transfer of Undertakings (Protection of Employment) Regulations 2006.

8. FUNDING AND CONTRIBUTIONS TO ADMINISTRATIVE COSTS

- 8.1 Each Full Member shall contribute £40,000 (forty thousand pounds) each year of the Agreement and each Associate Member shall contribute £20,000 (twenty thousand pounds) each of the Agreement (“Contributions”). The CLF Team will issue invoices to member boroughs by 30 April each financial year with payment of Contributions to be made by 30 June. Funding contributions will be approved by the Board annually, within the annual financial report.
- 8.2 Contributions shall be applied towards the costs incurred by the Contracting Body under Clause 8 and otherwise in furtherance of the Programme.
- 8.3 The Parties may seek additional funding from external sources where relevant and available to support the delivery of the Programme.
- 8.4 The Director shall provide an annual financial report to the Board in quarter 3 of each financial year throughout the duration of the Agreement, setting out expenditure within year and the budget for the following financial year. Additional financial reports shall be made available at the Board’s request or where issues, risks or opportunities arise, and the accounts of Central London Forward shall be open to audit at the reasonable request of any Party to the Agreement.
- 8.5 Any cost incurred by the Contracting Body in connection with redundancies (if any) of members of the Central London Forward Team arising from the termination of the Agreement (“Redundancy Cost”) shall be met as follows:
 - 8.5.1 First, from any unexpended part of the contributions made by the Parties under Clause 9.1 after all other costs associated with the Agreement and its termination have been met.
 - 8.5.2 Secondly, by each of the Parties (which term shall, for the purposes of this Clause 8.5 and Clause 10.1 be deemed to include any Party which has at any time been a member of Central London Forward whether or not it was a member at the time the liabilities were incurred) paying to the Contracting Body on demand a share of any remaining part of the Redundancy Cost calculated as follows:
 - 8.5.2.1 the aggregate Redundancy Cost shall be divided by the number of Parties
 - 8.5.2.2 any Party which was or has been a member of Central London Forward for a period less than the period during which the Agreement has been in force will be liable to pay a percentage of the cost calculated under

Clause 8.5.2.1 in accordance with the proportion which its length of membership bears to the duration of the Agreement;

8.5.2.3 any sums calculated under Clause 8.5.2.2 shall be subtracted from the aggregate Redundancy Cost and the balance shall be divided evenly between those Parties which have been members of Central London Forward for the entire duration of the Agreement. Each such member shall be liable to contribute the sum so calculated.

8.6 In the event that upon termination of the Agreement under Clause 9.1 and following payment of all costs associated with the termination including the Redundancy Cost any funds provided pursuant to this Clause remain unexpended, such funds shall be returned to the Parties in the same proportions as the respective contributions of the Parties to the date of termination.

9. TERMINATION AND BREACH

9.1 The expiry by effluxion of time or termination of the Agreement however caused and the servicing of notice to terminate shall be without prejudice to any obligations or rights of any of the Parties which have accrued prior to such termination and shall not affect any provision of the Agreement which is expressly or by implication provided to come into effect on or to continue in effect after such termination.

9.2 Any Party to the Agreement may give nine months' written notice of withdrawal from the Agreement to take effect on 31 March in any year. The Board may determine that a shorter period of notice may be accepted in any particular case.

9.3 Without prejudice to any other rights or remedies the Agreement may be terminated by the City of London Corporation (or any other Party which has been appointed Contracting Body under Clause 8.5 above) with respect to its role under the Agreement as Contracting Body for Central London Forward by nine months' written notice to the other Parties to take effect on 31 March in any year throughout the duration of the Agreement.

9.4 The Agreement may be terminated in relation to any Party hereto by the Board by written notice from the Contracting Body effective on receipt on the occurrence of any of the following events:

9.4.1 where that Party breaches any of the provisions of the Agreement and in the case of a breach capable of remedy fails to remedy the same within 30 days of being notified of each breach by any other Party hereto and being required to remedy the same;

9.4.2 where by reason of any change in law or other reason not attributable to the fault of the Parties one or more of the Parties shall be prohibited or prevented from giving effect to their obligations hereunder.

9.5 Where the Contracting Body is the Party to whom Clause 9.4.1 or 9.4.2 above applies, the Agreement may be terminated in relation to the Contracting Body by another Party to the Agreement which consents to act for this purpose by written notice effective on receipt.

9.6 In the event the Agreement should be terminated with respect to the Contracting Body, the Board shall by notice in writing to each of the Parties invite them to act as Contracting Body. In the event that none of the Parties agrees to act as Contracting Body within 30 days of receipt of such notice, the Agreement shall terminate forthwith and the provisions of Clause 10 Shall apply.

9.7 The Parties may at any time prior to the expiry of the Agreement by unanimous vote agree to terminate the Agreement and the provisions of Clause 10 shall then apply.

10. DISSOLUTION

10.1 In the event of dissolution of Central London Forward, any assets remaining after all liabilities have been discharged shall be distributed among the Parties (as defined in Clause 9.4.2 above) in the same proportions as the respective contributions of the Parties to the date of dissolution.

11. NOTICES

11.1 All notices which are required to be given hereunder shall be in writing and shall be sent to the address as the recipient may designate by notice given in accordance with the provisions of this Clause. Any such notice may be delivered personally or by first class prepaid letter and shall be deemed to have been served if by personal delivery when delivered and if by first class post 48 hours after posting.

12. ASSIGNMENT

12.1 None of the Parties may assign its rights and obligations in whole or in part hereunder without the prior written consent of the Parties hereto.

13. CONTINUING AGREEMENT

13.1 The rights and obligations which expressly or by their nature are intended to survive the expiry or termination of the Agreement shall so survive and bind the Parties, their legal representatives, successors and assigns.

14. GOOD FAITH

14.1 Each of the Parties undertakes with each of the other Parties to do all things reasonably within its power which are necessary or desirable to give effect to the spirit and intent of the Agreement.

15. ENTIRE AGREEMENT

15.1 The Agreement constitutes the entire agreement between the Parties with respect to the matters dealt with herein and supersedes any previous agreement between the Parties in relation to such matters. No variation of the Agreement shall be valid or effective unless made by one or more instruments in writing signed by all the Parties.

16. NO PARTNERSHP

16.1 Nothing in the Agreement shall constitute or be deemed to constitute a partnership between any of the Parties and none of them shall have any authority to bind the other Parties in any way.

17. WAIVER

17.1 No failure to exercise and no delay in exercising on the part of any of the Parties any right power or privilege hereunder shall operate as a waiver thereof nor shall any single or partial exercise of any right power or privilege preclude any other or further exercise thereof of the exercise of any other right power or privilege. The rights and

remedies provided in the Agreement are cumulative and not exclusive of any rights or remedies otherwise provided by law.

18. SEVERABILITY

- 18.1 Notwithstanding that any provision of the Agreement may prove to be illegal or unenforceable the remaining provisions of the Agreement shall continue in full force and effect.

19. CONTRACTS (RIGHTS OF THIRD PARTIES) ACT 1999

- 19.1 Nothing contained in the Agreement confers or purports to confer any rights to enforce any of its terms pursuant to the Contracts (Rights of Third Parties) Act 1999 on any person who is not a Party hereto.

20. DATA PROTECTION

- 20.1 The Parties shall comply with their obligations under the Data Protection Act 2018 and the General Data Protection Regulations (EU) 2016/679 as applicable and shall do nothing to put the other Parties in breach of such obligations.

21. CONFIDENTIALITY

- 21.1 Neither the Parties or their employees or agents shall divulge to any third party or dispose of or part with possess, custody or control of any confidential matter or information including but not limited to information relating to the business affairs and dealings of the Parties provided to any Party or otherwise coming into the possession or knowledge of the Party in the course of the performance of the Agreement ("Confidential Information"), other than in accordance with the express provisions of the Agreement; or with the written consent of that Party; or if the Confidential Information:

21.1.1 is or becomes public knowledge (otherwise than by breach of this condition); or

21.1.2 comes into the possession of any Party without restriction as to its disclosure; or

21.1.3 is received from a third party which lawfully acquired it and who is under no obligation restricting its discharge; or

21.1.4 is required to be disclosed by law or by order of a court of competent jurisdiction or by any governmental or regulatory authority; or

21.1.5 is required by the professional advisers of the Parties where reasonably necessary to provide professional advice.

- 21.2 For the avoidance of doubt, where a request for the disclosure of a document or information which is commercially sensitive or confidential is received by a Party from a third party pursuant to the Freedom of Information Act 2000, the Party in receipt of the request shall, after consulting with the other Parties, decide whether the need to maintain the confidentiality of the document or information is outweighed by the public interest requirement for disclosure.

22. EQUAL OPPORTUNITIES

- 22.1 The Parties agree that they will not unlawfully discriminate within the meaning and scope of the Equality Act 2010.

23. **EXECUTION**

- 23.1 The Agreement may be executed in any number of counterparts, each of which when executed and delivered shall constitute an original of this Agreement, but all the counterparts shall together constitute the same instrument. No counterpart shall be effective until each Party has executed at least one counterpart.

SIGNED BY: a duly authorised signatory of

Appendix 1

Principles of Membership

The Central London Forward Board (the “Board”) discussed and agreed the following principles of membership in November 2018. The Parties agree to adopt these principles when operating as Central London Forward.

1. Cross party working

- 1.1. A key strength of Central London Forward is the commitment of Members to cross party working which has been sustained since the creation of Central London Forward in 2007. Borough leaders work to maintain and develop relationships with each other in Central London through changes in leadership in order to work in the interests of Central London residents, businesses and workers.
- 1.2. CLF believe that a diversity of political views, and the consequent debate and compromise, adds significant value to the collective work of Central London Forward and that this should be maintained regardless of changes in the wider political balance of Central London.
- 1.3. This commitment to cross party working is formalised in the agreement that the Chair and Deputy Chair will always be selected from different political parties, or from a different party from the previous political incumbent where one of these roles is held by the City of London Board member. This will be regardless of the overall political balance of the Board.

2. Consensus decision making

- 2.1. The Board shall endeavour to reach unanimous agreement on any decisions to be made.
- 2.2. In forming a consensus view to which all Board members can agree discussions should focus on:
 - 2.2.1. The alignment of the recommendation to the agreed aims of Central London Forward, as directed by the Board and set out in the business plan and / or other agreed strategies;
 - 2.2.2. Evidence that the matter affects the residents, workers or businesses in Central London (i.e. can be seen as an issue for Central London and not for one or more boroughs within the area); and
 - 2.2.3. The rationale for a common position or collaboration.

- 2.3. Central London Forward believe that consensus decision making results in better decisions and as has value in itself as it supports greater precision and understanding between partners.

- 3. Collaboration

- 3.1 Central London Forward provides a forum for collaboration between member boroughs. Continued collaboration in the identification of issues, the design of measures to address them and the delivery of services between Central London Forward Members will support improved outcomes for our residents, businesses and workers.
- 3.2 The preferred delivery mechanism for new collaborative initiatives or programmes should be by Member boroughs working on behalf of the Board. Where appropriate this should be groups of boroughs collaborating, with the support of the Central London Forward team, and reporting progress and outcomes back to the Board or delegated Board members. Central London Forward will support the sharing of learning and innovation between Member boroughs and provide a vehicle through which resources, and risks, can be shared to support delivery.
- 3.3 Where the Board do not believe that borough-led delivery would be appropriate, Central London Forward could be directed to do so. In these cases, Central London Forward's first approach will be to secure agreements to share or second borough officers to maximise the knowledge and experience retained by boroughs.

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POLICY AND RESOURCES COMMITTEE - POLICY INITIATIVES FUND 2019/20

<u>ALLOCATIONS FROM PIE</u>					<u>STATUS OF BALANCE</u>	
<u>COMMITTEE</u> <u>DATE</u>	<u>DESCRIPTION</u>	<u>RESP</u> <u>OFFICER</u>	<u>ALLOCATION</u> £	<u>ACTUAL</u> <u>PAID</u> TO 05/02/2020 £	<u>BALANCE</u> <u>TO BE SPENT</u> £	<u>NOTES</u>
	Events					
22/02/2018	Sponsorship of the Wincott Foundation's 'Wincott Awards' - the City Corporation to sponsor this annual Awards programme. The Wincott Foundation is a registered charity that supports and encourages high quality economic, financial and business journalism in the UK and internationally to contribute to a better understanding of economic issues	DOC	4,000	4,000	-	3 year funding: £4,000 in 2019/20 & 2020/21
05/07/2018	City Week 2019 Events Sponsorship	DIG	25,000	25,000	-	
05/07/2018	Events Partnership with the Strand Group, Kings College London - City of London to fund 3 events in partnership with the Strand Group	DOC	50,000	14,213	35,787	£25,000 re 2018/19 deferred to 2019/20. £25,000 final payment in 2019/20
06/09/2018	Event and Publication Sponsorship: Centre for London Conference and Fabian Society - City of London to sponsor the Centre for London's 2018 London Conference (£25,000) and the Fabian Society's London: Policy and Challenges into the 2020s Publication (£18,500)	DOC	9,250	9,250	-	£9,250 deferred from 2018/19
09/01/2019	Sponsorship of the CPS Margaret Thatcher Conference on British and America - The City of London Corporation to sponsor this Conference to discuss the relationship between Britain and the USA	DOC	20,000	15,525	4,475	
14/03/2019	Franco-British Young Leaders Programme - Gala Dinner 2019	DOC	20,000	17,387	2,613	
14/03/2019	Sponsorship of the 2019 Bright Blue Conference, "Fixing The Future"	DOC	6,000	2,949	3,051	
14/03/2019	Think Tank Review and Memberships 2019-20: Renewal of COL's membership to Centre for the Study of Financial Innovation (£5,000); Chatham House (£20,000); Institute for Public Policy Research (IPPR - £14,500); Local Government Information Unit (LGIU - £12,500); New Local Government Network (NLGN - £12,400); Whitehall & Industry Group (WIG - £5,000); Institute for Fiscal Studies (IFS - £10,000) & Open Europe (£10,000), Chatham House Europe Programme (£10,000)	DOC	99,400	89,570	9,830	
11/04/2019	2019 Party Conferences Funding - the City Corporation to hold private roundtables and dinners at the 2019 party conferences of the Liberal Democrats, Labour and Conservatives. In addition City Corporation is exploring to partner with UK Finance, a trade association, for the private dinners at the Labour and Conservative party conferences	DOC	41,000	33,646	7,354	

<u>ALLOCATIONS FROM PIF</u>					<u>STATUS OF BALANCE</u>	
<u>COMMITTEE</u> <u>DATE</u>	<u>DESCRIPTION</u>	<u>RESP</u> <u>OFFICER</u>	<u>ALLOCATION</u> £	<u>ACTUAL</u> <u>PAID</u> TO 05/02/2020 £	<u>BALANCE</u> <u>TO BE SPENT</u> £	<u>NOTES</u>
06/06/2019	Centre for London Conference - The City Corporation to sponsor the CFL's 2019 London Conference on 5 November 2019 and will look to explore what London's leaders must do to solve London's critical challenges ahead of the Mayoral election in May 2020. The CFL is a politically-independent, not-for-profit think-tank and charity focused on exploring economic and social challenges across London	DOC	25,000	25,000	-	
04/07/2019	Sponsorship of Centre for European Reform's 2019 Ditchley Conference: COL partnering with the Centre for European Reform (CER) in hosting this high-level conference taking place on 15-16 November 2019	DOC	20,000	20,000	-	
23/01/2020	Sponsorship of New Local Government Network 'Community Mobilisation' Project: The COL to sponsor the NLGN's research project proposal examining community mobilisation in the UK and the role of local authorities in this space. The aim of the research is to seek to understand the practical steps local authorities are taking to develop the ability and capacity of communities to mobilise around particular goals	DOC	12,500	-	12,500	
	Promoting the City			-		
14/05/2017	Secretariat of the Standing International Forum of Commercial Courts: City Corporation to provide financial support for a third of the costs of the secretariat for the first 3 years	DIG	100,000	100,000	-	£50,000 final payment in 2019/20; £50,000 allocated in 2018/19 now deferred to 2019/20
14/07/2017	One City Social Media Platform: City Corporation to provide financial support for a third of the costs for 3 years of this ongoing development of a new social media led platform dedicated to City workers in promoting the attractions and events held within the Square Mile	DBE / CS / DOC	60,000	50,000	10,000	Final payment in 2019/20
22/02/2018	Continued Sponsorship to support Innovate Finance	DIG	250,000	187,500	62,500.00	£250,000 final payment in 2020/21
15/03/2018	Match Funding from The Honourable Irish Society to the National Citizenship Scheme - City of London Corporation to match fund the Society's grant totalling £33,000 over 3 years	TC	11,000	11,000	-	3 year funding: £11,000 final payment in 2020/21
12/04/2018	City of London Corporation Regional Strategy: City of London's membership to Scottish Financial Enterprise (SFE) and expanding the partnership programme to 3 more UK City Regions	DIG	22,695	22,695	-	£22,695 deferred from 2018/19
03/05/2018	Saudi Arabia: Vision 2030 - COL to engage with Saudi Arabia and to support work on the new Private Sector Groups established by the Dept of International Trade to support export and investment programmes	DIG	27,487	-	27,487	£27,487 deferred from 2018/19

<u>ALLOCATIONS FROM PIF</u>					<u>STATUS OF BALANCE</u>	
<u>COMMITTEE</u>	<u>DESCRIPTION</u>	<u>RESP</u>	<u>ALLOCATION</u>	<u>ACTUAL</u>	<u>BALANCE</u>	<u>NOTES</u>
<u>DATE</u>		<u>OFFICER</u>	<u>£</u>	<u>PAID</u> TO 05/02/2020 <u>£</u>	<u>TO BE SPENT</u> <u>£</u>	
07/06/2018	City of London Corporation - Engagement with Strategy World Economic Forum (WEF): City of London Corporation to develop a 3 year rolling engagement strategy with WEF, an independent non-profit organisation dedicated to improving global economic and social conditions on a global scale. The CPR and LM to attend the WEF Annual Meeting in Davos and an event in another priority market and CoL to host a WEF meeting/event in the City	DIG	57,662	8,702	48,960	3 year funding: £21,162 deferred from 2018/19. £36,500 in 2019/20 & £38,000 in 2020/21
17/01/2019	Sponsorship of Children's Book with Guy Fox History Project Ltd	DOC	42,000	39,115	2,885	
21/02/2019	London & Partners: Domestic Promotion of London	DOC	100,000	100,000	-	3 year funding: final payment in 2021/22
21/02/2019	City of London Advertising - continuation of placing advertisements in CityAM to promote services provided by COL and advertising in a new newspaper, City Matters, covering the Square Mile	DOC	45,000	37,500	7,500	
21/02/2019	City Matters: placing additional full page advertisements in City Matters to promote City of London Corporation's cultural events and activities	DOC	34,000	34,000	-	
06/06/2019	Sponsorship of the IPPR Commission on Environmental Justice: City of London to sponsor the first year. This will enable the Corporation to make a substantive contribution to the debate on how climate change is best tackled	DOC	40,000	40,000	-	
04/07/2019	Recognition of Women: a City Response	TC	61,000	12,000	49,000	
25/10/2019	Renewal of CWEIC's Strategic Partnership: City of London to renew both its Strategic Partnership with CWEIC (£10k pa) and to provide office accommodation in the Guildhall Complex (£10k pa)	REM / DIG	20,000	10,000	10,000	2 year funding: £20,000 final payment in 2021/22
	Communities					
16/11/2017	Centre for Study of Financial Innovation (CSFI): Corporation supporting CSFI in its continued occupancy to enable the Think Tank to remain in the City	DOC	6,635	6,635	-	5 year funding: final payment in 2021/22
07/06/2018	Social Mobility: Sponsorship of the Social Mobility Employer Index - City of London to sponsor the 2018 SMEI and enable City of London to continue being a leading voice on Social Mobility	DIG	27,610	4,720	22,890	£27,610 deferred from 2018/19
	Research					
11/04/2019	Sponsorship of the Fabian Society research project: City Corporation to sponsor the research project, "Using Arts and Culture to enable Deprived Communities to Thrive". This would support and advance the Corporation's strategic aims to "contribute to a flourishing society, shape outstanding environments and support a thriving economy	DOC	20,000	20,000	-	

POLICY AND RESOURCES COMMITTEE - POLICY INITIATIVES FUND 2019/2020 - 2021/2022

Date	Description	Allocation 2019/20	Allocation 2020/21	Allocation 2021/22
	BASE BUDGET	£	£	£
	+ Uncommitted balance brought forward from 2018/19	1,250,000	1,250,000	1,250,000
	+ unspent balances deferred from 2018/19	105,341		
	+ unspent balances in 2018/19 returned to Fund	183,204		
	+ balance moved from P&R Contingency to cover multi year allocations	140,942		
	TOTAL BUDGET	100,000		
	ALLOCATIONS	1,779,487	1,250,000	1,250,000
07/07/2016	London Councils Summit		16,000	
04/05/2017	Secretariat of Standing International Forum of Commercial Crts	100,000		
06/07/2017	One City Social Media Platform	60,000		
16/11/2017	Proposed Grant to retain the Centre for the Study of Financial Innovation	6,635	6,635	6,635
22/02/2018	Sponsorship of the Wincott Foundation's 'Wincott Awards'	4,000	4,000	
22/02/2018	Continued Sponsorship to support Innovate Finance	250,000	250,000	
15/03/2018	Match Funding from The Honourable Irish Society to the National Citizenship Scheme	11,000	11,000	
12/04/2018	City of London Corporation Regional Strategy	22,695		
03/05/2018	Saudi Arabia Vision 2030, Public Investment Fund and Financial Services	27,487		
07/06/2018	City of London Corporation - Engagement with Strategy World Economic Forum (WEF)	57,662	38,000	
07/06/2018	Social Mobility: Sponsorship of the Social Mobility Employer Index	27,610		
05/07/2018	City Week 2019 Event Sponsorship	25,000		
05/07/2018	Events Partnership with The Strand Group, King's College London	50,000		
06/09/2018	Sponsorship of the Fabian Society's London: Policy and Challenges into the 2020s publication	9,250		
17/01/2019	Sponsorship of the CPS Margaret Thatcher Conference on Britain & America	20,000		
17/01/2019	Sponsorship of Children's Book with Guy Fox History Project Ltd	42,000		
21/02/2019	London and Partners: domestic promotion of London	100,000	100,000	100,000
21/02/2019	City AM & City Matters	79,000		
14/03/2019	Sponsorship of the 2019 Bright Blue Conference, 'Fixing the Future'	6,000		
14/03/2019	Think Tank Review and Memberships 2019-20	99,400		
14/03/2019	Franco-British Young Leaders' Programme - Gala Dinner 2019	20,000		
11/04/2019	Sponsorship of the Fabian Society Research Project	20,000		
11/04/2019	2019 Party Conferences	41,000		
06/06/2019	Sponsorship of the IPPR Commission on Environmental Justice	40,000		
06/06/2019	Centre for London - 2019 London Conference	25,000		
04/07/2019	Sponsorship of Centre for European Reform's 2019 Ditchley Park Conference	20,000		
04/07/2019	Sponsorship of Reseach and Events Programme: Looking Ahead: UK Engagement and Influence After Brexit	25,000		
04/07/2019	Recognition of Women: a City Response	61,000		
17/10/2019	City Week 2020 Event Sponsorship		25,000	
23/10/2019	Renewal of CWEIC Strategic Partnership	20,000	20,000	
23/01/2020	Sponsorship of New Local Govt Network 'Community Mobilisation' Project	12,500		
	TOTAL ALLOCATIONS	1,282,239	470,635	106,635
	BALANCE AVAILABLE	497,248	779,365	1,143,365

Less: Possible maximum allocations from this meeting: **20 February 2020**

- future.now - Application for Funding
- Secretariat of Standing Committee
- Tokyo 2020 Games

Balance:

-	17,000	-
60,000	-	-
-	40,000	-
437,248	722,365	1,143,365

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POLICY AND RESOURCES COMMITTEE - CONTINGENCY 2019/20**ALLOCATIONS FROM CONTINGENCY**

<u>COMMITTEE</u>					<u>STATUS OF BALANCE</u>	
<u>DATE</u>	<u>DESCRIPTION</u>	<u>RESP OFFICER</u>	<u>ALLOCATION</u>	<u>ACTUAL PAID</u>	<u>BALANCE</u>	<u>NOTES</u>
			<u>£</u>	<u>TO 05/02/2020</u>	<u>TO BE SPENT</u>	
			<u>£</u>	<u>£</u>	<u>£</u>	
17/03/2016	Lord Mayor's Show Fireworks: City of London Corporation to hold a public fireworks display following the LM's Show. Funding to cover all aspects of the planned display including the fireworks display itself, and all the traffic management, public safety and crowd and related events management issues	DOC	125,000	65,831	59,169	
08/05/2014	City of London Scholarship - Anglo-Irish Literature: CoL to award a yearly scholarship to a single student to continue their studies in the field on Anglo-Irish Literature	TC	29,350	-	29,350	£4,350 deferred from 2016/17; £25,000 deferred from 2017/18
17/11/2016	Police Arboretum Memorial Fundraising Dinner: City Corporation to host a fundraising dinner at Guildhall	DIG	30,000	-	30,000	Originally allocated from 2016/17; deferred to 2019/20
06/2018	Renewal Electricity Policy and Sourcing Strategy: City of London Corporation to adopt this strategy and purchase renewable electricity	CHB / CS / TC	25,000	25,000	-	Deferred from 2018/19
07/2018	Resourcing Diversity and Business Engagement - Establishing the Diversity and Business Engagement Manager to support the City's wider equalities, diversity and inclusion work	HR	7,375	7,375	-	Deferred from 2018/19
06/09/2018	Gresham College Funding Arrangements: Appointment of a Consultant - City of London Corporation to joint fund the cost of appointing a Consultant to conduct a review of Gresham College	TC	30,000	29,034	966	Deferred from 2018/19
04/10/2018	Beech Street Transformation Project - an additional budget to support detailed analysis and business case work as progression to a Gateway 3 report	BC	55,000	-	55,000	Deferred from 2018/19
11/04/2019	Sponsorship of Battle of Ideas Festival 2019 - the City Corporation to sponsor the festival as a "Battle Champion" and "Debate Partner", organised by The Academy of Ideas (AOI), taking place on 2nd & 3rd November 2019 at the Barbican Centre	DOC	20,000	20,000	-	

<u>ALLOCATIONS FROM CONTINGENCY</u>					<u>STATUS OF BALANCE</u>	
<u>COMMITTEE</u> <u>DATE</u>	<u>DESCRIPTION</u>	<u>RESP</u> <u>OFFICER</u>	<u>ALLOCATION</u> £	<u>ACTUAL</u> <u>PAID</u> TO 05/02/2020 £	<u>BALANCE</u> <u>TO BE SPENT</u> £	<u>NOTES</u>
12/12/2019	Administrative, consultancy and support fees associated with governance review activities	TC	25,000	-	25,000	
			346,725	147,240	199,485	
	BALANCE REMAINING		233,753			
	TOTAL APPROVED BUDGET		580,478			
	ANALYSIS OF TOTAL APPROVED BUDGET					
	ORIGINAL PROVISION		300,000			
	UNCOMMITTED BALANCES BROUGHT FORWARD FROM 2018/19		78,450			
	UNSPENT COMMITTED BALANCES DEFERRED FROM 2018/19		176,725			
	UNSPENT COMMITTED BALANCES RETURNED TO FUND		125,303			
	TRANSFERRED TO POLICY INITIATIVE FUND		(100,000)			
	TOTAL APPROVED BUDGET		580,478			
NOTE: The Committee date records the actual approval meeting; in some instances approval is given for multi-year support for a project but the financial details in this table only show the expenditure due in the current year (2019/20). It should be noted that actual payments sometimes are made towards the end of a financial year.						
<u>KEY TO RESPONSIBLE OFFICER:-</u>						
DIG	Director of Innovation and Growth	TC	Town Clerk	DOC	Director of Communications	
CS	City Surveyor	CHB	Chamberlain	BC	Managing Director, Barbican Centre	
HR	Human Resources					
CAROLINE AL-BEYERTY - DEPUTY CHAMBERLAIN						

POLICY AND RESOURCES COMMITTEE - CONTINGENCY 2019/2020 - 2021/2022

Date	Description	Allocation 2019/20	Allocation 2020/21	Allocation 2021/22
	BASE BUDGET	£	£	£
		300,000	300,000	300,000
	+ Uncommitted balance brought forward from 2018/19	78,450		
	+ unspent committed balances deferred from 2018/19	176,725		
	+ unspent balances in 2018/19 returned to Fund	125,303		
	- balance moved to Policy Initiative Fund to cover multi year allocations	- 100,000		
	TOTAL BUDGET	580,478	300,000	300,000
	ALLOCATIONS			
08/05/2014	City of London Scholarship - Anglo-Irish Literature	29,350		
17/03/2016	Lord Mayor's Show Fireworks	125,000		
17/11/2016	Police Arboretum Memorial Trust - Dinner	30,000		
07/06/2018	Renewable Electricity Policy and Sourcing Strategy	25,000		
05/07/2018	Resourcing Diversity and Business Engagement	7,375		
06/09/2018	Gresham College Funding Review	30,000		
04/10/2018	Beech Street Transformation Project	55,000		
11/04/2019	Sponsorship of the 2019 Battle of Ideas Festival	20,000		
12/12/2019	Administrative, consultancy and support fees associated with governance review activities	25,000		
	TOTAL ALLOCATIONS	346,725	-	-
	BALANCE AVAILABLE	233,753	300,000	300,000

Less: Possible maximum allocations from this meeting: **20 February 2020**

- Common Council Elections in March 2021

Balance

-	127,000	-
233,753	173,000	300,000

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<u>POLICY AND RESOURCES COMMITTEE - BREXIT CONTINGENCY 2018/19 - 2019/20</u>							
<u>ALLOCATIONS FROM BREXIT CONTINGENCY</u>						<u>STATUS OF BALANCE</u>	
<u>Date of Bid</u>	<u>DESCRIPTION</u>	<u>RESP OFFICER</u>	<u>ALLOCATION</u>	<u>ACTUAL PAID TO 31/03/2019</u>	<u>ACTUAL PAID TO 05/02/2020</u>	<u>BALANCE TO BE SPENT</u>	<u>NOTES</u>
			£	£	£	£	
11/01/2019	Brexit Engagement Action Plan: Develop and bring into effect an engagement action plan and to provide for the City Corporation's participation in a cross-sectoral project to enhance the City's soft power potential	REM	60,000	10,000	47,200	2,800	2 year funding: £20,000 in 2018/19 & £40,000 final payment in 2019/20
05/02/2019	No Deal Preparation Adverts: A dedicated information resource is currently being created within the corporate website and it is this page (and the urgent need for businesses to prepare for Brexit, especially a 'no deal' scenario) that needs widespread communication to our business audiences	DOC	13,680	13,680	-	-	2018/19 funding
07/02/2019	The Communications Team requires funding for a short-term post to assess and mitigate all committee reports and other external committee output for reputational risk relating to Brexit.	DOC	13,000	-	12,560	440	2019/20 funding
08/03/2019	Supply Chain category card analysis: Commissioning an external consultancy firm to work with us to produce Category level risk cards. The categories that selected were based on internal knowledge, spend data and of the areas that would be most impacted by Brexit. These have been developed to allow us at this stage to identify the main risks in these categories	CHB	9,900	9,900	-	-	2018/19 funding
27/03/2019	Police costs as a result of protest activities: Activity as a result from Brexit protest groups has meant that the Police have had to deal with direct action without time delay awaiting PAN LONDON resources. Due to the increased number of regional protest this could impact on response to the incident and therefore impact on business ability to continue to operate	POL	44,000	9,022	30,856	4,122	2018/19 funding
03/04/2019	Expand recruitment activity to (and increase the number of places on) the BMus/MMus Jazz, World, Studio and Electronic pathways, which currently recruit the great majority of their students from within the UK	GSDM	20,000	-	19,624	376	

<u>ALLOCATIONS FROM BREXIT CONTINGENCY</u>						<u>STATUS OF BALANCE</u>	
<u>Date of Bid</u>	<u>DESCRIPTION</u>	<u>RESP OFFICER</u>	<u>ALLOCATION</u> £	<u>ACTUAL PAID TO 31/03/2019</u> £	<u>ACTUAL PAID TO 05/02/2020</u> £	<u>BALANCE TO BE SPENT</u> £	<u>NOTES</u>
23/09/2019	To impress upon businesses the importance of preparing for Brexit and also to workers and residents on the need to register via the EU Settlement procedure if they wish to remain in the UK	COM	14,560	-	5,490	9,070	
	BALANCE REMAINING		175,140	42,602	115,731	16,807	
	TOTAL APPROVED BUDGET		2,034,860				
	ANALYSIS OF TOTAL APPROVED BUDGET		2,210,000				
	ORIGINAL PROVISION		2,000,000				
	MHCLG funding 2018/19		105,000				
	MHCLG funding 2019/20		105,000				
	TOTAL APPROVED BUDGET		2,210,000				
<p><u>NOTE:</u> The date records the actual date the Town Clerk in conjunction with the Chamberlain has approved the bid. In some instances approval is given for multi-year support for a project, the financial details in this table shows the expenditure for both years (2018/19 & 2019/20). It should be noted that actual payments sometimes are made towards the end of a financial year.</p> <p><u>KEY TO RESPONSIBLE OFFICER:-</u></p> <p>REM Remembrancer DOC Director of Communications GSMD Guildhall School of Music & Drama</p> <p>CHB Chamberlains POL City of London police</p> <p>CAROLINE AL-BEYERTY - DEPUTY CHAMBERLAIN</p>							

POLICY AND RESOURCES COMMITTEE - BREXIT CONTINGENCY 2018/2019 - 2019/20

Date	Bid Name	Description	Department	Brexit Risk Mitigation Category	Funding	Allocation 2018/19	Allocation 2019/20
		BASE BUDGET MHCLG funding Additional MHCLG funding + balance brought forward as agreed by Committee: Mar 2019 TOTAL BUDGET				£ 2,000,000 105,000 2,105,000	£ - - 105,000 2,017,420 2,122,420
11/01/2019	Brexit Engagement Action Plan	Develop and bring into effect an engagement action plan and to provide for the City Corporation's participation in a cross-sectoral project to enhance the City's soft power potential	Remembrancers	Attractiveness of London & Regulatory Landscape	Brexit Contingency Fund	20,000	40,000
05/02/2019	No Deal Preparation - Adverts	A dedicated information resource is currently being created within the corporate website and it is this page (and the urgent need for businesses to prepare for Brexit, especially a 'no deal' scenario) that needs widespread communication to our business audiences.	Communications	Attractiveness of London	MHCLG Funding	13,680	
07/02/2019	Post Funding for Mitigation of Reputational Risk	The Communications Team requires funding for a short-term post to assess and mitigate all committee reports and other external committee output for reputational risk relating to Brexit.	Communications	Other	MHCLG Funding		13,000
08/03/2019	Supply Chain category card analysis	Commissioning an external consultancy firm to work with us to produce Category level risk cards. The categories that selected were based on internal knowledge, spend data and of the areas that would be most impacted by Brexit. These have been developed to allow us at this stage to identify the main risks in these categories.	Chamberlains	Procurement & Supply Chain	Brexit Contingency Fund	9,900	
27/03/2019	Police costs as a result of protest activities	Activity as a result from Brexit protest groups has meant that the Police have had to deal with direct action without time delay awaiting PAN LONDON resources. Due to the increased number of regional protest this could impact on response to the incident and therefore impact on business ability to continue to operate.	City of London Police	Other	MHCLG Funding	44,000	
03/04/2019	Guildhall School of Music & Drama Expanded Recruitment	Expand recruitment activity to (and increase the number of places on) the Bmus/Mmus Jazz, World, Studio and Electronic pathways, which currently recruit the great majority of their students from within the UK.	Guildhall School of Music & Drama	Income Stream & recruitment and Retention	Brexit Contingency Fund		20,000

POLICY AND RESOURCES COMMITTEE - BREXIT CONTINGENCY 2018/2019 - 2019/20

Date	Bid Name	Description	Department	Brexit Risk Mitigation Category	Funding	Allocation 2018/19	Allocation 2019/20
23/09/2019	Preparation comms	To impress upon businesses the importance of preparing for Brexit and also to workers and residents on the need to register via the EU Settlement procedure if they wish to remain in the UK	Communications	Other	MHCLG Funding		14,560
		TOTAL ALLOCATIONS				87,580	87,560
		BALANCE AVAILABLE				2,017,420	2,034,860

Less: Possible maximum allocations from this meeting: 20 February 2020

Brexit Contingency Fund Balance	1,970,100
MHCLG Balance	47,320
Total Balance	2,017,420 2,034,860

POLICY AND RESOURCES COMMITTEE - POLICY INITIATIVES FUND MULTI YEAR ALLOCATIONS

Date	Description	Allocation 2019/20	Allocation 2020/21	Allocation 2021/22
	Multi Year Allocation	£	£	£
	+ Transfer from contingency	600,000	600,000	600,000
		100,000		
	TOTAL BUDGET	700,000	600,000	600,000
	ALLOCATIONS			
07/07/2016	London Councils Summit		16,000	
04/05/2017	Secretariat of Standing International Forum of Commercial Crts	50,000		
06/07/2017	One City Social Media Platform	60,000		
16/11/2017	Proposed Grant to retain the Centre for the Study of Financial Innovation	6,635	6,635	6,635
22/02/2018	Sponsorship of the Wincott Foundation's 'Wincott Awards'	4,000	4,000	
22/02/2018	Continued Sponsorship to support Innovate Finance	250,000	250,000	
15/03/2018	Match Funding from The Honourable Irish Society to the National Citizenship Scheme	11,000	11,000	
07/06/2018	City of London Corporation - Engagement with Strategy World Economic Forum (WEF)	36,500	38,000	
05/07/2018	Events Partnership with The Strand Group, King's College London	25,000		
21/02/2019	London and Partners: domestic promotion of London	100,000	100,000	10,000
21/02/2019	City AM & City Matters	79,000		
23/10/2019	Renewal of CWEIC Strategic Partnership	20,000	20,000	
	TOTAL ALLOCATIONS	642,135	445,635	16,635
	BALANCE AVAILABLE	57,865	154,365	583,365

Less: Possible maximum allocations from this meeting: **20 February 2020**

Balance

57,865 154,365 583,365

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POLICY AND RESOURCES COMMITTEE - PROJECT RESERVE - 2019/20ALLOCATIONS FROM BREXIT CONTINGENCYSTATUS OF BALANCE

<u>Date of Bid</u>	<u>DESCRIPTION</u>	<u>RESP OFFICER</u>	<u>ALLOCATION</u>	<u>ACTUAL PAID TO 05/02/2020</u>	<u>BALANCE TO BE SPENT</u>	<u>NOTES</u>
			£	£	£	
06/06/2019	Housing Delivery Strategy - Request for funding to Appoint Advisors	DCCS	45,000	20,000	25,000	
			-	-	-	
	BALANCE REMAINING		45,000	20,000	25,000	
	TOTAL APPROVED BUDGET		405,000			
	ANALYSIS OF TOTAL APPROVED BUDGET		450,000			
	ORIGINAL PROVISION		450,000			
	TOTAL APPROVED BUDGET		450,000			

NOTE:

The date records the actual date the Policy & Resources Committee has approved the bid. It should be noted that actual payments sometimes are made towards the end of a financial year.

KEY TO RESPONSIBLE OFFICER:-

DCCS Director of Community & Children's Services

CAROLINE AL-BEYERTY - DEPUTY CHAMBERLAIN

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POLICY AND RESOURCES COMMITTEE - PROJECT RESERVE 2019/2020

Date	Description	Allocation 2019/20	Committee/Fund
06/06/2019	BASE BUDGET	£ 450,000	
	TOTAL BUDGET	450,000	
	ALLOCATIONS		
	Housing Delivery Strategy – Request for Funding to Appoint Advisors	45,000	
	TOTAL ALLOCATIONS	45,000	
	BALANCE AVAILABLE	405,000	

Less: Possible maximum allocations from this meeting: **20 February 2020**

Balance

405,000

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