



## Policy and Resources Committee

**Date:** THURSDAY, 28 MAY 2015  
**Time:** 1.45 pm  
**Venue:** COMMITTEE ROOMS, 2ND FLOOR, WEST WING, GUILDHALL

**Members:**

Mark Boleat (Chairman)	Alderman Sir David Howard
Jeremy Mayhew (Deputy Chairman)	Deputy Robert Howard (Ex-Officio Member)
Deputy Catherine McGuinness (Deputy Chairman)	Wendy Hyde
Hugh Morris (Deputy Chairman)	Vivienne Littlechild (Ex-Officio Member)
Deputy Douglas Barrow	Edward Lord
Deputy John Bennett	Wendy Mead
Alderman Charles Bowman	Deputy Alastair Moss (Ex-Officio Member)
Roger Chadwick (Ex-Officio Member)	Deputy Joyce Nash
Henry Colthurst	Dhruv Patel
Deputy Alex Deane	Henry Pollard (Ex-Officio Member)
Deputy Billy Dove (Ex-Officio Member)	Alderman Baroness Scotland (Ex-Officio Member)
Simon Duckworth	Deputy Dr Giles Shilson
Alderman The Lord Mountevans	Sir Michael Snyder
Stuart Fraser	Deputy John Tomlinson
Marianne Fredericks	Michael Welbank (Ex-Officio Member)
George Gillon	Alderman Sir David Wootton
Deputy the Revd Stephen Haines	The Rt Hon the Lord Mayor, Alderman Alan Yarrow

**Enquiries:** Angela Roach  
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angela.roach@cityoflondon.gov.uk

Lunch will be served in Guildhall Club at 1PM  
NB: Part of this meeting could be the subject of audio visual recording

John Barradell  
Town Clerk and Chief Executive

# AGENDA

## Part 1 - Public Agenda

1. **APOLOGIES**

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

3. **MINUTES**

To consider minutes as follows:-

- a) To agree the public minutes of the meeting held on 30 April 2015.

**For Decision**  
(Pages 1 - 14)

- b) To note the draft public minutes of the Projects Sub-Committee meeting held on 6 May 2015.

**For Information**  
(Pages 15 - 20)

4. **APPOINTMENTS TO COMMITTEES AND SUB-COMMITTEES**

To consider the appointment of one Member to serve on the following:-

- 4a. Public Relations and Economic Development Sub-Committee  
4b. Audit and Risk Management Committee  
4c. Local Development Framework Reference Sub (Planning) Committee

**For Decision**

5. **REVIEW OF GRANTS**

Report of the Deputy Town Clerk.

**NB: This report will have been considered by the Resource Allocation Sub-Committee earlier this day.**

**For Decision**  
(Pages 21 - 40)

6. **AMENDMENTS TO STANDING ORDERS**

Joint report of the Town Clerk and the Director of Human Resources.

**For Decision**  
(Pages 41 - 46)

7. **LIVING WAGE PROCUREMENT POLICY**  
Report of the Chamberlain.
- NB: This report has been considered and approved by the Finance Committee.**  
**For Decision**  
(Pages 47 - 56)
8. **PROJECT FUNDING UPDATE**  
Report of the Chamberlain.
- NB: To be read in conjunction with the separately bound non-public appendices. The report will also have been considered by the Resource Allocation Sub-Committee earlier this day.**
- For Decision**  
(Pages 57 - 62)
9. **REMEMBRANCER'S BUSINESS PLAN**  
Report of the Remembrancer.
- For Decision**  
(Pages 63 - 88)
10. **CHEAPSIDE BUSINESS IMPROVEMENT DISTRICT**  
Report of the City Surveyor.
- For Decision**  
(Pages 89 - 94)
11. **PROJECT ON THE IMPACT OF IMMIGRATION ON THE UK**  
Joint report of the Director of Economic Development and the Director of Public Relations.
- For Decision**  
(Pages 95 - 98)
12. **ASSESSMENT OF NEW EMPLOYABILITY INITIATIVES**  
Report of the Director of Economic Development.
- For Decision**  
(Pages 99 - 110)
13. **STUDY IN STRENGTHENING THE CITY OF LONDON CORPORATION'S ROLE IN WORKING WITH LONDON'S COMMUNITIES**  
Report of the Director of Economic Development.
- For Decision**  
(Pages 111 - 116)
14. **CHAIRMAN'S VISIT TO THE USA**  
Report of the Director of Economic Development.
- For Information**  
(Pages 117 - 126)

15. **ECONOMIC DEVELOPMENT OFFICE ACTIVITIES**  
Report of the Director of Economic Development.  
**For Information**  
(Pages 127 - 132)
16. **NEW LOCAL GOVERNMENT NETWORK RESEARCH PROJECT**  
Report of the Director of Public Relations.  
**For Decision**  
(Pages 133 - 138)
17. **COMMISSION ON HOUSING FOR LONDONERS ON LOW-TO-MIDDLE INCOMES**  
Report of the Director of Public Relations.  
**For Decision**  
(Pages 139 - 144)
18. **POLICY INITIATIVES FUND AND COMMITTEE CONTINGENCY**  
Report of the Chamberlain.  
**For Information**  
(Pages 145 - 156)
19. **TOWN CLERK'S RISK REGISTER**  
Report of the Town Clerk.  
**For Decision**  
(Pages 157 - 164)
20. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**
21. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT**
22. **EXCLUSION OF THE PUBLIC**  
MOTION - That under Section 100(A) of the Local Government Act 1972, the public be excluded from the meeting for the following items on the grounds that they involve the likely disclosure of exempt information as defined in Part I of the Schedule 12A of the Local Government Act.

### **Part 2 - Non-Public Agenda**

23. **NON-PUBLIC MINUTES**  
To consider non-public minutes of meetings as follows:-
- a) To agree the non-public minutes of the meeting held on 30 April 2015.  
**For Decision**  
(Pages 165 - 166)
- b) To note the draft non-public minutes of the Projects Sub-Committee meeting held on 6 May 2015.  
**For Information**  
(Pages 167 - 170)

- c) To note the draft non-public minutes of the Hospitality Working Party meeting held on 13 April 2015.

**For Information**  
(Pages 171 - 176)

24. **GUILDHALL SCHOOL - EXTENSION OF CAPITAL/SUPPLEMENTARY REVENUE PROGRAMME**

Report of the Principal of the Guildhall School.

**NB: This report has been considered and agreed by the Board of Governors of the Guildhall School and will have been considered by the Resource Allocation Sub-Committee earlier this day.**

**For Decision**  
(Pages 177 - 194)

25. **DRUMWORKS - PROPOSED COMMUNITY INTEREST COMPANY**

Report of the Managing Director of the Barbican Centre.

**NB: This report will have been considered by the Barbican Centre Board.**

**For Decision**  
(Pages 195 - 212)

26. **DECISIONS TAKEN UNDER DELEGATED AUTHORITY OR URGENCY POWERS**

Report of the Town Clerk.

**For Information**  
(Pages 213 - 214)

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

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

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## POLICY AND RESOURCES COMMITTEE Thursday, 30 April 2015

Minutes of the meeting of the Policy and Resources Committee held at Committee Rooms, 2nd Floor, West Wing, Guildhall on Thursday, 30 April 2015 at 1.45 pm

### Present

#### Members:

Mark Boleat (Chairman)  
Jeremy Mayhew (Deputy Chairman)  
Deputy Catherine McGuinness (Deputy Chairman)  
Hugh Morris (Deputy Chairman)  
Deputy Douglas Barrow  
Alderman Charles Bowman  
Deputy Michael Cassidy (Ex-Officio Member)  
Roger Chadwick (Ex-Officio Member)  
Henry Colthurst  
Deputy Alex Deane  
Deputy Billy Dove (Ex-Officio Member)  
Simon Duckworth  
Alderman The Lord Mountevans  
Stuart Fraser  
Marianne Fredericks  
Deputy the Revd Stephen Haines (Ex-Officio Member)  
Alderman Sir David Howard  
Deputy Robert Howard (Ex-Officio Member)  
Wendy Hyde  
Vivienne Littlechild  
Edward Lord  
Deputy Joyce Nash  
Henry Pollard (Ex-Officio Member)  
Alderman Baroness Scotland (Ex-Officio Member)  
Sir Michael Snyder  
Deputy John Tomlinson  
Michael Welbank (Ex-Officio Member)  
Alderman Sir David Wootton

#### Officers:

John Barradell	Town Clerk and Chief Executive
Simon Murrells	Assistant Town Clerk
Peter Lisley	Assistant Town Clerk
Tony Halmos	Director of Public Relations
Liz Skelcher	Assistant Director of Economic Development
Claire Tunley	Town Clerk's Department
Alistair MacLellan	Town Clerk's Department
Peter Kane	Chamberlain
Caroline al-Beyerty	Financial Services Director
Michael Cogher	Comptroller and City Solicitor

Paul Double  
Nigel Lefton  
Peter Bennett  
William Chapman

City Remembrancer  
Remembrancer's Department  
City Surveyor  
Private Secretary and Chief of Staff to the  
Lord Mayor  
Department of the Built Environment

1. **APOLOGIES**

*Members agreed a motion put by the Chief Commoner to appoint Alderman Sir David Howard to the Chair until Item 4 – Election of Chairman – had been conducted.*

Apologies were received from Deputy John Bennett, Wendy Mead, Deputy Dr Giles Shilson, and George Gillon.

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

Deputy Catherine McGuinness declared an interest in Item 13 (AIMA 25<sup>th</sup> Anniversary) given her employer was a member of the Alternative Investment Management Association, and Wendy Hyde declared an interest in Item 17 (Bridewell Royal Hospital) given she was a recent member of the Board of Governors of King Edward's School Witley.

3. **ORDER OF THE COURT OF COMMON COUNCIL**

The Order of the Court of Common Council dated 23 April 2015 appointing the Committee and approving its terms of reference was tabled and noted.

4. **ELECTION OF CHAIRMAN**

The Committee proceeded to elect a Chairman in accordance with Standing Order 29. A list of members eligible to serve was read and Mark Boleat, being the only member expressing a willingness to serve, was duly appointed Chairman for the ensuing year, and took the Chair.

The Chairman took the opportunity to thank Deputy Doug Barrow for his work as Deputy Chairman, noting that he had performed excellently in the role. Deputy Barrow replied in appropriate terms.

He noted that he would be writing to Deputy Ken Ayers, Deputy John Barker and Stephen Quilter to thank them for their work on the Committee.

The Chairman welcomed Deputy Stephen Haines and Henry Colthurst to their first meeting, and noted that Deputy Billy Dove was attending in his new capacity as Chief Commoner.

The Chairman concluded by informing the Committee that the annual Policy Committee Dinner would be held on 15 July 2015 and would likely feature high level representation from the European Commission.



5. **ELECTION OF DEPUTY CHAIRMEN**

The Committee proceeded to elect three Deputy Chairman in accordance with Standing Order 30. Jeremy Mayhew, Deputy Catherine McGuinness and Hugh Morris, being the only three members expressing a willingness to serve, were duly elected Deputy Chairmen for the ensuing year.

6. **MINUTES**

6.1 The public minutes of the meeting held on 26 March 2015 be approved as a correct record.

6.2 The draft public minutes of the Projects Sub Committee held on 25 March 2015 were noted.

6.3 The draft public minutes of the Resource Allocation Sub Committee meeting held on 26 March 2015 were noted.

6.4 The draft public minutes of the Members Privileges Sub Committee meeting held on 26 March 2015 were noted.

7. **APPOINTMENT OF SUB-COMMITTEES, WORKING PARTIES AND REPRESENTATIVES ON OTHER COMMITTEES**

The Committee considered a report of the Town Clerk concerning the appointment of the Committee's sub-committees, working parties and representatives on other Committees.

Once the appointments had been made and ballots concluded, the Chairman made reference to the various voting systems used across the City of London Corporation, including committee appointments made at the Court of Common Council. He remarked that the voting system made it possible for some candidates to be elected with as little as 30% of the overall vote. Members agreed that the Town Clerk be requested to submit a report to the Committee on the various voting systems utilised in elections to and by committees.

The Chairman suggested that the Finance Committee consider the composition of its Corporate Asset Sub Committee, as it had not always been easy to find members of the Policy Committee to serve, and that there seemed no obvious reason why a Policy Committee representative was needed.

**RESOLVED**, that

1. The Town Clerk submit a report on internal voting systems employed by the City of London Corporation.
2. That the Policy and Resources continue to meet on a monthly basis for the ensuing year.
3. The composition and terms of reference of the sub committees and working parties of the Policy and Resources Committee for the ensuing year be approved, with appointments as follows:

### **Members' Privileges Sub Committee**

#### **Composition**

Chief Commoner (Chairman)

Immediate Past Chief Commoner\*

Chairman and Deputy Chairman of the House Committee of the Guildhall Club (ex-officio)

Chairman and a Deputy Chairman of the Grand Committee

Up to 6 members appointed by the Court of Common Council

\*for part of the year and then the Chief Commoner Designate for the remainder of the year (elected in October each year).

### **Projects Sub Committee**

#### **Composition**

4 Members appointed by the Policy and Resources Committee, namely

Deputy Sir Michael Snyder (also appointed Chairman, Projects Sub)

Deputy Michael Welbank

Hugh Morris

Henry Colthurst

2 Members appointed by the Finance Committee

Up to 4 Members co-opted from the Court of Common Council with relevant experience.

### **Public Relations and Economic Development Sub Committee**

#### **Composition**

Chairman and Deputy Chairmen of the Policy and Resources Committee

Past Chairmen of the Policy and Resources Committee, still on the Committee

Chairman of the Finance Committee

5 Members of the Policy and Resources Committee, elected by the Committee, namely,

Edward Lord

Alderman Sir David Wootton

Wendy Hyde

Deputy Doug Barrow

*1 vacancy deferred to a future meeting*

4 Members of the Court of Common Council, co-opted by the Sub Committee.

### **Resource Allocation Sub Committee**

#### **Composition (*the Constitution has been agreed by the Court of Common Council*)**

Chairman of the Policy and Resources Committee (Chairman)

Chairman of the Finance Committee (Deputy Chairman)

The Deputy Chairmen of the Policy and Resources Committee

The Deputy Chairman of the Finance Committee

Chairman of the General Purposes Committee of the Court of Aldermen  
The Senior Alderman below the Chair  
The Chairman of the Establishment Committee  
Past Chairmen of Policy and Resources Committee providing that they are  
Members of the Committee at the time.  
Together with 6 Members of the Policy and Resources Committee. There  
being more than six expressions of interest, a ballot was conducted. The  
following members were appointed.

Deputy Joyce Nash  
Deputy John Tomlinson  
Edward Lord  
George Gillon  
Deputy Dr Giles Shilson  
Marianne Fredericks

### **Cultural Hub Working Party** **Composition**

- The Chairman or his/her representative and four Members nominated by the Policy & Resources Committee. There being more than four expressions of interest, a ballot was conducted. The following members were appointed.

Jeremy Mayhew  
Deputy Alastair Moss  
Deputy Catherine McGuinness  
Jeremy Simons

The Chairman or his/her representative from the following committees/boards:-

- the Board of Governors of the Museum of London
- the Barbican Centre Board
- the Board of Governors of the Guildhall School of Music and Drama
- the Culture, Heritage and Libraries Committee
- the Planning and Transportation Committee
- the Barbican Residential Committee

The following senior officers: -

- Town Clerk
- Managing Director, Barbican Centre
- Director of the Built Environment
- Director of Community and Children Services
- Director of Culture, Heritage and Libraries
- Director, Museum of London
- City Surveyor

### **Hospitality Working Party**

#### **Composition**

Chief Commoner (Chairman)  
Immediate past Chief Commoner  
Chairman and a Deputy Chairman of the Policy and Resources Committee  
Chairman and Deputy Chairman of the Finance Committee  
Chairman of the General Purposes Committee of the Court of Aldermen  
Senior Alderman Below the Chair  
Together with 4 Members to be appointed by the Court of Common Council  
The Remembrancer

*\*For part of the year and then the Chief Commoner Designate for the remainder of the year (elected in October each year)*

### **Outside Bodies Working Party**

#### **Composition**

Mark Boleat, Chairman  
Catherine McGuinness, Deputy Chairman  
John Barker  
John Bennett  
Henry Colthurst  
Billy Dove  
Simon Duckworth  
Christopher Hayward  
Tom Hoffman  
Edward Lord  
Alderman Julian Malins  
Richard Regan  
Jeremy Simons  
James Tumbridge

### **Representatives for Consultation with the Court of Aldermen and Representatives of the Finance Committee on Mayoralty and Shrievalty**

#### **Allowances**

#### **Composition**

Chairman of the Policy and Resources Committee  
The Chief Commoner  
Together with one further representative from this Committee. There being more than one expression of interest, a ballot was conducted. The following member was elected.

Deputy Doug Barrow

### **Representations on Other City Corporation Committees**

The appointment of one Member on the following:-

- i) **Audit and Risk Management** – 1 vacancy deferred.
- ii) **Corporate Asset Sub-Committee** – Deputy John Tomlinson

- iii) **Barbican Centre Board** – Deputy Michael Welbank
- iv) **Education Board** – there being more than one expression of interest, a ballot was conducted. The following member was elected.  
  
Christopher Hayward
- v) **Local Development Framework Reference Sub (Planning) Committee** – *1 vacancy deferred.*

### **Investment Committee**

#### **Composition**

14 Members elected by the Court

8 Members to be appointed by this Committee from all the Court, namely

Dhruv Patel  
Deputy Alastair Moss  
Nicholas Bensted-Smith  
Tom Sleigh  
Christopher Boden  
*3 vacancies deferred*

Together with the Chairmen and Deputy Chairmen of the Policy and Resources and Finance Committees (ex-officio)

## 8. **TOWN CLERK'S BUSINESS PLAN**

The Committee considered a report of the Town Clerk on the Town Clerk's Business Plan for 2015-18. The Town Clerk noted that two additions had been made to its Organisational and Departmental Development section, namely the two actions regarding health, safety and wellbeing; and equalities and inclusion.

Members discussed the report and agreed that the plan should have more emphasis on the quality of report writing across the organisation, and additional detail on staff numbers as well as costs. Moreover volunteering activity should be explicitly referred to and the section on housing should refer to 'housing' rather than affordable housing alone.

A member noted that the Establishment Committee had considered the report at its meeting on 29 April and that it would be considering aspects of the Plan once more later in 2015.

**RESOLVED**, that subject to Members' comments, the Town Clerk's Business Plan 2015-18 be approved.

## 9. **CHEAPSIDE BUSINESS IMPROVEMENT DISTRICT**

The Town Clerk noted that a report of the City Surveyor on the Cheapside Business Improvement District had been withdrawn.

10. **MARCHÉ INTERNATIONAL DES PROFESSIONNELS D'IMMOBILIER**

The Committee considered a report of the City Surveyor on the MIPIM property conference 2015. The Chairman commented that he had found it a useful use of members' and officers' time, with excellent opportunities for networking, and to showcase the City.

**RESOLVED**, that

- The report be noted.
- Subject to the decisions of the Planning and Transportation Committee and Property Investment Board, the City of London Corporation should attend MIPIM 2016 with a total budget not exceeding £87,500.

*Simon Duckworth arrived at this point of the meeting.*

11. **BARBICAN AND GOLDEN LANE AREA ENHANCEMENT STRATEGY**

The Committee considered a report of the Director of the Built Environment on the Barbican and Golden Lane Area Enhancement Strategy: Draft Area Strategy Consultation. Members commented that the consultation exercise should include environmental issues such as air quality, and that given the importance of the emerging Cultural Hub the scope of consultation should be wider than the local community and local stakeholders alone.

**RESOLVED**, that

- The Draft Barbican and Golden Lane Area Enhancement Strategy be approved for consultation.
- Authority be delegated to the Town Clerk to approve, in consultation with the Chairman and Deputy Chairman of the Planning and Transportation Committee, details of the display of promotional materials to be used in the consultation.

12. **CONTINUED MEMBERSHIP OF CROSS RIVER PARTNERSHIP 2015-2018**

The Committee considered a report of the Director of Economic Development on continued membership of the Cross River Partnership (CRP) 2015-18.

**RESOLVED**, that

- The continued achievements and benefits to the City Corporation of membership of CRP be noted.
- Continued membership of CRP be approved at a total cost of £30,000, comprising three annual contributions of £10,000 in financial years 2015/16, 2016/17 and 2017/18 met from the budget of the Economic Development Office (EDO) and subject to annual reviews conducted by EDO at the end of 2015/16 and 2016/17.

- Authority be delegated to the Director of Economic Development to approve the annual contributions for 2016/17 and 2017/18 subject to there being no major change in CRP policy. The Director of Economic Development to report back to the Committee in the event of any major change in CRP policy or performance.

13. **ALTERNATIVE INVESTMENT MANAGEMENT ASSOCIATION 25TH ANNIVERSARY**

The Committee considered a report of the Director of Public Relations on the Alternative Investment Management Association (AIMA) 25<sup>th</sup> Anniversary.

**RESOLVED**, that

- The City of London Corporation host the 2015 AIMA Annual Conference and 25<sup>th</sup> Anniversary Dinner, covering the cost of £15,025 for the use of the Livery Hall and Crypts on 23 September 2015 and the Livery Hall, Crypts, Print Room and Old Library on 24 September 2015, with the cost being met from the Committee's Policy Initiatives Fund 2015/16, categorised under *Events* and charged to City's Cash.

14. **POLICY INITIATIVES AND COMMITTEE CONTINGENCY**

14.1 **Annual Report of the Town Clerk.**

The Committee considered the Town Clerk's Policy Initiatives and Committee Contingency annual report. A member remarked that some projects outlined within the report required funding over several years: this meant that when entering a new financial year the Committee was presented immediately with spending constraints imposed by decisions made in previous years. These arguably undermined its ability to act swiftly when unforeseen expenditure was required, a key aim of the Policy Initiatives and Committee Contingency funds. The Member suggested that such projects should instead be factored into base budget adjustments.

In reply the Financial Services Director noted that the constraints faced by both the Committee Contingency and Policy Initiatives Fund were the subject of a review being conducted by the Chamberlain and Directors of Public Relations and Economic Development. Once the review was concluded a report would be submitted to members of the Committee.

**RESOLVED**, that

- The contents of the report be noted and a similar report be submitted to the Committee on an annual basis.

**14.2 Policy Initiatives Fund and Committee Contingency - Report of the Chamberlain**

The Committee received a report of the Chamberlain on the Policy Initiatives Fund and Committee Contingency.

**RECEIVED**

**15. WORK TO SUPPORT TRANSITION FROM EDUCATION TO EMPLOYMENT - UPDATE**

The Committee considered a joint report of the Director of Economic Development and the Director of Community and Children's Services on City of London Corporation activities that were designed to support an effective transition from education to employment.

A member noted that the report had been considered by the Education Board at its meeting on 23 April 2015, and given the impending review of the Education Strategy it would be useful for the Committee to clarify the role of the Education Board with regards to employability work. The Chairman replied that the role of the Board was limited to the City Corporation's employability initiatives from within the education context – the employability initiatives generally remained the responsibility of the Committee. He concluded by noting that the various employability initiatives undertaken by the City Corporation were arguably diffuse, and that he understood that work was being undertaken by officers to evaluate which areas of activity were producing the most effective outcomes.

**RECEIVED**

**16. REMEMBRANCER'S OFFICE RISK REVIEW**

The Committee considered a report of the Remembrancer on the Remembrancer's Office Risk Review.

**RECEIVED**

**17. BRIDEWELL ROYAL HOSPITAL - CONSTITUTIONAL CHANGES**

The Committee considered a report of the Town Clerk on constitutional changes proposed by Bridewell Royal Hospital, namely a reduction in City Corporation-appointed governors from 12 to 7 members. The Chairman commented that, in his view, a new body of 20-30 persons proposed by the Royal Hospital was too large to carry out its task effectively, and an issue remained with the number of governors the City Corporation was being asked to nominate given the recent difficulty in recruiting from among the membership of the Court of Common Council. A member agreed, noting that it was important that any governors appointed to any governing body should have the requisite skills, rather than being appointed due to a need to make up numbers. Members requested the Town Clerk to respond to Bridewell Royal Hospital, noting the proposed changes and making clear that in future years the City Corporation may choose to appoint fewer City Corporation governors that were outlined in the proposed constitution.



**RESOLVED**, that

- The proposed changes to the constitution of Bridewell Royal Hospital be noted.
- The Town Clerk respond to Bridewell Royal Hospital giving notice that future City of London Corporation governor numbers may be less than those currently appointed.

**18. PUBLIC RELATIONS OFFICE ACTIVITIES REPORT**

The Committee received a report of the Director of Public Relations on recent Public Relations Office activities.

**RECEIVED**

**19. DECISIONS TAKEN UNDER DELEGATED AUTHORITY OR URGENCY POWERS**

The Committee received a report of the Town Clerk outlining decision made under urgency or delegated authority procedure since the last meeting, namely the decision to approve funding for three events held under the aegis of extended contact programme and topical issues programme. These were an Association of Chief Executives of Voluntary Organisations (ACEVO) Commission of the Role of Charities and Social Enterprises in Public Services; a City of London/British Postal Museum Seminar on the role of women in the postal service during the First World War; and a Populus General Election Briefing Breakfast event held on 26 March 2015.

**RECEIVED**

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

*Jeremy Mayhew took the Chair to allow the Chairman to leave the Committee meeting briefly.*

**External Supplier Contracts and the London Living Wage**

In response to a question from a member regarding a recent demonstration over the provision of the London Living Wage to staff on contracts with external suppliers to the City of London Corporation, the Chamberlain replied that a report would be submitted to both the Policy and Resources Committee and the Finance Committee outlining proposals to ensure that the London Living Wage was applied consistently across all of the City Corporation's suppliers.

*The Chairman returned and took the Chair.*

**Garden Bridge**

In response to concerns expressed by a member that the City of London Corporation had been described in the press as considering providing funding

for the planned Garden Bridge development, the Chairman replied that it was not the policy of the City of London Corporation to provide financial support for the construction or maintenance of the Garden Bridge. However, any application for a grant from The City Bridge Trust would be considered in the usual way.

21. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT**  
**Policy Chairman's Visit to the United States 20-22 April 2015**

The Chairman provided a verbal update on his recent visit to New York and Washington. He remarked that he had attended a useful set of meetings with a variety of US politicians and representatives of business. He added that the subject of the European Union came up consistently, with surprise from those he had met that UK exit from the European Union was regarded as a possibility, and similarly the potential for Scotland to consider leaving in United Kingdom. There was concern over the perceived anti-business measures being suggested by UK political parties in the run up to the May General Election, with the view expressed that the UK could 'accidentally' become less attractive to investors. As an aside, the Policy Chairman referenced a bank's recent decision to locate 500 jobs in Poland rather than the UK. The Chairman noted that there was concern over the level of regulation in the UK, and over the progress of the proposed Transatlantic Trade and Investment partnership (TTIP) compared to the Transpacific Partnership (TPP). Lastly, he noted a keen interest from US observers in the outcome of the upcoming UK General Election.

22. **EXCLUSION OF THE PUBLIC**

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

23. **NON-PUBLIC MINUTES**

23.1 The non-public minutes of the meeting held on 26 March 2015 were agreed as a correct record.

23.2 The non-public minutes of the meeting of the Projects Sub Committee meeting held on 25 March 2015 were noted.

23.3 The draft non-public minutes of the Resource Allocation Sub Committee meeting held on 26 March 2015 were noted.

24. **LONDON DRUG AND ALCOHOL POLICY FORUM**

The Committee considered a report of the Town Clerk on the London Drug and Alcohol Policy Forum.

**25. PROCUREMENT - SUPPLIER FOR CENTRAL LONDON FORWARD WORKING CAPITAL SERVICE**

The Committee received a report of the Director of Economic Development on a supplier for Central London Forward Working Capital Service.

**RECEIVED**

**26. DECISIONS TAKEN UNDER DELEGATED AUTHORITY OR URGENCY POWERS**

The Committee received a report and verbal update of the Town Clerk on decision taken under delegated authority or urgency procedure since the last meeting.

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

There were no non-public questions.

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

There was no non-public business that the Chairman considered urgent.

**The meeting ended at 2.53 pm**

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Chairman

**Contact Officer:  
Alistair MacLellan  
0207 332 1416  
alistair.maclellan@cityoflondon.gov.uk**

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## PROJECTS SUB (POLICY AND RESOURCES) COMMITTEE

Wednesday, 6 May 2015

**Minutes of the meeting of the Projects Sub (Policy and Resources) Committee held at the Guildhall EC2 at 10.00 am**

### **Present**

#### **Members:**

Sir Michael Snyder (Chairman)  
Mark Boleat (Deputy Chairman)  
Nigel Challis  
Christopher Hayward  
Deputy Catherine McGuinness  
Hugh Morris  
Graham Packham  
Michael Welbank

#### **In attendance:**

Marianne Fredericks

#### **Officers:**

Peter Lisley	Town Clerk's Department
Jacqui Daniels	Town Clerk's Department
Arshi Zaman	Town Clerk's Department
Caroline Al-Beyerty	Chamberlain's Department
Graham Bell	Chamberlain's Department
Toni Peters	Chamberlain's Department
Peter Bennett	City Surveyor
Huw Rhys Lewis	City Surveyor's Department
Steve Presland	Department of the Built Environment
Karen Tarbox	Community and Children's Services Department
Michael Dick	Barbican Centre
Hannah Bibbins	Barbican Centre
Adrian Morgan	Barbican Centre
Carol Boswarthack	Culture, Heritage and Libraries Department

#### **1. APOLOGIES**

Apologies were received from Roger Chadwick, Henry Colthurst and Deputy John Tomlinson.

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

There were no declarations.

3. **MINUTES**

The public minutes and summary of the meeting held on 23 March 2015 were approved as a correct record..

**Matters Arising**

The Town Clerk reported action taken under Standing Order No. 41 (a) and (b), the urgency and delegated authority procedures, relating to:-

**1) City of London Freeman's School – Swimming Pool**

The Town Clerk reported action taken under delegated authority approving revised recommendations concerning the Swimming Pool Project at the City of London Freeman's School following the City Surveyor's review and a significant reduction in the cost of the project. It was noted that the recommendations were approved subject to the City Surveyor's department addressing the issues raised by the Chairman quickly and in a 'can do' manner'.

**2) Cursitor Street/40-45 Chancery Lane Development site – Highway Drainage adjustments**

The Town Clerk reported action taken under urgency procedures approving the authorisation of the Comptroller and City Solicitor to enter into a binding Deed to protect the City's position in terms of future highway & drainage rights and arrangements in connection with the 40-45 Chancery Lane development site.

4. **GATEWAY APPROVAL PROCESS**

The Sub-Committee noted the Gateway Approval Process which had been included in the pack for Members' information and reference.

5. **CO-OPTED MEMBERS - APPOINTMENT**

Under its Terms of Reference, the Projects Sub Committee may co-opt up to 4 Members from the Court of Common Council, based on their relevant experience and a report of the Town Clerk setting out the submissions of four Members was submitted for Members' consideration.

The Town Clerk reported that the Policy and Resources Committee had appointed their Chairman and a Deputy Chairman, namely Mark Boleat and Deputy Catherine McGuinness, onto the Sub Committee together with Henry Colthurst, High Morris, Sir Michael Snyder and Michael Welbank. She also reported the appointment of Sir Michael Snyder as the Chairman of the Sub Committee and, as was customary, the Chairman of the Grand Committee was nominated for appointment as Deputy Chairman of this Sub Committee. It was noted that next year the expectation would be for the Grand Committee to appoint both the Chairman and the Deputy Chairman of the Projects Sub Committee.

It was noted that as Henry Colthurst had been appointed onto the Sub Committee as a representative of the Policy and Resources Committee, he need not be appointed as a co-opted member and this would leave a vacancy. The Chairman invited Members to let him know of any suitable candidates for future appointment as a co-opted member.

**RESOLVED** – That

- 1) Mark Boleat be appointed as Deputy Chairman of the Sub Committee; and
- 2) Nigel Challis, Chris Hayward and Graham Packham be appointed as Co-opted Members on the Projects Sub Committee.

6. **10 FENCHURCH AVENUE SECTION 278 - GATEWAY 2**

A report of the Director of the Built Environment concerning enabling works to accommodate the building on the public highway network in connection with the development of 10 Fenchurch Avenue.

**RESOLVED** – That the project proceed to Gateway 3/4 via the Regular approval track.

7. **52-54 LIME STREET (SCALPEL) - SECTION 278 HIGHWAY CHANGES TO ACCOMMODATE NEW DEVELOPMENT - GATEWAY 2**

A report of the Director of the Built Environment concerning highway changes to accommodate the new development at 52-54 Lime Street (Scalpel).

**RESOLVED** – That the project proceed to Gateway 4/5 via the Light approval track.

8. **HOUSING ESTATES BOILER REPLACEMENT PROJECT 2013/14 - 2014/15 - GATEWAY 7**

Members considered a Gateway 7 report of the Director of Community and Children's Services concerning the outcome of a project relating to the replacement of Boilers on City Housing Estates in 2013/14 and 2014/15.

The Chairman clarified that originally 90 units had been allowed for in the original budget, of which 75 were suitable, and works were eventually required and completed on 42 properties. He added that whilst the boilers would be inspected after they were 15 years old they were only replaced if necessary.

The Director of Community and Children's Services undertook to include information on the original proposals in future Gateway 7 reports.

**RESOLVED** – That the lessons learnt be noted and the project be closed.

9. **GSMD - IMPROVEMENTS TO THE MUSIC HALL, PHASE 1 - GATEWAY 7**

Members considered a Gateway 7 report of the Principal of the Guildhall School of Music and Drama concerning the outcome of Phase 1 of an improvement project relating to the Music Hall at the School.

In answer to Members' points the Town Clerk undertook to suggest the linking of similar Gateway 7 reports into one report where appropriate and to encourage the timely submission of Gateway 7 reports to avoid long delays.

**RESOLVED** – That the lessons learnt be noted and the Project be closed.

10. **GSMD - IMPROVEMENTS TO THE MUSIC HALL, PHASE 2 - GATEWAY 7**  
Members considered a Gateway 7 report of the Principal of the Guildhall School of Music and Drama concerning the outcome of Phase 2 of an improvement project relating to the Music Hall at the School.

**RESOLVED** – That the lessons learnt be noted and the Project be closed.

11. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT**  
It was agreed that, as Item 19 was a public report, its consideration be moved to the public part of the meeting.

**Item 19. Mitre Square**

Members considered an issue report of the Director of the Built Environment concerning Mitre Square.

The Town Clerk reported that the Streets and Walkways Sub Committee had delegated authority to the Town Clerk in consultation with the Chairman and Deputy Chairman to increase the budget between this point and the Gateway 5 report if necessary, provided that any such increase is fully funded by the developer through the Section 278 agreement.

**RESOLVED** – That:-

- 1) an increase in the project budget of £69,000 be authorised, as outlined in Section 3 and Appendix 1 of the report; and
- 2) authority be delegated to the Town Clerk in consultation with the Chairman and Deputy Chairman to increase the budget between this point and the Gateway 5 report if necessary, provided that any such increase is fully funded by the developer through the Section 278 agreement.

12. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE SUB COMMITTEE**

There were no questions.

13. **EXCLUSION OF THE PUBLIC**

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

Item no.	Paragraph no.
14 - 26	3

14. **NON-PUBLIC MINUTES**

The non-public minutes of the meeting held 25 March 2015 were approved as a correct record subject to the figure '2014' in the first line being amended to read '2015'.

15. **123 & 124 NEW BOND STREET - GATEWAY 3**

The Sub Committee considered and approved a report and a clarification note of the City Surveyor concerning 123 & 124 New Bond Street, W1.



16. **TRANSFORMATION OF THE BARBICAN LIBRARY**  
The Sub Committee considered and approved a report of the Director of Culture, Heritage and Libraries concerning the transformation of the Barbican Library. (Appendix 1 to the following item on the Shoe Lane Library was read in conjunction with this item.)
17. **TRANSFORMATION OF SHOE LANE LIBRARY**  
The Sub Committee considered and approved a report of the Director of Culture, Heritage and Libraries concerning the transformation of the Shoe Lane Library.
18. **FUTURE PROVISION OF ICT SUPPORT TO CCCI FUNCTIONS - GATEWAY 3/4**  
WITHDRAWN.
19. **MITRE SQUARE - ISSUE REPORT**  
This item was considered earlier in the meeting, in the public part of the agenda.
20. **BARBICAN INTELLIGENT LIGHTING & SYSTEM REPLACEMENT (MOVING LIGHTS) - GATEWAY 5 AUTHORITY TO START WORK**  
The Sub Committee considered and approved a Gateway 5, authority to start work, report of the Director of Operations & Buildings of the Barbican Centre concerning Intelligent Lighting & System Replacement (Moving Lights).
21. **CITY OF LONDON POLICE COMPUTER REFRESH PROJECT - GATEWAY 7**  
The Sub Committee considered and approved a Gateway 7 report of the Commissioner of the City of London Police regarding their Computer Refresh Project.
22. **BARBICAN CAMPUS PROGRAMME - RED AMBER AND GREEN PROJECTS**  
The Sub Committee received a report of the Director of Operations and Buildings at the Barbican Centre providing an update on the status of Barbican Campus projects.
23. **HIGHWAYS AND PUBLIC REALM PROGRAMME: GREEN, AMBER AND RED PROJECTS**  
The Sub Committee received a report of the Director of the Built Environment providing an update on the status of Highways and Public Realm projects.
24. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE SUB COMMITTEE**  
There were no questions.

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

The Chairman agreed that the following item, which had been emailed to Members in advance of the meeting, may be considered as urgent business and the Sub Committee agreed that it may be considered while the public were excluded:-

**Barbican – Gateway 2 Project Proposal: Investment in Coffee Points and Mobile Bars**

The Sub Committee considered and approved a report of the Chief Operating & Financial Officer of the Barbican Centre concerning investment in coffee points and mobile bars as part of the Barbican's Service Based Review.

**The meeting closed at 11.05 am**

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Chairman

**Contact Officer: Jacqui Daniels  
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# Agenda Item 5

Committee(s)	Dated
Resource Allocation Sub Committee	For decision 28 May 2015
Policy and Resources	For decision 28 May 2015
Open Spaces	For decision 8 June 2015
Finance	For decision 9 June 2015
Establishment	For decision 11 June 2015
Epping Forest and Commons	For decision 6 July 2015
General Purposes Committee of Aldermen	For information 8 July 2015
City Bridge Trust	For information 9 July 2015
Community and Children's Services	For decision 10 July 2015
Culture, Heritage and Libraries	For decision 13 July 2015
Hampstead Heath, Highgate Wood and Queen's Park	For decision 20 July 2015
Education Board	For information 23 July 2015
West Ham Park	For decision 27 July 2015
<i>(Policy &amp; Resources – if necessary)</i>	<i>(For decision (24-9-2015))</i>
<i>(Court of Common Council – if necessary)</i>	<i>(For decision (15-10-2015))</i>
<b>Subject</b> <b>GRANT GIVING:</b> <b>Report of cross-cutting Service Based Review</b>	<b>Public</b>
<b>Report of:</b> Deputy Town Clerk (on behalf of Chief Officers Group)	<b>For Decision / For Information</b>

## Summary

A cross-cutting review of the grant giving activities of the City Corporation was commissioned as part of the Service Based Review programme. The objectives of the review were to identify the grants programmes which are offered by the City Corporation, to suggest how to improve value for money and drive up impact.

The review was undertaken from November 2014-January 2015, with a final report cleared by Chief Officers Group in April 2015. Summaries of the review report and its recommendations are attached at Appendices 1 and 2.

The review identified approximately £13.2m awarded in 2013/14 by the City Corporation across 15 different grants programmes, although by far the largest programme was the City Bridge Trust (these are listed in Appendix 3). The review concluded that there is no consistent approach across the City Corporation to governing or managing disbursements. This potentially exposes the City Corporation to financial, organisational and reputational risks.

Accordingly, a set of core principles have been identified to drive a more consistent, coherent and co-ordinated approach to grant giving across the City Corporation and several high level changes of direction are proposed:

## **1. Strategic allocation of resources**

- Resource Allocation Sub Committee to set the annual quantum for City's Cash and City Fund grants programmes prior to the start of each financial year according to their relative priority, taking advice from the relevant grant-giving committees and Finance Grants Sub Committee.

## **2. Streamlined governance**

- Finance Grants Sub Committee to adopt the more strategic role of performance managing and benchmarking all City Corporation grants programmes, rather than directly allocating a sub-set of programmes.
- The City Corporation's grants programmes to be consolidated under a smaller number of distinct themes which reflect the City Corporation's priorities (for example: Education; Social Inclusion; Employment Support; Open Spaces and Culture/Arts).
- Smaller charities (controlled by the City Corporation) sharing similar purposes to be merged (e.g. the five separate funds aimed at poverty relief, numbered 9 to 13 in Appendix 3).
- Where a grants programme relates specifically to the remit of a particular committee, that committee to have responsibility for the policy and operation of the programme in order to ensure alignment between policy and investment. Committees to avoid allocating funds to initiatives which cut across the remit of other committees.
- A more structured approach to be taken to the ad hoc (City's Cash funded) grants awarded by the various Open Spaces Committees – a formalised grants programme to be jointly governed by all Open Spaces committees and managed / publicised as one of the City Corporation's suite of grants programmes.

## **3. Consistent and proportionate customer experience**

- All City Corporation grants programmes to be managed in a consistent way in relation to their spending, outcomes and risks.
- Monitoring and evaluation of individual grants to be consistently proportionate to the scale of individual awards.
- The spirit of the Government's Transparency Code and the Charity Commission's best practice guidelines to be followed in relation to public information, even where there is no legal requirement to do so for City's Cash grants: stakeholder expectations will be set by practice elsewhere.

## **4. Efficient and effective management**

- Administrative and professional expertise on grants to be consolidated within the organisation to improve consistency of approach, drive economies of scale and promote best practice.
- Staff and other costs (e.g. legal, finance and audit) to be recharged to individual grant programmes to avoid unintended subsidy.

The benefits from adopting a more consistent, coherent and co-ordinated approach to grant giving across the City Corporation will include:

- Improved corporate grasp and transparency of the City Corporation's range of grant giving activities;
- Grants from City's Cash and City Fund better strategically aligned with the City Corporation's corporate objectives and policy priorities;
- Best practice identified and spread in terms of the prioritisation, assessment and governance of grants;
- Consolidation of expertise within the City Corporation to administer and manage grants, especially where these involve handling charitable grants;
- Reduction in operating costs resulting from the rationalisation of administrative services managing grants.

## **Recommendations**

### **Resource Allocation Sub Committee**

Members are asked to

- Consider the proposed change of approach to grant giving as outlined above and as set out in detail at Appendix 2.
- Make appropriate recommendations to the Policy and Resources Committee.

### **Policy and Resources Committee**

Members are asked to

- Agree the proposed change of approach to grant giving as outlined above and as set out in detail at Appendix 2, subject to the comments of the Resource Allocation Sub Committee.
- Agree that Resource Allocation Sub Committee sets the annual quantum for each City's Cash and City Fund grants programme (including for City's Cash funded open spaces grants).
- Agree that Resource Allocation Sub Committee considers annual performance reports for all grants programmes from the Finance Grants Sub Committee.

### **Finance Committee**

Members are asked to

- Agree that Finance Grants Sub Committee adopt a strategic oversight / performance management role in respect of all City Corporation grants programmes and relinquish its direct grant giving role.

### **Establishment Committee**

Members are asked to

- Agree to take over responsibility from the Finance Grants Sub Committee for prioritising the (City's Cash) funds to support welfare initiatives (e.g. staff annual lunch and Guildhall Sports Club).

## **Community and Children's Services Committee**

Members are asked to

- Agree to take on governance of the Combined Relief of Poverty charity (from Finance Grants Sub Committee) and of the various 'poverty relief' charities proposed for merger.
- Agree to review with the Education Board the most appropriate governance arrangements for the Combined Education Charity and City Educational Trust Fund (proposed for transfer from Finance Grants Sub Committee) in relation to the role of both Committees.

## **Education Board**

Members are asked to

- Review with the Community and Children's Services Committee the most appropriate governance arrangements for the Combined Education Charity and City Educational Trust Fund (proposed for transfer from Finance Grants Sub Committee) in relation to the role of both Committees.

## **Open Spaces Committee**

### **Epping Forest and Commons Committee**

### **Hampstead Heath, Highgate Wood and Queen's Park Committee**

### **West Ham Park Committee**

Members are asked to

- Agree to adopt a more structured approach to grant giving which is jointly governed by all Open Spaces committees and which is publicised and managed as part of the City Corporation's suite of grants programmes.

## **Culture, Heritage and Libraries Committee**

Members are asked to

- Agree to take on governance of a formal grants programme encompassing the current range of cultural / arts awards currently made by other committees (such as Finance Grants Sub Committee) provided the proposed overall change in direction is agreed by Policy and Resources, Resource Allocation Sub and Finance Committees.

## **City Bridge Trust Committee**

Members are asked to

- Note that administrative management of the City Corporation's various programmes be consolidated under the Chief Grants Officer to improve consistency of approach, drive economies of scale and promote best practice.

## Main Report

### Background and Scope of Review

1. As part of the Service Based Review exercise it was identified that there was potential to improve the many different grant-giving functions across the City Corporation to achieve better transparency and accountability, improved value for money, greater traction and administrative efficiencies. In September 2014, the Policy and Resources Committee approved a proposal for a cross-cutting review of grant giving.
2. The review covered grants programmes funded from City's Cash, City Fund and the charitable grant-giving trusts which are either wholly or majority-controlled by the City Corporation. This excluded charitable grant-giving trusts with which the City Corporation is involved (e.g. via nomination rights to the governing board of trustees) but which the City Corporation does not control via majority control of the board – except for cases in which the City Corporation finances the activities of the trust from City's Cash.
3. The definition of a 'grant' for the purposes of the review was "*an award to an external organisation or individual to undertake an activity or produce an outcome which the City Corporation is not required to do under statutory obligation – or which furthers the charitable objects of the charity from which the payment is made - and which has been (or should be) awarded as a result of an openly publicised and transparent process of prioritisation against clearly pre-defined objectives.*" This definition excludes internal transfers between different parts of the City Corporation, commissioned services, discretionary donations, subscriptions, sponsorship, ongoing legal commitments and unallocated Community Infrastructure Levy.

### Current Position

4. Applying the definition in paragraph 3 above to expenditure in 2013/14, the City Corporation awarded approximately £13.23m from 15 different grants programmes, under nearly 20 different themes. These are listed in Appendix 3. Around 90% of that figure was given out through City Bridge Trust (the grant giving arm of the Bridge House Estates charity). Also shown in Appendix 3 is the distribution of grants by theme from the City Bridge Trust and the other grant programmes for 2013/14. (Figures for 2013/14 for City Bridge Trust grants were untypically low.)
5. A further £7.8m was paid to external organisations as discretionary donations and strategic initiatives (including strategic initiatives funded by City Bridge Trust and the Policy Initiatives Fund). In addition, more than £0.5m was paid out as regular, ongoing payments (but not from grants programmes or via contracts or procurements) although the figure could be considerably higher. These payments are excluded from this review.

## Key Findings – The Case for Change

6. A high level summary of the review report: *A More Strategic Approach to Grant Giving*, is attached as Appendix 1.
7. The review noted that the bulk of the City Corporation's grants are disbursed through the City Bridge Trust which has sound systems and processes in place for managing disbursements. However, there is no consistent approach to governing or directing the *totality* of the City Corporation's grants programmes in relation to each other. This gives rise to a number of challenges, which are discussed in section 3 of Appendix 1.
8. The review also identified financial, organisational and reputational risks and opportunities in not taking this opportunity to reform the City Corporation's grant giving activities. The financial risks centre on the unnecessary costs arising from a failure to achieve value for money, economies of scale, and drive appropriate due diligence. The organisational risks centre on the missed opportunities to set common purpose, achieve greater corporate coherence, and drive professional best practice.
9. The reputational opportunities arise from the potential for the City Corporation to:
  - Offer a strong and complementary suite of grants programmes which reflect its priorities;
  - Communicate clearly what grants can be applied for, how to apply and manage City Corporation grants;
  - Manage the grant applications and monitoring process in a consistent way;
  - Conform consistently to expectations of transparency and best practice (e.g. as set by the Charity Commission);
  - Publish a strong story about the difference made by City of London grants, and
  - Make a strategic impact on London.
10. The review concluded that in an environment in which public sector grants are coming under tighter pressure and closer scrutiny, the City Corporation has an opportunity to set a benchmark of good practice by channelling and directing its substantial grants offer in a more focussed way.

## Core Principles – Seven Steps to Success

11. The review identified seven core principles, detailed in section 6 of Appendix 1, which would form the basis for a more consistent, coherent and co-ordinated approach to grant giving across the City Corporation. These were to:
  - 1) Set out a clear, corporate offer
  - 2) Allocate resources strategically
  - 3) Streamline governance
  - 4) Establish a common identity and branding for City Corporation grants
  - 5) Provide a consistent 'City of London' customer experience



- 6) Review all City Corporation grants programmes in a consistent and proportionate way
- 7) Manage City Corporation grants more efficiently and more effectively

13. These core principles were supported by a set of more detailed systemic and procedural changes and recommendations, which are summarised in Appendix 2. These were approved by the Chief Officers Group following a presentation on the review at their meeting in April 2015. The majority of these are operational changes, which will be implemented as part of the revised overall approach to grant giving, for which the approval of the Policy and Resources Committee is being sought.

14. However, there are a number of recommendations which require Member approval as they have an impact on the roles and remits of certain Committees. These are as follows:

- Resource Allocation Sub to gain setting of the annual quantum for each City Fund and City's Cash funded grants programme.
- Finance Grants Sub to gain strategic oversight / performance management of all City Corporation grants programmes but relinquish direct grant awarding functions.
- Community and Children's Services to gain Combined Relief of Poverty charity (from Finance Grants Sub) and the 'poverty relief' charities proposed for merger. To retain Combined Education charity and gain City Educational Trust Fund (from Finance Grants Sub Committee) but to explore the potential to transfer these to the Education Board.
- Education Board to explore with Community and Children's Services the potential to take on Combined Education charity and City Educational Trust Fund.
- Open Spaces committees to establish a formal grants programme which is jointly governed and accessible to all (based on levels of current payments made to external organisations).
- Culture, Heritage & Libraries *potentially* to establish a formal grants programme encompassing the current range of cultural / arts awards made by other committees (incl. Finance Grants Sub and the Policy Initiatives Fund).
- Establishment to take control over funds from Finance Grants Sub Grants Programme for payments made to staff (and former staff) to support welfare initiatives (e.g. staff annual lunch and Guildhall Sports Club).

## Implementation

15. Assuming implementation starts once all relevant Committees have agreed the recommended changes (i.e. summer 2015), it should be possible for the new arrangements to commence from **1 April 2016**. (Merging the smaller charities will take 6-9 months.) A full implementation plan will be developed with appropriate resourcing to meet this start date.

## **Corporate & Strategic Implications**

16. The review was commissioned as part of the cross-cutting Service Based Review exercise, with the primary aim of improving service delivery. Proposals to streamline the City Corporation's grants offer in line with the stated priorities of the organisation are consistent with the Corporate Plan.

### **Appendices:**

- Appendix 1: SBR Grants 2015: Summary of Final Report
- Appendix 2: SBR Grants 2015: Summary of Recommendations
- Appendix 3: Pie charts of grants expenditure 2013/14 and list of grants programmes

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## A MORE STRATEGIC APPROACH TO GRANT-GIVING

### SUMMARY OF SBR GRANTS 2015: FINAL REPORT

#### 1. GRANTS, PROFILE AND INFLUENCE

1.1 The City of London's grant-giving and charitable heritage is one to be proud of. The quirky stories behind some of the centuries' old legacies which have helped countless Londoners over the years embody the Square Mile's rich and fascinating history. The resulting spectrum of grants which is on offer today from the City of London Corporation is distinguished by its size, its provenance, its London-wide reach and its stable base, which is not subject to party political control. This is a powerful asset, which if purposefully deployed, has the potential to build the profile, reputation and influence of the City Corporation as a major contributor to the maintenance of London – and in particular the City of London – as a globally attractive place to invest, work, live and play. This is achieved to an extent through the substantial funds distributed by the City Bridge Trust (CBT). However there is also an opportunity for the City Corporation to reap further dividends by strategically harnessing and managing the totality of its grants programmes as an overall package, rather than simply presiding over its constituent parts. This review sets out how to achieve that, whilst also ensuring that the purposes of the various charitable trusts which form part of the City Corporation's grants offer are faithfully met and that the distinctiveness of the City Corporation's interests are best showcased.

1.2 Such an exercise must be undertaken with due regard to the external environment in which the City Corporation makes grants. Grant-giving, by its nature, reaches out to form relationships with stakeholders to catalyse changes. The types of changes, stakeholders and relationships which are developed as a result of the City Corporation's interventions reflect back onto the profile and reputation of the City Corporation as a whole. That external environment is one in which the framework for grant-giving is changing and this changing landscape plays a large role in defining how the City Corporation's grant-giving activities are received and the impact they are seen to make.

#### 2. THE BIG SQUEEZE

2.1 There is now a much more widely held and explicit consensus around best practice in making grants - partly driven by the Government's Transparency Code and partly driven by the Charity Commission's guidelines – in which grant giving bodies are expected to operate in an open, responsive and timely way. (The Government's Transparency Code requires local authorities to publish the amount, purpose and date the grant was awarded, its duration, the awarding department and the type of organisation in receipt of the grant for all grants awarded over £500). Whilst the Code does not apply to the bulk of the City Corporation's grants, it is worth noting that the Code is having the effect of normalising stakeholder expectations and benchmarks of good practice in grant-giving. This needs to inform how the City Corporation manages its grants programmes overall – whether public, private or charitable.

2.2 Another determinant of the grant-giving environment is the level of public funding available for grants across London, which is set to drop sharply, with many existing grants budgets being cut completely or transformed into commissioning contracts for service delivery or a combination of the two. Local authority budgets for non-statutory services are projected to drop by a further 43% over the next five years (based on Dec 2014 Autumn Statement figures) which will accelerate and intensify the extreme financial pressures on activities such as employment support, community development, extracurricular education, access to culture and the arts and enjoyment of open spaces, as well as grant giving itself. These are also typically the activities through which the City Corporation has reached out in partnership across London and it will continue to do so, being less reliant on local authority financing from Government than the 32 boroughs. This will put the City

Corporation in an increasingly prominent position as a champion of non-statutory but nonetheless very important social, environmental, educational, cultural and artistic initiatives by organisations and individuals from all walks of life.

- 2.2 Whilst there are huge reputational dividends to be reaped in this scenario, greater prominence will also invite greater scrutiny. The size of the City Corporation's grants regime provides an opportunity to showcase leadership, creativity and best practice. It also means that the City Corporation, more than ever, will need to avoid any potential perceptions that precious resources are spent in a way which is out of touch with the challenging environment. The City Corporation's overall grants package will be judged on the extent to which the corporate offer is clear, coherent and well-targeted, administered in an exemplary way, easy to navigate, customer-focussed and recognisably branded.

### 3. CITY OF LONDON CORPORATION GRANTS CHALLENGES

- 3.1 The vast majority of the City Corporation's grants are disbursed through the City Bridge Trust, which has clear and open systems and processes in place for managing disbursements. However, if a broader corporate perspective is taken in which the CBT is viewed as only one of a wider suite of grants programmes offered by the City Corporation, the following challenges become apparent:
- i. **Lack of clarity on what constitutes a grant:** there is confusion about what constitutes a grant within the City Corporation, which arises partly because of the flexibility to finance such a wide range of initiatives from the City Fund. The term 'grant' has been applied to cover all payments (including a few contractual payments) – whether requested from or initiated by the City Corporation - as well as some internal budgetary transfers resulting from an internal bidding process (e.g. from the Policy Initiatives Fund). On other occasions, the term is much more restrictively used. Consequently there is no overview of the City Corporation's grants activities and no clear narrative which can be communicated.
  - ii. **A large number of small, loosely focussed grants programmes:** an idiosyncrasy resulting from the incremental accumulation of funds over a long period of time. Even though applying a standardised definition of a grant (e.g. as also used in the Government's Transparency Code) significantly reduces the range of payments which might fall under a loose 'catch-all' category, there remains a proliferation of grants programmes, many sharing overlapping and/or obsolete objectives, giving an overall impression of a lack of focus.
  - iii. **Lack of a consistent 'City of London' identity for City Corporation grants:** the City Corporation's grants programmes appear disconnected from each other, with little unifying public presentation or articulation of common purpose.
  - iv. **Variable customer experience of the same service:** a consequence of the fragmentation of grants programmes is that applicants do not have a consistent 'City of London' experience when engaging with the organisation on grants. For instance, only 5 out of a potential 15 City Corporation grant programmes (including wholly controlled City Corporation charitable programmes) are highlighted on the City Corporation website.
  - v. **Variable management practice for the same functions:** City Corporation's grant programmes are not managed in a consistent way and there is no overall benchmarking or standard setting for this function across the various programmes. The City Corporation has yet to comply with the Government's Transparency Code requirements for City Fund grants

and the Charity Commission's best practice guidelines in respect of City Corporation-controlled charitable trusts are not consistently followed.

- vi. **No overall performance review:** another consequence of the lack of coherence between the City Corporation's grants programmes is that they are not assessed for performance or impact in relation to each other, which would facilitate the spreading of best practice, drive better value for money and more effective targeting, as well as enable stronger communication with stakeholders about the difference made by the City Corporation's grants.
- vii. **Unintended duplication:** The City Corporation's grants programmes are largely managed separately from each other, which means management functions are replicated across the organisation to varying degrees of rigour, best practice is generally not shared and potential efficiencies are not realised.
- viii. **Untested subsidy:** the staff costs of managing grants (e.g. administrative, accounting, audit and legal) are not attributed to or reclaimed from the relevant programmes. This is the case for both City Corporation corporate grants programmes and City Corporation-controlled charities, despite each of the latter having additional funds available for immediate disbursement.
- ix. **Funding decisions which potentially cut across relevant service committee priorities:** the lack of co-ordination between the City Corporation's various grants programmes results in some grants being made without due reference to the priorities of the appropriate service committee charged with setting a policy and investment framework for the activities covered by the grant. This occurs in grants made in relation to poverty relief, education and culture.
- x. **Non-strategic resource allocation:** the organic way in which the City Corporation's grants has evolved over the years has meant that no direction has ever been set either for the overall or relative levels of grant funding to be made available for specific themes. There is scope to set City's Cash and City Fund grant programmes in relation to the given amounts available for disbursement through the City Corporation's trusts to improve targeting of resources.

#### 4. RISKS

- 4.1 The scenario outlined above throws up potential risks and missed opportunities for the City Corporation. The risks are mainly reputational – for example, stakeholder uncertainty over what grants can be applied for, how to deal with the City Corporation on grants and inconsistent treatment by the City Corporation across its various grants programmes. But there are also missed opportunities to proffer a powerful set of grants programmes which work strategically for the City Corporation as much as for the specific purposes of each programme, to achieve economies of scale, to share best practice and to publish a coherent narrative about the impact made across London by the City Corporation's extensive range of grants.

#### 5. A MORE COHERENT FRAMEWORK?

- 5.1 If "establishing a clear and well-run set of grants programmes which speaks to the needs of Londoners and represents the priorities and heritage of the City Corporation" is the aspiration of the City Corporation, then a more consistent approach to managing grants is required. This

would drive greater value from the City Corporation's extensive spending in this area, both in terms of reputation and material impact.

5.2 By reorganising how grants are managed into a more coherent policy framework, the City Corporation would be in a position to offer a more clearly defined and complementary suite of grants programmes, which reflects both the areas in which grants will be under acute pressure across London and the areas of investment in which City Corporation distinguishes itself from all others. Possible themes under which the City Corporation's grants could be brigaded might include:

- Social inclusion and poverty relief
- Educational and employment support
- Enjoying open spaces and the natural environment
- Community development
- Accessing culture and the arts

5.3 Steps towards achieving a more consistent approach to grant making would involve adopting a number of core principles, would then lead to a set of more detailed choices and operational changes.

### 6. CORE PRINCIPLES : 7 STEPS TO SUCCESS

- i. **Set out a clear, corporate offer:** The City Corporation's grants programmes should be clearly differentiated and complementary, easy to communicate, easy to understand and easy to engage with.
- ii. **Allocate resources strategically:** Resource Allocation Sub Committee should set the annual quantum for all City's Cash and City Fund grants programmes prior to the start of each financial year according to their relative priority, taking advice from the relevant grant-giving committees and Finance Grants Sub Committee.
- iii. **Streamline governance:** Where a grants programme relates specifically to the remit of a particular committee, that committee should have responsibility for the policy and operation of the grants programme in order to ensure alignment between relevant policies and other investments. Other committees should avoid allocating funds to initiatives which cut across the remit of those grant giving committees. Finance Grants Sub Committee takes on a performance management role for all City Corporation grants programmes
- iv. **Establish a common identity and branding for City Corporation grants:** All grants programmes which are controlled by City Corporation should share a common corporate 'Identity', with consistent branding which identifies them as belonging to the City of London Corporation family of grants – whether publicly, privately or charitably funded.
- v. **Provide a consistent 'City of London' customer experience:** All grants programmes should comply with the spirit of the Government's Transparency Code even where not legally required to do so, and charitable trusts should comply with the Charity Commissions' best practise guidelines. The handling of applications and the monitoring of spend should be consistent for all grants programmes and proportionate to the size of the award.
- vi. **Review all City Corporation grants programmes in a consistent and proportionate way** in relation to their spending, outcomes and risks, on the basis of a twice-yearly report to Finance Grants Sub Committee, Resource Allocation Sub Committee and appropriate Committees and boards of trustees.
- vii. **Manage City Corporation grants more effectively and more efficiently:** Administrative and professional expertise should be consolidated wherever possible to provide economies of scale and assist the sharing of best practice. Staff costs (e.g. legal, finance and audit) should be recharged to grant programmes to avoid the City Corporation having to subsidise operations.

**6.1 Timing: Implement agreed changes on 1 April 2016**

The organisational adjustments which would flow from adopting the above recommendations would require approximately 9-12 months to put in place, assuming implementation starts as soon as the recommendations are agreed. For example, negotiation of changes to City Corporation charitable trusts with the Charity Commission would require 6 – 9 months.

**6.2 Process: Draw up an action plan and task a project manager to drive progress**

Once decisions have been taken about the preferred way forward, it is recommended that an implementation plan is drawn up, staff resource be made available to pursue it and progress reported to Members on a quarterly basis to maintain momentum.

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## SBR GRANTS 2015: FINAL REPORT

## SUMMARY OF RECOMMENDATIONS

Core Principles: 7 Steps to Success	Detailed Recommendations: Principles into Practice
<p><b>1. Set out a clear corporate offer:</b> City Corporation’s grants programmes should be clearly differentiated and complementary, easy to communicate, easy to understand and easy to engage with.</p>	<p>1.1 <b>Be explicit about what is meant by a “grant” and adopt this single definition throughout the City Corporation.</b></p> <p>1.2 Classify payments as “grants” only if they are awards to external organisations or individuals to undertake an activity or produce an outcome which City Corporation is not required to do under statutory obligation or if they further the charitable objects of the charity from which the payment is made and if they are awarded as a result of an openly publicised and transparent process of prioritisation against clearly pre-defined objectives.</p> <p>1.3 <b>Maintain accounting discipline for the coding and treatment of grants.</b></p> <p>1.4 Ensure that any ongoing discretionary City Fund payments to external bodies which have not been made as grants, or which do not arise from a legal obligation or which have not been formally commissioned or procured are compliant with procurement best practice and EU legislation</p> <p>1.5 <b>Streamline the City of London Grants programming into consolidated themes which reflect the priorities of the City Corporation.</b> (for example: Education, Social Inclusion; Employment Support; Open Spaces and Culture/Arts)</p> <p>1.6 Merge smaller charities sharing similar purposes and consolidate other programmes as far as possible</p> <p>1.7 <b>Formalise the de facto Open Spaces (City’s Cash) programme</b> so that the available funding becomes more clearly identifiable and accessible.</p>
<p><b>2. Allocate resources strategically:</b> Resource Allocation Sub Committee should set the annual quantum for all City’s Cash and City Fund grants programmes prior to the start of each financial year according to their relative priority, taking advice from relevant grant-giving committees and Finance Grants Sub Committee.</p>	<p>2.1 <b>Ensure Resource Allocation Sub Committee is able to consider a comprehensive report on performance across the full range of City Corporation Grants Programmes</b> (i.e. publicly, privately and charitably funded) via Finance Grants Sub Committee early in Q4 of each financial year in order for it to take well informed decisions about setting City’s Cash and City Fund allocations to corporate grants programmes for the following year.</p>

## SBR GRANTS 2015: FINAL REPORT

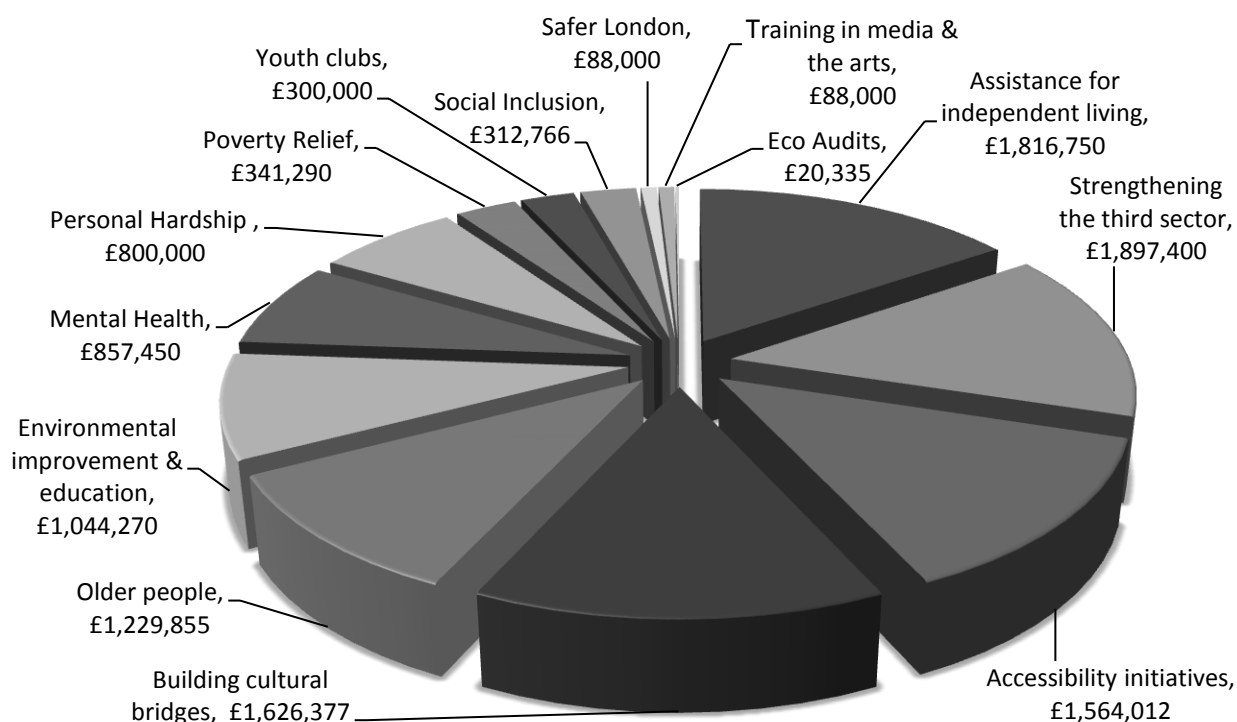
<p><b>3.Streamline governance:</b> Where a grants programme relates specifically to the remit a particular committee, that committee should have responsibility for the policy and operation of the grants programme in order to ensure alignment between relevant policies and investments. Other committees should avoid allocating funds to initiatives which cut across the remit of those grant giving committees. Finance Grants Sub Committee should perform a more strategic performance management role for all City Corporation grants programmes and move away from a direct grant-giving function.</p>	<p>3.1 <b>Agree that the proposed streamlined single poverty relief charity (if agreed) be accountable to the Community &amp; Children’s Services (CCS) Committee</b> to maximise synergies with wider City Corporation investment in poverty relief arising from professionally identified social needs - moving away from a range of different governance arrangements for each of the 5 trusts.</p> <p>3.2 <b>Agree that the proposed new Open Spaces Grants programme (if agreed) be accountable to a new joint sub-committee of the various open spaces grand committees</b>, rather than agreed on a request-by-request basis by each committee.</p> <p>3.3 <b>Assign Finance Grants Sub Committee Grants Programme a more strategic performance management role, reviewing progress, outcomes and risks for all City Corporation grants programmes on a twice yearly basis</b> and making recommendations to the relevant grants committees on relative performance issues.</p> <p>3.4 <b>Reallocate the current Finance Grants Sub Committee Grants Programme to a specific theme or themes</b>, to be governed by whichever committee sets the appropriate policy and funding framework for that area.</p> <p>3.5 <b>Transfer the City Educational Trust Fund from Finance Grants Sub Committee to either CCS Committee or the Education Board</b> for allocation consistent with the most appropriate policy framework. Explore longer term merger with the Combined Education Charity.</p> <p>3.6 <b>Explore transferring the Combined Education Charity from CCS Committee to the Education Board</b> for allocation consistent with the most appropriate policy framework. Explore longer term merger with the City Educational Trust Fund.</p> <p>3.7 <b>Transfer the current annual value of continuing payments from the Finance Grants Sub Committee grants programme to staff-related initiatives to the Establishment Committee</b> for allocation in accordance with HR priorities.</p>
<p><b>4.Establish a common identity and branding for City Corporation grants:</b> All grants programmes which are controlled by City Corporation should share a common corporate ‘identity’, with a common branding which identifies them as belonging to the City Corporation family of grants – whether public, private or charitably funded.</p>	<p>4.1 <b>Require all City Corporation grant recipients to carry City Corporation branding on any publicity relating to the funded activities as a condition of their grant.</b></p> <p>4.2 <b>Include branding assurance as part of the City Corporation grants monitoring process.</b></p>

## SBR GRANTS 2015: FINAL REPORT

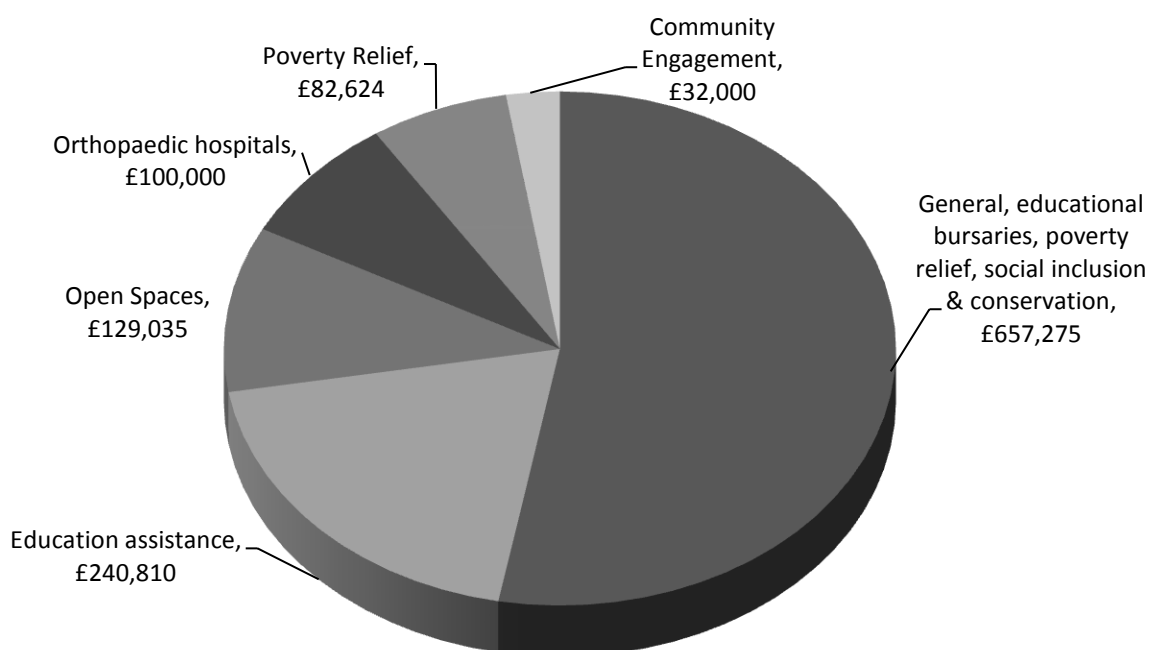
<p><b>5. Provide a consistent 'City of London' customer experience:</b> All grants programmes should comply with the spirit of the Government's Transparency Code, even where not legally required to do so, and charitable trusts should comply with the Charity Commission's best practice guidelines. The handling of applications and the monitoring of spend should be consistent for all grants programmes and proportionate to the size of the award.</p>	<p>5.1 <b>Publish on the City Corporation's website the information for all grants programmes required in the Government's Transparency Code for grant-giving and Charity Commission's best practice guidelines.</b></p> <p>5.2 <b>Publish on the City Corporation's website a summary of all City Corporation grants programmes</b> and a link to key funding criteria and approvals process for each grants programme, key common assurance criteria against which grants will be monitored, key common service standards which grant applicants can expect from the Corporation, an on-line, interactive "expression of interest form" covering all programmes and an advice-line number / availability times for assistance.</p> <p>5.3 <b>Agree a set of common criteria for prioritisation of applications, due diligence assurance and monitoring procedures to be applied to small, medium sized and large grants</b> (through City Bridge Trust and Finance Grants Sub Committees) following a cross-departmental officer-led initiative to harmonise and calibrate standards and operational practice.</p>
<p><b>6. Review all City Corporation grants programmes in a consistent and proportionate way:</b> All on the basis of a twice yearly report to Finance Grants Sub Committee, Resource Allocation Sub Committee and appropriate service committees and boards of trustees.</p>	<p>6.1 <b>Ensure twice yearly performance review includes an assessment of compliance with any obligations under the Government's Transparency Code and Equality Act 2010 (legally required for City Fund grants budgeting and management) and assesses the performance of charitable trusts against Charity Commission best practice guidelines.</b></p>
<p><b>7. Manage City Corporation grants more efficiently and more effectively:</b> Administrative and professional expertise should be consolidated wherever possible to provide economies of scale and enable the sharing of best practice. Staff costs (such as legal, finance and audit) should be recharged to relevant programmes to avoid the City Corporation having to subsidise operations.</p>	<p>7.1 <b>Agree that grants administrators for all City Corporation grants programmes (except in the case of Community &amp; Children's Services grants) be co-located with the City Bridge Trust grants team</b>, whilst remaining financed from and accountable to their sponsoring grants programmes and relevant committees.</p> <p>7.2 <b>Agree that the Chief Grants Officer maintain an overview of all City Corporation grants programmes</b> in order to prepare a twice yearly performance report and that s/he should manage any staff co-located with the City Bridge Trust team in order to facilitate consistency of approach and harmonised service standards.</p> <p>7.3 <b>Agree that designated finance and legal officers</b> (funded through the relevant programmes) be identified to ensure that knowledge and expertise is consistently and expertly applied to grants management.</p>

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**City Bridge Trust 2013/14**  
**Grants awarded : £11,986,505**



**Other City Corporation Grants Programmes 2013/14 (see list overleaf)**  
**Grants awarded : £1,241,744**



## **City Corporation Grants Programmes (other than City Bridge Trust)**

(excluding The Honourable The Irish Society, administered in Northern Ireland)

1. Finance Grants Sub Committee
2. Early Years Foundation Stage Programme
3. Community Small Grants Scheme
4. Estate Community Grants
5. City Educational Trust Fund
6. City Corporation Combined Education Charity
7. Sir William Coxen Trust Fund
8. The Vickers Dunfee Memorial Benevolent Fund
9. Emanuel Hospital
10. City of London Corporation Combined Relief of Poverty
11. Ada Lewis Winter Distress Fund
12. Mansion House Staff Fund
13. Signor Pasquale Favale's Marriage Portion Charity
14. Open Spaces de facto grants (incorporating: Epping Forest and City Commons, Hampstead Heath, Highgate Wood and Queen's Park, Kilburn)

<b>Committee:</b>	<b>Date:</b>
Policy & Resources Committee	28 May 2015
<b>Subject:</b> Amendments to Standing Orders	<b>Public</b>
<b>Report of:</b> Town Clerk and Director of Human and Resources	<b>For Decision</b>

## Summary

The purpose of this report is to propose the amendment of Standing Order 63 regarding Disciplinary Action to comply with the Local Authorities (Standing Orders) (England) (Amendment) Regulations 2015 (the 2015 Regulations).

This Standing Order currently sets out the process by which disciplinary action can be taken in respect of the Town Clerk, the City of London Corporation's Monitoring Officer or the Chamberlain. The 2015 Regulations amend this process such that it now only covers dismissal, rather than any discipline, and no longer requires the relevant authority (the Court of Common Council in this instance) to follow a recommendation of a designated independent person. Investigations into dismissal of one of the three designated officers should therefore be conducted by a disciplinary panel, and a decision agreed by a vote of the Court of Common Council.

The full terms of the proposed amendments are attached at Appendix A. This integrates Schedule 3 of the 2015 Regulations into Standing Orders as required by law.

## Recommendation

The Committee is asked to:

- a) recommend that the Court of Common Council approves the amended of Standing Order 63 to comply Local Authorities (Standing Orders) (England) (Amendment) Regulations 2015, as set out in Appendix A; and
- b) subject to the approval of the amendment to Standing Order 63 by the Court, the Director of Human Resources be requested to undertake further work into the composition and constitution of the disciplinary panel and report thereon to the Policy and Resources Committee and the Establishment Committee and the Court of Common Council, as necessary.

## Main Report

### Current position

1. Currently, Standing Order 63(2) states that:

"No disciplinary action in respect of the Town Clerk, the City of London Corporation's Monitoring Officer (as defined in Regulation 2 of the said

Regulations) or the Chamberlain, except action described in Standing Order Number 63 (3), may be taken by the Court, or by a Committee, Sub-Committee, a Joint Committee on which the City of London Corporation is represented or any other person acting on behalf of the City of London Corporation, other than in accordance with a recommendation in a report made by a designated independent person under Regulation 7 (investigation of alleged misconduct) of the said Regulations.”

2. This means that the Court of Common Council can only approve disciplinary action in respect of one of those three named officers if it is recommended to them through a report made by a designated independent person. This is reflective of the requirement of the Local Authorities (Standing Orders) (England) Regulations 2001 which has now been replaced with the requirements set out below.

### **New Requirements**

3. The 2015 Regulations amend this such that there is no longer reference to disciplinary action, only to dismissal. In this area, the relevant authority (in this case the Court of Common Council) can only approve dismissal of those three same officers through a vote of the authority, as long as this vote takes into account:
  - a) any advice, views or recommendations of a Panel;
  - b) the conclusions of any investigations; and
  - c) any representations from the officer concerned.
4. The requirement that advice, views or recommendations of a Panel must be taken into account obviously means that a Panel must be created to investigate potential dismissals of these officers. The 2015 Regulations set out some of the requirements for the Panel that would be required in the event of a dismissal, and these are incorporated into the proposed amendments to Standing Order 63 set out at Appendix A. The Panel must comprise at least two Independent Persons appointed for the purposes of Standards investigations under the Localism Act 2011 and the Corporation already has three independent persons.
5. The Panel has the status of an advisory committee appointed under s.102(4) of the Local Government Act 1972 and will need to be appointed by Court of Common Council. However, there is a requirement to incorporate the 2015 Regulations into Standing Orders as soon as possible means that it is recommended that investigation be conducted in this area by the Director of Human Resources, with a further report to be submitted to this Committee and/or Court of Common Council if required.

### **Conclusion**

6. The amendment required by the 2015 Regulations is required and Members are asked to recommend that Court of Common Council approves the amendments set out in Appendix A.

- Appendix A – Proposed amendments to Standing Orders



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### 63. Disciplinary Action

1. In the following paragraphs,
  - (a) “the 2011 Act” means the Localism Act 2011;
  - (b) “chief finance officer”, “disciplinary action”, “head of the authority’s paid service” and “monitoring officer” have the same meaning as in regulation 2 of the Local Authorities (Standing Orders) (England) Regulations 2001;
  - (c) “independent person” means a person appointed under section 28(7) of the 2011 Act;
  - (d) “local government elector” means a person registered as a local government elector in the register of electors in the City of London Corporation’s area in accordance with the Representation of the People Acts;
  - (e) “the Panel” means a committee appointed by the Court of Common Council under section 102(4) of the Local Government Act 1972 for the purposes of advising the Court of Common Council on matters relating to the dismissal of relevant officers of the City of London Corporation;
  - (f) “relevant meeting” means a meeting of the Court to consider whether or not to approve a proposal to dismiss a relevant officer; and
  - (g) “relevant officer” means the Town Clerk, Chamberlain or Monitoring Officer, as the case may be.
2. A relevant officer may not be dismissed by the City of London Corporation unless the procedure set out in the following paragraphs is complied with.
3. The Court of Common Council must invite relevant independent persons to be considered for appointment to the Panel, with a view to appointing at least two such persons to the Panel.
4. In paragraph 3 “relevant independent person” means any independent person who has been appointed by the Court of Common Council or, where there are fewer than two such persons, such independent persons as have been appointed by another authority or authorities as the Court of Common Council considers appropriate.
5. Subject to paragraph 6, the authority must appoint to the Panel such relevant independent persons who have accepted an invitation issued in accordance with paragraph 3 in accordance with the following priority order,
  - (a) a relevant independent person who has been appointed by the Court of Common Council and who is a local government elector;
  - (b) any other relevant independent person who has been appointed by the Court of Common Council;
  - (c) a relevant independent person who has been appointed by another authority or authorities.
6. The Court of Common Council is not required to appoint more than two relevant independent persons in accordance with paragraph 5 but may do so.
7. The Court of Common Council must appoint any Panel at least 20 working days before the relevant meeting.

8. Before the taking of a vote at the relevant meeting on whether or not to approve such a dismissal, the Court of Common Council must take into account, in particular—
  - (a) any advice, views or recommendations of the Panel;
  - (b) the conclusions of any investigation into the proposed dismissal; and
  - (c) any representations from the relevant officer.
  
9. Any remuneration, allowances or fees paid by the City of London Corporation to an independent person appointed to the Panel must not exceed the level of remuneration, allowances or fees payable to that independent person in respect of that person's role as independent person under the 2011 Act.

<b>Committees:</b>	<b>Dates:</b>
Finance Committee Policy & Resources Committee	12 May 2015 28 May 2015
<b>Subject:</b> Living Wage – an updated Procurement Policy	<b>Public</b>
<b>Report of:</b> The Chamberlain	<b>For Decision</b>

## Summary

This report sets out a number of possible revisions to the City of London's 2012 Living Wage (LW) Procurement Policy and presents a new draft 2015 policy for approval.

The new policy is designed to make the City's processes more efficient and consistent and to ensure compliance with the terms of its UK Living Wage (LW) Employer Accreditation Licence awarded in October 2014.

The suggested policy revisions for consideration are summarised as follows:

- a) Require the payment of LW across contracts (where it is lawful to do so) by requiring suppliers to provide a single compliant bid, based on the assumption that the LW is likely be paid to secure the benefits set out in paragraph 28, with the costs and benefits of doing so clearly set out.
- b) To move to a fixed date - suggested 1 April 2016 - at which all contracts would be compliant with the payment of the LW (compared to current policy of phased implementation depending on the renewal dates of contracts which delays full implementation to 2019). This would avoid comparability and reputational issues arising, as we have seen recently with the Barbican Centre security and cleaning contracts. The two contracts impacted would be home care (currently due to be compliant by March 2017) at an estimated cost of £22-44k and refuse and street cleansing, due to be compliant in 2019, which could involve zero cost or up to £125k (subject to further investigation on treatment of a regular payment that would raise wage above LLW) in 2016/17. The total cost of up to around £170k would be met from central funding.
- c) To agree a standard uplift date for all new/renewed contracts of 1 April for subsequent increases in LW (following LW announcement in prior November) and consideration given to contract variation to incorporate consistent uplift date in existing contracts.
- d) The policy is revised to reflect the terms of the City of London's UK LW Employer Accreditation Licence.

## Recommendations

The **Policy and Resources Committee** is asked to:

- a) decide whether to require the payment of LW across contracts, consistent with the legal advice in paragraph 28; and
- b) approve the new City of London Living Wage Procurement Policy 2015 as outlined in summary revisions a) to d) and detailed in Appendix 2.

The **Finance Committee** is asked to:

- a) decide whether the City should bring forward the start date for payment of LW for remaining contracts to 1 April 2016 at an estimated cost of up to £170k in 2016/17 to be met from central funding; and
- b) approve the procedures for authorising additional central funding for the initial LW uplifts for new or existing contracts.

## Main Report

### Background

1. On 8 March 2012, the Court of Common Council agreed to support the principle of Living Wage (LW).
2. In July 2012 Policy and Resources, Establishment and Finance Committees approved a variety of new policies relating to LW including procurement and funding.
3. In relation to procurement it was agreed that any report to Finance Committee seeking approval “.....*should set out for Members the wider considerations and benefits that should be taken into account as well as the financial implications. These should reflect the benefits that the tenderer has included in their submission as well as reflecting the intentions of the LW set out earlier in this paper.*”

### Current Position

4. Since 2012 the City has adopted a phased approach to making a decision on implementing LW into contracts on a case by case basis at the time of new contract award or contract extension.
5. In recognition of this work and a commitment to continue the phased implementation of LW into its contracts the City sought and received Living Wage Employer (LW) accreditation status from the Living Wage Foundation on 17 October 2014.
6. The terms of the City’s continued accreditation are;
  - I. The City will continue to pay the Living Wage for its directly employed staff.
  - II. The City will undertake a phased implementation of the Living Wage for contractors and sub-contractors in accordance with agreed milestones

set out in the City's application and based on when new in scope contracts are due to be awarded.

- III. The City will ensure to the extent permitted by law that any of its contractors or sub-contractors pay London Living Wage (currently £9.15 per hour) to those employees based in Greater London and UK Living Wage (currently £7.85 per hour) to those employees based outside Greater London.
- IV. The annual Living Wage rates are announced on the first Monday of November each year. All accredited employers including the City of London and its contractors must implement the new rates as soon as possible and within 6 months at the latest.
- V. The City will provide the Living Wage Foundation with all information required to confirm that it is complying with the above terms.

### **Possible Policy Revisions**

7. The City's LW Procurement policy is now three years old and the opportunity exists to make procedures more efficient and consistent in light of lessons learned to date.
8. In the first instance Members could decide to require the payment of LW on all current and future service contracts, consistent with the legal advice set out in paragraph 28.
9. Secondly Members could decide to pay LW by a fixed date, such as April 2016, within all existing in scope contracts. This would apply for example to the Refuse and Street Cleansing contract, which will only come in scope at contract renewal in 2019. It is not clear that the late renewal date of the refuse contract was apparent at the point of accreditation.
10. Such an approach would mean that the City reaps the service delivery and reputational benefits of fully implementing its policy sooner than it would otherwise do so.
11. The existing policy would need to be amended to provide greater clarity and direction regarding the City's policy priorities to service providers bidding for in scope LW contracts to the extent permitted by law.
12. The current LW Procurement policy requires all contracts regardless of value, with LW considerations to be approved by Finance Committee and that every report set out a business case for the payment of LW.
13. This requirement is more stringent than for non LW contracts and it is now suggested that committee approval threshold is only required above a threshold of £2 million (City Procurement Regulation 10), below which approval will be delegated to the Chamberlain.

14. The revised policy would only apply to employees providing services to the City for two or more hours of work every week for eight or more consecutive weeks. It will not apply to short term, one-off services.
15. A new draft procurement policy including the proposed revisions is attached in Appendix 2.

## **Financial Considerations**

16. Appendix 1 includes all existing City of London contracts that do not currently include LW and for which approval for an uplift has yet to be granted. Agreement should be reached on the application of the LW uplift to Supporting Living contracts by July 2015 at a cost of between £290-590k. Additional costs of up to £368k can be contained within the existing provision for LW. The additional cost of bringing forward the LW uplift in the Homecare contract from March 2017 would be up to £45k in 2016/17 and the for refuse and street cleansing (due for renewal in 2019) up to a maximum of £125k. This additional total cost of up to £170k would be met from central funding and factored into the budget planning process for 2016/17.
17. It should be noted that the cost liability is estimated due to the complexity of multiple individual contracts and a more precise cost will be developed.
18. The City will benefit from greater clarity about the process for adjusting pay rates when Citizens UK revises the LW rates every November. This will avoid delays and mitigate potential problems with contract management and risks to the City's Living Wage Accreditation Licence and the associated service delivery issues and reputational damage that may be caused.
19. All recommendations for additional central funding for LW for new or existing contracts shall be supported with a clear benefits paper.
20. In scope contracts will continue to be funded principally by the supplier or local risk budgets. However, in the case that new LW contracts result in increased costs, the proportion of the increase directly attributable to LW will be centrally funded.
21. Additional central funding will either not be allocated if the additional costs can be fully met by contractual efficiencies or only partially allocated if contractual or procurement efficiencies can make a contribution.
22. Any additional central funding above local risk budgets will be solely for the initial uplift of pay rates to the LW at the start of the new contract. Any subsequent annual inflationary increases during the life of the contract shall be met by contractual efficiencies.
23. There shall be no additional central funding for second generation contracts and beyond where pay rates are already inclusive of LW.
24. A provision of £800,000 has been included in the 2015/16 budget for the additional costs of LLW. This was split City Fund - £500,000, City's Cash - £250,000 and Bridge House Estates - £50,000. Up to £432,000 has already



been committed for the recently approved extension to the corporate security contract – with the exact sum being dependent upon how much, if any, of the additional costs can be recovered through the service charges of investment property lessees. Should the remaining provisions in each of the funds - at least £368,000 in total (more if there is any recovery through service charges) - prove insufficient for the in-year additional costs of future contracts, a request (or requests) will be made for an allocation from the Finance Committee's contingencies.

### **Contract Management Change Considerations**

25. Officers shall ensure that all contracts which are in scope for LW include appropriate contract clauses to ensure that pay rates are adjusted in accordance with the annual November Living Wage review.
26. The City's Contract Mangers shall ensure that contractors implement the revised rates and any revisions to the contract are completed within six months of the new rates being announced. It should be further considered to standardise this process so that all affected contracts are uplifted in a consistent way, with an effective date agreed, but this might require a contract variation to existing contracts.

### **Corporate and Strategic Implications**

27. The proposals support the City's Responsible Procurement and City Together Strategies which recognise that not everyone has equal chances in life and therefore it is important that equality of opportunity is actively promoted. They are also aligned with the "Supports our Communities" theme which provides that *"all of the City's communities should enjoy equal opportunities that will enable them to work towards a better life for themselves and their families and to share in improving quality of life and wellbeing"*.

### **Legal Implications**

28. S.17 of the Local Government Act 1988 provides that a local authority may not, when awarding a contract, take into account "non-commercial considerations". S.17 applies to the Corporation in its capacity as a local authority. Non-commercial considerations include the terms and conditions upon which the contractor employs its staff e.g. remuneration. It is therefore unlawful to fix a rigid policy to require contractors to pay LLW in all circumstances.

There are two principal exemptions to this prohibition.

1. Non-commercial considerations may be taken into account to the extent that they are relevant to achieve the duty of best value (i.e. the duty to secure continuous improvement with regard to a combination of economy, efficiency and effectiveness).
2. Non-commercial considerations may be taken into account to the extent that the Corporation considers it necessary to comply with our duties under the Public Services (Social Value) Act 2012 i.e. the duty to carry out procurement

with a view to improving the economic, environmental and social well-being of the area.

Thus, in order to require that a contractor pays LLW the Corporation must be satisfied that doing so is likely to secure continuous improvement (with regard to a combination of economy, efficiency and effectiveness) or the improvement of the economic, environmental or social well-being of the City. The proposed process is designed to secure compliance with these requirements.

## **Appendices**

Appendix 1 – Update – Estimated financial impacts City of London Contracts that do not currently include Living or London Living Wage

Appendix 2 – Draft City of London Living Wage Procurement Policy April 2015

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**City of London Contracts that do not currently include Living Wage**

<b>Contract</b>	<b>Status</b>	<b>Estimated Annual Costs (LW and LLW uplift)</b>
<p><b>Supported Living</b> Multiple (up to 200) individual contracts to be renewed by 31/3/2016  (Department of Community &amp; Children's Services)</p>	Work is being undertaken jointly by officers from DCCS and City Procurement to identify the potential costs	£290k to £590k
<p><b>Homecare</b> Multiple individual contracts to be renewed by 31/3/2016  (Department of Community &amp; Children's Services)</p>	Work is being undertaken jointly by officers from DCCS and City Procurement to identify the potential costs	£22k to £45k
<p><b>Refuse and Street Cleansing</b> Date for renewal 2019  Contracts (Department of Built Environment)</p>	Existing contract held by Amey Officers from DBE and City Procurement negotiating extension the negotiation will include a workforce review to determine whether some employees are paid less than LW/LLW	£0-125k

**DRAFT PROCUREMENT POLICY FOR LIVING WAGE AND LONDON LIVING**

**WAGE CONTRACTS 2015**

**Background**

1. The City of London Corporation (CoL) is an accredited Living Wage employer. The Living Wage is an hourly rate set independently and updated annually and is calculated according to the basic cost of living in the UK. There are two rates of Living Wage: one for those based in Greater London (London Living Wage (LLW)) and another rate for the rest of the UK (UK Living Wage (LW)).
  2. The current hourly rates for LLW and UK LW can be found here: <http://www.livingwage.org.uk/calculation>
  3. Employers choose to pay the LW on a voluntary basis as opposed to the national minimum wage which is a statutory obligation.
  4. Payment of the LW has many advantages and these include:
    - Staff retention
    - Reduction in absenteeism
    - Ethical employment practices
    - Reduction in poverty affording people the opportunity to provide for themselves and their families
  5. \*For the City of London, LW employer accreditation means the following:
    - The City will continue to pay the LW for all directly employed staff.
    - To move to a fixed date - suggested 1 April 2016 - at which all contracts would be compliant with the payment of the LW (compared to the 2012 policy of phased implementation depending on the renewal dates of contracts which delays full implementation to 2019).
- \*This policy statement will be amended if members decide to implement LW/LW collectively in all contracts.**
6. The City will ensure to the extent permitted by law that any of its contractors or sub-contractors pay LLW to those employees based in Greater London and UK LW to those employees based outside Greater London. This provision applies to employees providing services to the City for two or more hours of work every week for eight or more consecutive weeks.
  7. The annual LW rates are announced on the first Monday of November each year. All accredited employers including the City of London and its contractors must implement the new rates by 1 April the following year.
  8. The City will provide the Living Wage Foundation with all information required to confirm that it is complying with the above terms.
  9. The City's policy for undertaking LW and LLW Procurement is set out below

**Preparing for a Procurement**

10. Officers will need to undertake an assessment in conjunction with City Procurement when planning the procurement of service contracts to determine whether the workforces of the new contractors are likely to be paid below LW and LLW.

11. All types of services contracts may be subject to the City's policy but the following types of contracts awarded by the City may have low paid workforces;
  - Catering
  - Security
  - Cleaning
  - Car Parks Management and Operations
  - Social Care
  - Temporary Staff
  - Casual and seasonal staff
  - Grounds maintenance
12. The two key questions to determine whether or not a contract is in scope for LW/LLW are as follows;
  - i. Are the current or new contracts either paying or likely to pay rates below LW/LLW?
  - ii. Do the services required apply to contractors' employees providing services to the City for two or more hours of work every week for eight or more consecutive weeks?
13. If the answer to both questions is yes the contract is likely to be subject to the provisions of this policy
14. Having determined that LW and LLW considerations apply, officers should consult with City Procurement who will undertake procurement in accordance with the policy.

## **Funding**

15. In scope contracts will continue to be funded principally by local risk budgets. However, in the case of first generation LW or LLW contracts that have never previously paid LW or LLW, and the winning tender for the new contract results in increased costs above the approved baseline estimate, and those costs cannot be met by efficiencies, the proportion of the increase directly attributable to LW or LLW will be centrally funded.
16. Any additional central funding above local risk budgets will be solely for the initial uplift of pay rates to the LW or LLW at the start of the new contract. Any subsequent increases during the life of the contract arising from the annual Living Wage Foundation November review shall be funded from local risk budgets and contractual efficiencies.
17. The same funding approach used for new contracts will be used if the pay rates of an existing contract are uplifted to LW or LLW part way through the contract term. In these cases additional central funding will be provided to uplift pay rates to the prevailing LW/LLW pay rate. The funding will solely be for the initial uplift, any subsequent cost or LW/LLW increases in the remainder of the contract must be met from local risk budgets, efficiencies or a combination of both.
18. All requests for additional central funding for LW or LLW for new or existing contracts shall be presented in the form of a business case for approval by the Chamberlain, from the appropriate Procurement Category Board Chairman supported by Senior Category Managers from City Procurement.
19. Additional central funding will either not be allocated if the additional costs can be fully met by contractual efficiencies or only partially allocated if contractual efficiencies can make a contribution.
20. There shall be no additional central funding for second generation contracts and beyond where pay rates are already inclusive of LW or LLW.

### **Inviting and Evaluating Tenders**

21. Invitation to tender documents should include a clear statement of the City's LW Policy.
22. Bidders will be advised that the City require their best value tender to include LLW (or LW if appropriate) and be supported with an appropriate business case.
25. Where a LW/LLW contract is awarded the contract should include an appropriate contract clause to ensure that the contractor commits to paying LW/LLW and that clear procedures for updating the LW/LLW are set out.

### **Contract Lettings Approvals**

26. The approval thresholds for contracts lettings reports for LW/LLW contracts are the same as those in the City's Procurement Regulations January 2014 (Regulation 10) or as amended.

### **Contract Management**

27. City Procurement shall ensure that all contracts which are in scope for LW or LLW include appropriate contract clauses to ensure that pay rates are adjusted in accordance with the outcome of annual Living Wage Foundation November LW/LLW review.
28. Contract Mangers shall ensure that contractors implement the revised rates, offset any increases against efficiencies (where applicable) and agree any revisions to contract charges promptly and certainly within six months of the new rates being announced and by 1 April for new/renewed contracts.
29. The LW and LLW uplift procedures should be viewed as an integral part of the contract and compliance with the City's LW policy and Accreditation Licence.

**City Procurement  
30 April 2015**

# Agenda Item 8

<b>Committee(s):</b>	<b>Date(s):</b>
Resource Allocation Sub	For Decision 28 May 2015
Policy and Resources	For Decision 28 May 2015
<b>Subject:</b>	
Project Funding Update	<b>Public</b>
<b>Report of:</b>	
The Chamberlain	<b>For Decision</b>
<b>Summary</b>	
<p>The Policy and Resources Committee has agreed to set aside annual sums of £3m in both the City Fund and City's Cash financial forecasts to provide a degree of flexibility to fund smaller value new capital schemes as they arise.</p> <p>This report advises on the allocation of funds made from the 2014/15 provision and seeks approval to carry forward the unallocated balances of £0.486m for City Fund and £0.125m for City's Cash to create additional headroom to supplement the 2015/16 provisions.</p> <p>Ordinarily any unallocated provisions are returned to the centre. However, the Service Based Reviews (SBRs) have identified a number of 'spend to save' proposals requiring up-front investment and it is suggested that the annual provisions for new schemes should be the first option for funding. In recognition of the resulting additional pressure on the provisions, it is therefore proposed that the unallocated balances from 2014/15 be carried forward to bolster the funds available in 2015/16.</p> <p>The report also highlights potential schemes which may require funding and seeks agreement to allocate a total of £154,000 from the 2015/16 City Fund provision towards three SBR investment proposals. These comprise £130,000 for coffee points and mobile bars at the Barbican Centre and a total of £24,000 towards the costs of feasibility and planning for the transformation of Barbican and Shoe Lane libraries. These funding proposals have been endorsed by the Corporate Priorities Board, the senior officer group created to consider resourcing for projects which is chaired by the Town Clerk.</p> <p>A potential shortfall of £1.152m could arise if all of the identified City Fund schemes were to be allowed to progress in 2015/16. Therefore it may be necessary, later in the year, to prioritise the schemes to which available funds should be allocated, or alternatively to seek an additional draw down from City Fund reserves to support the SBR proposals. Advice from the Corporate Priorities Board will be provided to assist in determining the optimum solution.</p> <p>An unallocated balance of £0.724m is currently indicated for City's Cash in 2015/16 if all schemes were to be progressed. However, this includes some schemes that are not classified as essential. If funding for these schemes were not agreed due to failing the qualifying criteria, the unallocated balance would increase.</p> <p>Following the annual roll forward of the planning period to 2018/19, approval is also sought to formalise the provision of £6m for that year (£3m each for City Fund and</p>	

City's Cash).

## **Recommendations**

Members are asked to:

- Note the contents of this report in respect of the allocation of the 2014/15 provisions for new schemes;
- Agree to carry forward the 2014/15 unallocated balances of £0.486m for City Fund and £0.125m for City's Cash to bolster support for SBR investment proposals;
- Agree to the allocation of £154,000 from the 2015/16 City Fund provision to provide funding for SBR investments, comprising:
  - a. £130,000 for coffee point and mobile bars at the Barbican Centre;
  - b. £24,000 towards the cost of feasibility and planning for the transformation of the Barbican and Shoe Lane libraries.
- Formally approve the allocation of a total of £6m to be set aside in 2018/19 as a provision for new schemes (£3m each for City Fund and City's Cash).

## **Main Report**

### **Background**

1. The Project Procedure was implemented in November 2011.
2. The Policy and Resources Committee have agreed to set aside sums of £18m (£3m per annum) over the period from 2012/13 to 2017/18 in both the City Fund and City's Cash financial forecasts (£36m in total) to provide a degree of flexibility to fund smaller value new capital schemes as they arise.
3. In June 2012, the Policy and Resources Committee agreed that only projects that are considered **essential** and which fit within the following categories may be approved at Gateways 1-4 of the Project Procedure, until further notice:
  - 1) Health and safety compliance
  - 2) Statutory compliance
  - 3) Fully/substantially reimbursable
  - 4) Spend to save or income generating, generally with a short payback period (as a rule of thumb within 5 years)
4. In exceptional circumstances, other projects considered to be a priority by the Resource Allocation Sub-Committee will be allowed to proceed.
5. The majority of projects working their way through the early gateways are to be funded either from internal ring-fenced sources such as the Barbican Centre and GSMD Capital Caps and the City Surveyor's Designated Sales Pools or from external sources such as Section 106 deposits and Government/Transport for London grants which are restricted for specific purposes.
6. Decisions about the allocation of resources for those projects that require



funding is generally taken when a scheme reaches Gateway 4a – Inclusion in Capital Programme. Until now, members of the Resource Allocation Sub Committee have generally been asked only to consider the allocation of funds from the annual provisions.

7. To help members to prioritise the allocation of City resources to projects from a wider range of funding sources, the Corporate Priorities Board has been created to provide a more holistic approach to the allocation of project finance, by considering bids for funding from a range of available (less constrained) sources, including in particular future receipts from the unallocated pots of the City's Community Infrastructure Levy (CIL).

### **Funding approved from the 2014/15 Allocations**

8. The Policy and Resources Committee has agreed to set aside £1m of the City Fund annual provision to be earmarked for essential capital works to the London Wall premises of the Museum of London. In addition, the unallocated balances from 2013/14 of £0.4m for City Fund and £1m for City's Cash were allowed to be rolled forward. This resulted in total 2014/15 provisions of £2.4m for City Fund and £4m for City's Cash schemes. Appendix 1 lists the projects for which funding from the 2014/15 allocations has been agreed, leaving unallocated balances of £0.486m for City Fund and £0.125m for City's Cash at the year-end.
9. The City's Cash provision was previously expected to be exhausted and approval to an advance draw-down from the 2015/16 provision was sought on an exceptional basis to allow the high priority Hampstead Heath Ponds project to progress. However, the anticipated request for funding for the Lord Mayor's coach refurbishment was deferred, creating sufficient headroom to meet the Hampstead Heath requirement in full, with a small unallocated balance of £0.125m remaining.

### **Options for the unallocated balances**

10. These provisions are intended to fulfil a potential in-year funding gap and the carrying forward of unallocated balances is not generally in the spirit of what was intended. Therefore, in the normal course of events, such balances would be retained centrally.
11. However, the Service Based Reviews (SBRs) have identified a number of 'spend to save' proposals requiring up-front investment to increase revenue income streams or to deliver cost savings and it is suggested that the annual provisions for new schemes should be the first option for funding. It is therefore proposed that the unallocated balances from 2014/15 should be rolled forward to bolster the funds available in 2015/16. A report providing further details on the potential funding requirements for SBR 'spend to save' proposals is due to be considered at the next meeting of the Sub-Committee.

### **Funding from the 2015/16 provisions**

12. Should the carry forward proposals be agreed, the provisions for new schemes in 2015/16 will be £2.486m for City Fund (£3m less £1m for Museum + proposed £0.486m unallocated 2014/15 balance carried forward)

and £3.125m for City's Cash (£3m + proposed £0.125m unallocated 2014/15 balance carried forward).

13. There are three requests for funding requiring a decision now in order for projects to progress. These relate to SBR investment proposals, and the 2015/16 City Fund provision for new schemes has been identified as the most appropriate source of funding by the Corporate Priorities Board:
  - Investment in Coffee Points and Mobile Bars for the Barbican Centre – Estimated funding of £130,000. This SBR proposal is following the light approval track, allowing the Managing Director of the Barbican Centre to give authority to start work subject to the approval of funding. It is classified as an **essential, income generating** scheme. The Barbican Centre's budget will be permanently reduced, with the capital cost being recovered from savings in the first five years.
  - Transformation of the Barbican Library – funding of £12,000. The total cost of assessing the feasibility and planning for this SBR proposal is estimated at £42,000, of which £30,000 has been identified from existing local risk resources. A funding contribution of £12,000 is therefore being sought. This scheme is currently classified as an **advisable** scheme to deliver **efficiency improvements**. Should the proposal prove viable, its priority status will be reassessed.
  - Transformation of Shoe Lane Library – funding of £12,000  
This is an identical proposal to the Barbican Library as detailed above.
14. A list of the schemes (of which we are aware at this stage, excluding Gateway 0) which may require funding from the City Fund and City's Cash provisions for 2015/16 and future years is provided in Appendix 2.
15. For City Fund, the Appendix indicates that a potential shortfall of £1.152m could arise if all of the identified City Fund schemes were to be allowed to progress in 2015/16. Therefore it may be necessary, later in the year, to prioritise the schemes to which available funds should be allocated, or alternatively to seek an additional draw down from City Fund reserves to support the SBR proposals. Input from the Corporate Priorities Board will be provided to assist in this process. At this stage, it is proposed that the three requests totaling £154,000 be agreed in order to support the SBR process.
16. An unallocated balance of £0.724m is indicated for City's Cash in 2015/16 if all schemes were to be progressed. However, this includes some schemes that are not classified as essential. If funding for these schemes were not agreed due to failing the qualifying criteria, the unallocated balance would increase. There are no City's Cash schemes requiring a funding decision at this stage.

### **Extending the annual provisions by a year**

17. Based on the three years of operation, the annual provisions continue to provide adequate resources to enable essential schemes to be progressed:

- For City Fund, the provisions have been underspent in all years – from a combined provision of £7m since 2012/13, a total of £2m has been unallocated.
  - For City’s Cash, the provision was fully allocated in 2012/13 but was underspent in 2013/14 and 2014/15 – from a combined provision of £9m, a total of £0.1m has been unallocated.
18. It is therefore proposed that the current level of provisions be maintained going forward.
  19. During the preparation of the budgets approved in March, the financial planning period was subject to the usual roll forward and additional sums of £3m were included in each of the financial forecasts for 2018/19. Formal agreement to these 2018/19 provisions is now sought.
  20. In addition, maximum value for money from the resources set aside for new schemes should be achieved by continuing the following agreed approach:
    - Ensuring that the project budgets are at the lower end of the predicted range, applying pressure via effective value engineering and restricting scope where possible.
    - Instructing officers to develop options that distinguish between ‘critical’ and the more ‘desirable’ elements of a project to ensure that costs can be contained.

## **Conclusion**

21. The level of resources available to fund new projects in 2014/15 has been adequate to enable essential new schemes to be progressed.
22. The £3m per annum limit on additional project expenditure for each fund has imposed good discipline amongst officers involved in project management and this will be maintained going forward.
23. Developing options which distinguish between the critical and more desirable elements of projects will assist in allocating limited resources.
24. A number of schemes being brought forward as part of the SBR income generation/spend to save proposals require up-front investment and it is proposed that the provisions for new schemes should be the first option for funding. In recognition of the additional pressure on the provisions that this may generate, it is proposed that the unallocated balances of £0.486m for City Fund and £0.125m for City’s Cash be carried forward to bolster the 2015/16 provisions.
25. Requests for funding totalling £154,000 in respect of three City Fund proposals require a decision now. The Corporate Priorities Board has concluded that the 2015/16 City Fund provision for new schemes is the most appropriate source of funding for these SBR schemes.
26. A potential shortfall of £1.152m could arise if all of the identified City Fund schemes were to be allowed to progress in 2015/16. Therefore it may be necessary, later this year, to prioritise the schemes to which available funds should be allocated, or alternatively to seek an additional draw down from

City Fund reserves to support the SBR proposals. Advice from the Corporate Priorities Board will be provided to assist in this process.

27. Headroom of £0.724m is currently indicated in the 2015/16 City's Cash provision. There are no requests for funding
28. Due to the extension of the planning period to 2018/19, formal agreement to the inclusion of £3m provisions for City Fund and City's Cash is now sought.

### **Appendices**

- Appendix 1 Non-Public – Projects funded from 2014/15 City Fund and City's Cash provisions for new schemes
- Appendix 2 Non-Public – Projects which may seek funding from 2015/16 and future City Fund and City's Cash provisions for new schemes

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<b>Committee:</b> Hospitality Working Party Policy and Resources	<b>Date:</b> 19 May 2015 28 May 2015
<b>Subject:</b> Remembrancer’s Office Business Plan 2015-18	<b>Public</b>
<b>Report of:</b> City Remembrancer	<b>For Decision</b>
<p><b><u>Summary</u></b></p> <ol style="list-style-type: none"> <li>1. The Remembrancer’s Office Business Plan for 2015–18 is attached. The Plan provides information on the work of the Office, sets out its principal aims and objectives, and identifies the main priorities.</li> <li>2. The plan, developed in consultation with staff and other departments with whom we regularly work (including Mansion House, Public Relations Office and Economic Development Office), identifies how the Remembrancer’s Office will achieve its strategic aims through its key objectives and support the Corporate Plan.</li> <li>3. Priorities for this year include assessing the results of the general election and, subject to approval, taking forward a Private Bill on Open Spaces. A cross-cutting review of the ‘effectiveness of hospitality’ is under way, and the Office will also take part in a cross-cutting review of ‘income generation’ with the aim of seeking to increase income from commercial use of the Guildhall consistent with the City Corporation’s own needs. Enhancing close working relationships with other departments continues to be a priority.</li> </ol> <p><b><u>Recommendation</u></b></p> <ol style="list-style-type: none"> <li>4. That the Hospitality Working Party approves the content so far as it relates to events, and recommends approval by the Policy and Resources Committee, of the Remembrancer’s Office Business Plan for 2015-18.</li> </ol>	

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**CITY REMEMBRANCER'S OFFICE  
BUSINESS PLAN 2015-18**

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**CITY REMEMBRANCER'S OFFICE  
BUSINESS PLAN 2015-18**

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# 1 Introduction

1.1 The overall aim of the Remembrancer's Office is to advance the City's interests in Parliament and to support and promote the City as the world leader in international finance and business services. Further information about the work of the Office is set out in Appendix A.

1.2 This business plan sets out the Office's priorities over the medium term and identifies how the Office will achieve its strategic aims and in doing so support the Corporate Plan and City Together Strategy.

1.3 Some of the key achievements of the Remembrancer's Office during 2014-15 are set out in Appendix C. The key challenges for the Office in 2015-16 will be:

- The changed political landscape following the General Election in 2015. The parliamentary team will assess the results of the general election, the likely moves towards devolution of central government services and funding to local government as they affect London.
- Subject to Court approval, the introduction of a City of London Open Spaces Bill. The proposed Bill would provide additional power to enable the open spaces to be managed in a more effective manner and would include provision for income generation in well-defined circumstances.
- The cross-cutting service based review of the effectiveness of hospitality, which will consider corporate hospitality. The review, which is under the sponsorship of the Remembrancer and will be overseen by the Corporate Events Management Group, will consider hospitality provided by the Remembrancer's Office, Public Relations Office (PRO), Economic Development Office (EDO), Mansion House and Culture, Heritage and Libraries (including Tower Bridge). Account will also be taken of linked venues including the Barbican Centre, Guildhall School of Music and Drama, the Museum of London and the Central Criminal Court.
- Growing usage of Guildhall and increasing income by attracting more commercial clients. Joined up working with other departments, particularly the Barbican, and cross-Corporation liaison through the Corporate Events Management and City Venues Groups, will assist in attracting new clients. Guildhall charges will be reviewed as part of the income generation cross-cutting service based review.
- A varied schedule of City events in 2015/16, including the 10<sup>th</sup> Anniversary of the London bombings, 75<sup>th</sup> Anniversary of the Battle of Britain, 75<sup>th</sup> Anniversary of the 101 (City of London) Engineer Regiment, the Churchill 21<sup>st</sup> Century Statesmanship Programme Conference and the anticipated Autumn State Visit and the Lord Mayor's Banquet. Other short notice events such as lectures or speeches by leading international figures will be arranged on a running basis in liaison with the Foreign and Commonwealth Office and the London Diplomatic Corps.
- The City Corporation's Customer Relationship Management (CRM) System, which loses standard support in July 2016. The Remembrancer's Office is working with IS department and other departments to identify an events contacts management system which will provide an up-to-date replacement necessary for the effective operation of City events.

## 2 Summary Business Plan

<b>Our Strategic Aims</b> are:	<ol style="list-style-type: none"><li>1. Maintain the constitutional position of the City of London and promote the City's interests among opinion formers in Parliament, Whitehall, the Greater London Authority, London Diplomatic Corps and EU institutions' London offices.</li><li>2. Commission and deliver events that support the interests of the City, the business community and the UK and, through the State Visits programme and other City related events, ensure that the City's traditions are suitably maintained and enhanced.</li><li>3. Generate income from use of the Guildhall, consistent with the City Corporation's own needs, as a venue for commercial events.</li><li>4. Deliver an efficient and effective service for the City's elected Members including arrangements for the Lord Mayor's Banquet, Committee Events and Common Hall.</li></ol>
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<b>Our Key Objectives</b> are:	<ol style="list-style-type: none"><li>1. Analyse draft legislation and, where necessary, seek amendments, promote the City's own legislation, and provide briefings on City issues to Parliament (including to Parliamentary Committees) and other policy makers, including the Greater London Authority.</li><li>2. Sponsor the 'effectiveness of hospitality' cross-cutting service based review and participate in the 'income generation' review.</li><li>3. Deliver the City's programme of events for 2015/16 and develop a programme of events for 2016/17 including those reflecting significant anniversaries of relevance to the City and the nation.</li><li>4. Promote greater co-ordination and joint working with internal departments including through the Corporate Events Management and City Venues Groups.</li><li>5. Maintain and aim to increase usage of Guildhall for commercial events that generate income while enabling continued use of Guildhall for the City Corporation's own purposes.</li></ol>
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Our **Key Performance Indicators** are:

<b>Description:</b>	<b>2014/15 Target</b>	<b>2014/15 performance</b>	<b>2015/16 target</b>
Generating income from commercial bookings of Guildhall	£1.5m	£1.7m	£1.8m
Feedback from clients hiring Guildhall (after implementing new procedure)	N/A	N/A	Qualitative feedback from at least 50% of commercial clients.
Identifying new high grade clients wishing to hire Guildhall while maintaining the existing client base.	10	15 (exceeded target by 5)	10

Our **Staffing is made up of:**

- Headcount: 26 FTE
- Number of full timers: 26
- Sickness absence: 3.04 FTE days per FTE staff (for the year ending 31 Mar 2015)
- Gender: 11 Male, 15 Female
  
- Age range: 21 – 30 40%; 31 – 40 20%; 41 – 50 24%; 51 – 60 8%; 61+ 8%
  
- City of London Service: Under 1 year 12%; 1 – 5 years 36%; 6 – 10 years 16%; 11 – 20 years 20%; 21 – 30 years 16%
  
- Grade: A – E 76%; F – J 20%; SMG 4%

**Notes on Staffing Information:**

1. Sickness compares favourably to the corporate average of 5.7 days for the same period. There was no long-term sickness in the Office.
2. The high proportion of 21 – 30 year olds reflects the policy of the Office to recruit able young events staff, who may typically leave after gaining experience in the Office to further their career.
3. In addition to the above, the Office has a pool of casual staff to assist at events.

### **3 Corporate requirements**

#### Joined up working

- 3.1 The Office liaises increasingly closely with Mansion House, EDO and PRO, in the development of policy and the delivery of events at both Guildhall and Mansion House. The Corporate Events Management Group promotes closer working between departments. The Group, chaired by the Remembrancer, aims to strengthen the ways the Remembrancer's Office, EDO, PRO, Mansion House, the Department of Culture, Heritage and Libraries, the Barbican Centre and the Museum of London work together, in particular in the provision of events. An example of this is the co-ordinated working to identify and deliver the events relating to the centenary of the First World War, the 800<sup>th</sup> anniversary of Magna Carta and the 350<sup>th</sup> anniversary next year of the Fire of London.
- 3.2 The City Venues Group, chaired by the Assistant Remembrancer Ceremonial brings together representatives from Guildhall, Barbican, City Business Library, City Centre, Guildhall Art Gallery, Tower Bridge and the Museum of London to promote, and generate income for, the City of London and associated venues.
- 3.3 The Office increasingly works with partners to deliver events so as to maximise benefits to the City and reduce costs. Examples of this are the events in 2014/15 for the Global Law Summit and Inclusive Capitalism.

#### Service Based Reviews

- 3.4 The Office will be implementing departmental savings agreed as part of the Corporate Service Based Review initiative, namely:
- A reduction of £50,000 in the general hospitality budget with effect from 2015/16.
  - Additional income of £50,000 in 2016/17 by increasing commercial bookings, including by means of joint working with the Barbican.

The Remembrancer is the sponsor of the effectiveness of hospitality cross-cutting review, which will be overseen by the Corporate Events Management Group. The Office will also be participating in the income generation cross-cutting review and contributing to other reviews (such as the facilities management review).

#### Risk Management

- 3.5 The Office's Risk Summary is attached as Appendix E. The Office has three key risks: loss of income from Guildhall lettings, failure to deliver events in a safe and satisfactory manner and an adverse operational and reputational impact arising from the loss next year of standard support for the CRM database. The Remembrancer is also the risk owner for Corporate Risk 10 (adverse political developments undermining the effectiveness of the City of London Corporation). The risks are reported to the Policy and Resources Committee on a regular basis. A full copy of the register is available from the Business Support Manager on request.

#### Investors in People

- 3.6 Working within the framework provided by the Investors in People (IIP) Standard. The City of London recently achieved the bronze standard and is currently working towards the silver standard. A corporate Business Improvement Plan has been produced and the Office is addressing a number of actions identified in the Plan to ensure we support the City Corporation in successfully achieving the next stage of the IIP Standard.

### Learning and Development

- 3.7 The Office will continue with its programme of bi-monthly meetings designed to improve working relationships with other departments and outside organisations. The City's Performance Development Framework and appraisal process and the Learning and Development programme will be used to improve staff development.
- 3.8 The upgrade of the Office's diary system, Artifax, commenced in March 2014. This is an initiative proposed by frontline members of staff, one of whom managed the project through to its installation. The upgrade will provide increased analysis of event data and produce reports that were previously done manually.
- 3.9 The Office continues to share resources and rotate tasks to ensure staff continue to develop and learn new skills. A number of learning activities identified as part of the IIP review, particularly in relation to management development will be explored.
- 3.10 The departmental procedure for recording and evaluating learning activity has recently been reviewed and an improved procedure is now being implemented.
- 3.11 The Office will continue to support local communities by providing work experience for students from local state schools and the City of London Boys' School Student Exchange Programme.

### Health and Safety

- 3.12 A health and safety audit conducted last year was positive. Areas of good practice noted included:

- Good evidence of Chief Officer involvement in Policy development.
- Good incorporation of H&S into operational management meetings to help "normalise" safety
- Good evidence maintained and systems/procedures seen.

The recommendations, which included a review of manual handling and communication mechanisms, have been addressed.

### Corporate social responsibility

- 3.13 The Office supports corporate social responsibility by including a social enterprise caterer, on the list of caterers eligible to cater at events at Guildhall. The caterer, Café Sunlight, provides employment, work experience and training opportunities to disadvantaged local residents.
- 3.14 The Office also stipulates that, wherever possible, all caterers make use of Fairtrade produce, support local suppliers and use fish from sustainable sources.
- 3.15 As stated above, the Office offers work experience placements to students from neighbouring boroughs.

### Workforce Planning

- 3.16 The Events teams have a regular turnover of staff at event organiser level. This reflects our general policy of recruiting recently qualified, ambitious individuals who will stay with the City Corporation for a period before moving on to other organisations to further their careers. To cope

with the increased number of enquiries and provisional bookings for hiring Guildhall, an additional member of staff has been appointed on a one year fixed term contract.

3.17 The Office is able to deploy resources flexibly through cross-team working and a programme of continuing training and the sharing of information across the Office. As part of this, the post of Attendant has been re-designated as a Business Support Assistant. The post-holder reports to the Business Support Manager but supports all areas of the Office, particularly the Private Events team.

3.18 The Office has a pool of casual staff to assist at events. Casual staff are engaged in particular during the Autumn to assist during the busiest periods for City events. In addition, the Office welcomes staff from other departments who volunteer to assist at major City hospitality events.

#### Equalities and Diversity

3.19 The Office adheres to corporate policies in relation to equalities and diversity. The Office responds to customer needs wherever possible in relation to catering and access requirements at events. Reduced rates for hiring Guildhall are offered to charities and the events teams assist in hosting events such as International Women's Day and the World Islamic Forum.

3.20 The Office collaborates with a charity called Fareshare which provides food to more than 1,290 local charities and community organisations across the UK. These include homeless shelters, children's breakfast clubs, women's refuge centres and lunch clubs for the elderly. The Office liaises with the Guildhall eligible caterers so that surplus food following an event can be collected and distributed by the charity.

#### Data Quality

3.21 For the financial year 2015/16 I give assurance to Members that my department complies with the corporate Data Quality Policy and Protocol in producing its service and performance data. I confirm that my department has effective systems and procedures in place that produce relevant and reliable information to support management decision-making and to manage performance.

**Signed:**



Paul Double  
City Remembrancer

**Date:** 24 April 2015

## Remembrancer's Office Business Plan 2015/18: Key Improvement Objectives

<b>Objective (relating to Key Objective 1)</b>	To review the outcome of the General Election and the likely result of the London Mayoral election and determine the impact on the City Corporation.	
<b>Priority and rationale</b>	To protect the City's interests in Parliament, in respect of its local authority and private functions, the promotion of financial and business services in the City and its provision of services to London and the nation.	
<b>Supporting:</b>		
<b>The City Together Strategy</b>	<b>Corporate Plan</b>	<b>Departmental Strategic Aims</b>
All	All	1

<b>Actions / Milestones</b>	<b>Target Date</b>	<b>Measure of Success</b>	<b>Responsibility</b>	<b>Resources</b>
Produce a briefing document following the outcome of the general election.	By 15 May	Document produced and distributed to Members and Officers.	Parliamentary team	REM, PRO
Review the new Government's legislative programme and assess the impact of the proposals on the Corporation.	Within a week of publication of the programme.	Briefing produced and distributed.	Parliamentary team	
Introduce new MPs to the City's work.	On-going	Schedule of meetings arranged.	Parliamentary team	
Engage with relevant personnel following the appointment of Select Committees and produce analysis and briefings of parliamentary business. Distribute these briefings to Members, Officers and those in the City's wider constituency.	Within a week of parliamentary debates.	Briefing notes circulated.	Parliamentary Team	
Monitor the elections for the Mayor of London and the London Assembly and analyse the agendas of the candidates.	On-going	Briefing notes circulated.	Parliamentary Team	
Work closely with the Mayor of London's Office and make submissions to and provide briefings for Committees at City Hall on relevant issues.	On-going	City's interests represented.	Parliamentary Team	

<b>Objective (relating to Key Objective 2)</b>	Cross-cutting review of the effectiveness of hospitality.	
<b>Priority and rationale</b>	Cross-cutting initiative arising from Service Based Review. To provide a flexible yet co-ordinated and cost-effective approach to events related hospitality.	
<b>Supporting:</b>		
<b>The City Together Strategy</b>	<b>Corporate Plan</b>	<b>Departmental Strategic Aims</b>
All	KPPs 1 – 5	2

<b>Actions / Milestones</b>	<b>Target Date</b>	<b>Measure of Success</b>	<b>Responsibility</b>	<b>Resources</b>
Identify the scope and cost of City hospitality including budgets, facilities and staff numbers across all departments included within the review.	April	All costs identified and evaluated.	Events teams	REM, MH, EDO, PRO, CHL.
Review processes with a view to sharing best practice.	July	More efficient procedures identified.	Remembrancer	
Consider new ways of providing hospitality.	July	New ways of providing hospitality identified.	Remembrancer	
Consult with relevant Officers.	July	All relevant Officers consulted and views used to formulate proposals.	Remembrancer	
Prepare draft proposals.	July	Proposals submitted to the Corporate Events Management Group.	Remembrancer	
Consult with Members of Hospitality Working Party and General Purposes Committee of Aldermen,	October	Consultation undertaken.	Remembrancer	
Produce findings of the review and report to HWP, General Purposes Committee of Aldermen, and Policy & Resources Committee.	Before April 2016	Recommendations approved.	Remembrancer	



<b>Objective (relating to Key Objective 5)</b>	To identify further ways of promoting the Guildhall to commercial clients.	
<b>Priority and rationale</b>	To generate additional income from commercial lettings.	
<b>Supporting:</b>		
<b>The City Together Strategy</b>	<b>Corporate Plan</b>	<b>Departmental Strategic Aims</b>
All	KPPs 1 – 5	3

<b>Actions / Milestones</b>	<b>Target Date</b>	<b>Measure of Success</b>	<b>Responsibility</b>	<b>Resources</b>
Review ways of using the internet and social media for promoting Guildhall. This will include considering the use of social network sites such as 'Twitter' and reviewing the Guildhall events web-site.	October 2015	Increased exposure and enquiries via the internet.	Private events team	REM, PRO
Production of a revised on-line and hard copy brochure for Guildhall lettings.	June 2015	Revised brochure published and distributed. Website updated.	Private events team	To be costed.
Effective diary management for internal and external events so as to maximise occupancy of Guildhall.	Continuing	Successful management of the diary so that we are able to accommodate additional internal and paid events	Private events team	
Implement the new procedure for obtaining feedback from clients.	From April 2015	Qualitative and quantitative data which is evaluated quarterly and acted upon where appropriate.	Private events team	
Liaise with 'Unique Venues of London' to identify best practice at other venues and assess what can be used to improve operations at Guildhall.	Quarterly meetings	Continuous improvement/shared experiences and knowledge.	Private events team	

<b>Objective (relating to Key Objective 4)</b>	Joined-up working with other departments in relation to events.	
<b>Priority and rationale</b>	To ensure that all opportunities for maximising income is realised. To share best practice and to promote closer and more co-ordinated working between departments.	
<b>Supporting:</b>		
<b>The City Together Strategy</b>	<b>Corporate Plan</b>	<b>Departmental Strategic Aims</b>
All	KPPs 1, 2, 4, 5	3

<b>Actions / Milestones</b>	<b>Target Date</b>	<b>Measure of Success</b>	<b>Responsibility</b>	<b>Resources</b>
Working with the Barbican Centre to support each other in delivering events, including international conferences that make use of both Guildhall and the Barbican Centre.	Continuing	Additional events attracted to Barbican and Guildhall.	Private events team	REM, Barbican
Increase distribution of the joint Guildhall and Barbican brochure and explore other marketing opportunities working with the Barbican Centre's Marketing team.	Continuing	Increase in marketing activity resulting in increased bookings.	Private events team	REM, Barbican
Cross-referral of bookings to other City venues.	Continuing	Increased income generation for all City Corporation venues	Private events team	
Identify events that can take place in the Yard that will not have an adverse impact on income generation through Guildhall lettings nor on ceremonial and policy events.	Continuing	Successful Yard events take place consistent with the commercial and City use of Guildhall.	Events teams	City Surveyor's, CHL
Engaging with other corporate initiatives that impact on the use of Guildhall for events, particularly the review of Facilities Management services and the cleaning contract.	Continuing	Reviews take full account of events requirements	Events teams	City Surveyor's
Working with City Surveyor's FM team to ensure that the Guildhall functions areas are cleaned and maintained to a high standard.	Continuing	High standard of maintenance and cleanliness of Guildhall function areas.	Events teams	City Surveyor's

<b>Objective (Relating to Key Objectives 2 and 5)</b>	Undertake a full review of Guildhall Charging Policy and hire charges.	
<b>Priority and rationale</b>	To generate income through commercial lettings. The review will analyse the existing policy, ensure that all costs for hiring Guildhall are recovered and included in any hire charges, and review staff resources and budgets (both within City Surveyor's department and Remembrancer's Office) to ensure both are sufficient to deliver events successfully and maintain the Guildhall as a first class venue to hire. The review will be informed by the outcome of the income generation cross-cutting review.	
<b>Supporting:</b>		
<b>The City Together Strategy</b>	<b>Corporate Plan</b>	<b>Departmental Strategic Aims</b>
All	KPPs 1,2,4,5.	3

<b>Actions / Milestones</b>	<b>Target Date</b>	<b>Measure of Success</b>	<b>Responsibility</b>	<b>Resources</b>
Review the existing charging policy including charging categories.	July	Policy reviewed and recommendations identified.	Business Support team	
Review existing terms and conditions for hiring Guildhall.	July	Reviewed and amendments included	Business Support team	Comptroller's
Expand the current comparator list to evaluate how we compare against our competitors.	October	Comprehensive data collected.	Private events team	
Review all costs for events.	December	All costs identified.	Business Support team	Chamberlain's
Report to HWP and Policy & Resources Committee.	March 2016	Report submitted and recommendations approved.	Business Support team	Chamberlain's

<b>Objective (relating to Key Objectives 3 and 5)</b>	To work with IS department to identify and implement an events contacts management system for managing guest information for City events.	
<b>Priority and rationale</b>	The current CRM system will cease to receive standard support after July 2016. To ensure operational efficiency and avoid reputational damage, an effective event contacts management system is needed. The replacement system will also assist future marketing campaigns.	
<b>Supporting:</b>		
<b>The City Together Strategy</b>	<b>Corporate Plan</b>	<b>Departmental Strategic Aims</b>
All	KPPs 1, 2, 4 and 5	2 and 4

<b>Actions / Milestones</b>	<b>Target Date</b>	<b>Measure of Success</b>	<b>Responsibility</b>	<b>Resources</b>
Identify the needs of users in relation to invitations, table and floor plans and registration of guests.	July	Needs identified.	Events teams	REM, PRO, EDO, MH
Explore suitable software solutions which are readily available and cost (including annual maintenance costs).	September	Software identified.	Events teams	IS
Ensure compatibility of any proposed software on the City's IS infrastructure.	September	Compatibility assured.	Events teams	IS
Submit a proposal for adopting the selected software.	December	Proposal accepted.	Events teams	IS, REM, PRO, EDO, MH
Install new software.	April 2016	Successful installation	Events teams	Cost of software and associated running costs.

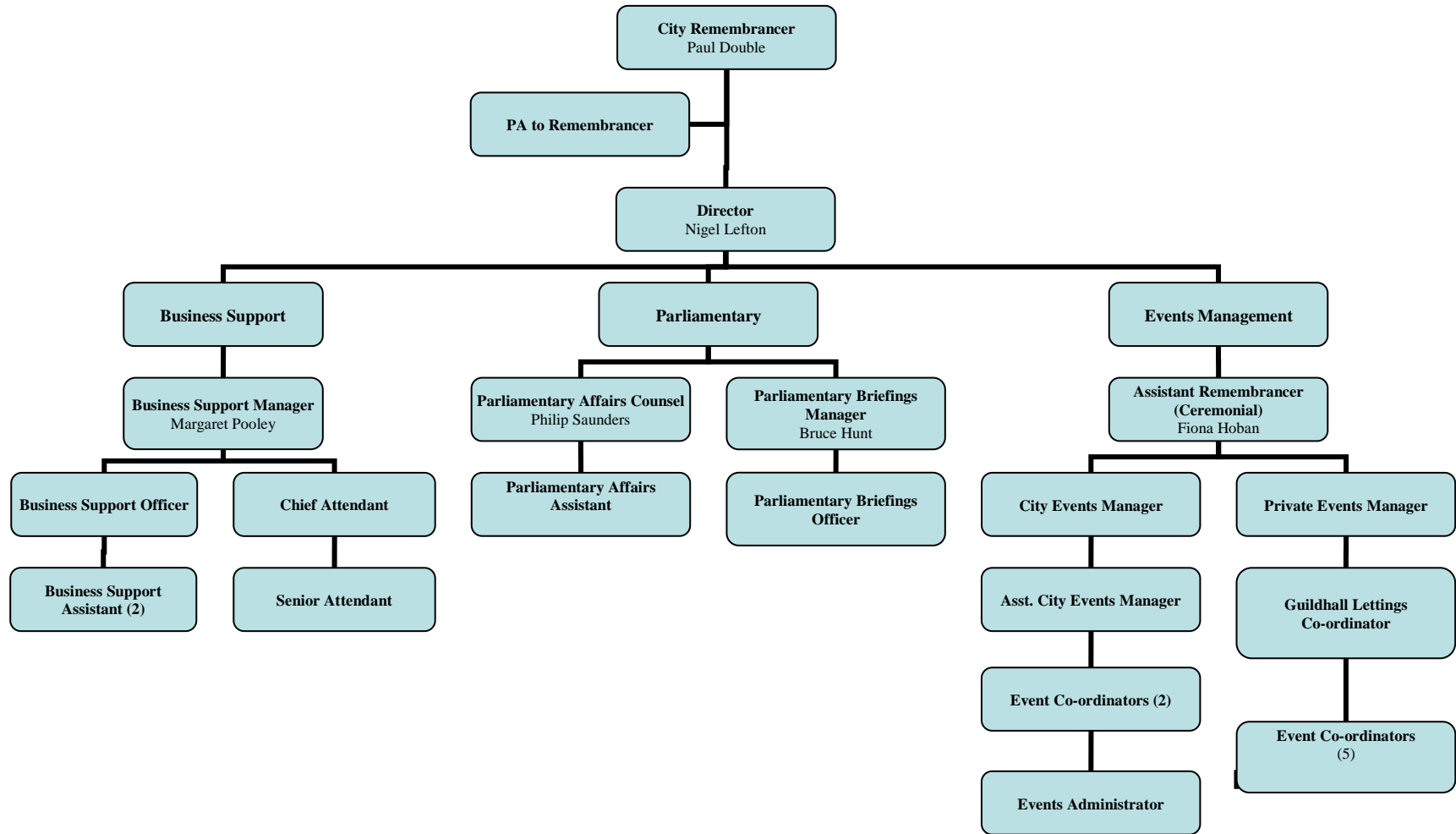
## **The Remembrancer's Office**

The Office was created in 1570. In its early years it was closely allied to the Monarch and the Court, and this is reflected in some of its functions today. These range from diplomatic and protocol advice and liaison with the London Diplomatic Corps to responsibility for the City element of State Visits and other major events. The Remembrancer is one of the City's four Law Officers and the Office is responsible for the maintenance and protection of the City's constitution.

The Office acts as a channel of communication between Parliament and the City. In the contemporary context, this means day to day examination of Parliamentary business and contact with Westminster, including examination of and briefing on proposed legislation and amendments to it, regular liaison with the Select Committees of both Houses and contact with officials in Government departments dealing with Parliamentary Bills. Liaison is also maintained with the City Office in Brussels on proposed EU laws before they receive Parliamentary consideration in the UK. The Remembrancer is the City's Parliamentary Agent and the Parliamentary Agent for the Honourable the Irish Society.

The work of the Mayor and London Assembly, and the GLA's associated bodies are monitored and briefing provided on matters of relevance to the City.

Events and hospitality organised on behalf of the City Corporation, and the Lord Mayor's Banquet, are run through the Office. In addition to City Corporation use, the Guildhall is made available on a permissive basis for private events. These are arranged through the Office in addition to City Corporation events and hospitality. There are nearly 500 events each year for leading British and international companies and institutions ranging from dinners and graduations to concerts, lunches and receptions. The Office has responsibility for a variety of domestic ceremonial events such as the Silent Ceremony, Common Hall and Church Services, and the organisation of functions and dinners hosted by Chairmen of Committees. Additional responsibilities include servicing the suite of Committee Rooms and Member areas and the maintenance and safe keeping of gowns, maces and chains.



## Achievements during 2014/15

1. The Remembrancer's Office's legislative activity over the previous 12 months has included:
  - a. Providing analysis and reports on the Deregulation Bill and the Small Business, Enterprise and Employment Bill, and their possible effect on the City;
  - b. Liaising with the City Police regarding the Serious Crime Bill and discussions about cybercrime;
  - c. Assessing the effects of the Consumer Rights Bill on the Corporation's trading standards powers and on businesses;
  - d. Examination of the Infrastructure Bill and the related proposal to make it easier to change offices into residential accommodation;
  - e. Reporting on the Anti-Social Behaviour, Crime and Policing Act 2013 and its application to the City Corporation, particularly in relation to the City's open spaces (for which special provision was secured in the legislation giving the Corporation an ability to apply anti-social behaviour orders in its open spaces outside the Square Mile) and social housing;
  - f. Advice on the City of London (Various Powers) Act 2013, which gave the City Corporation the power to grant temporary street trading licences and to permit ice cream receptacles outside business premises. Powers under the Act have now been used by officers in the Markets and Consumer Protection Department to deal with numerous ice cream vans, including one seizure;
  - g. Detailed scrutiny of the Development Consent Order, which will govern the construction and operation of the Thames Tideway Tunnel, following the decision of the Secretary of State to approve the project; and
  - h. A report considering the constitutional implications of the Fixed Term Parliament Act 2011 and a hung parliament was circulated to Members.
  
2. Evidence has been submitted to the following inquiries:
  - a. the House of Commons Transport Select Committee's inquiry into "Strategic River Crossings";
  - b. a House of Lords Inquiry into "Digital Skills", in particular in relation to superfast broadband;
  - c. an Inquiry by the House of Lords into electricity generation and capacity;
  - d. an Inquiry into climate change adaptation by the Environmental Audit Committee;
  - e. a Communities and Local Government Committee inquiry into litter;
  - f. a Culture, Media and Sport Committee inquiry into tourism;
  - g. a Treasury Committee inquiry into economic crime; and
  - h. the Lords EU Sub Committee inquiries into the Capital Markets Union and EU financial services regulatory framework.
  
3. The Office was closely involved with the arbitration proceedings involving the City's property rights following a claim made by Transport for London related to GLA roads running through the City. In liaison with the Comptroller and City Solicitor, the Office submitted evidence to the Arbitrator.
  
4. The Office has maintained a programme of active engagement with MPs and peers focusing on matters of interest to the City, including support for SMEs, financial services regulation, banking conduct and standards, trade and commercial diplomacy, superfast broadband, electricity capacity, planning policy, the arts, and drugs policy. On broadband, the Office provided background material for three debates in the Commons and one in the Lords and it

has collaborated with colleagues in the relevant service departments to help promote the improved provision of superfast broadband in the Square Mile.

5. Discussion has taken place with the Electoral Commission regarding the possible impact on City events of the Transparency of Lobbying, Non-party Campaigning and Trade Union Administration Act 2014. The Act introduces a statutory register of lobbyists and imposes restrictions on non-party campaigning in the run-up to a general election.
6. The Office continues to maintain a close dialogue with officers at City Hall. Since April 2014 the Office has responded to committee inquiries on food waste and climate change. Support was given to witnesses representing the City giving oral evidence to Assembly committees on cycle superhighways. Briefing sessions on the work of the City Corporation covering the City's economy, planning, the City fringe and policing were held with officers from the two main party groupings at the London Assembly. A more focused session on the regeneration of the Smithfield/Farringdon area was held with officers and members of the Assembly's Regeneration Committee, followed by a tour of the area. Fostering relations with the Greater London Authority committee staff and Mayoral advisers has enabled the team to identify where the Corporation can best assist the GLA.
7. The Parliamentary team continued to produce background briefings for Members ahead of significant Corporation events.
8. The Protocol and City Events team, in addition to supporting the key elements of the Civic and Mayoral Programmes, including the Lord Mayor's Banquet, facilitated during the year three State Banquets in honour of the Presidents of Mexico, Singapore and Ireland.
9. The Office has continued to arrange receptions and other events for visiting dignitaries and officials to the City including the Prime Ministers of Japan, Canada, Italy, France and Malta and the Deputy Prime Minister of Turkey, as well as a delegation of Judges from the Court of Justice of the EU. Marking the 800th Anniversary of the signing of Magna Carta the Office arranged a reception for the Commonwealth Parliamentary Association's "Magna Carta to Commonwealth Charter" conference and also hosted delegates attending the Global Law Summit.
10. Additional events have included a joint concert in Guildhall Yard performed by the City's two Reserve Forces' bands of the Honourable Artillery Company and Royal Yeomanry, a reception to launch the Guildhall Heritage Gallery, hospitality on the occasion of the 500th anniversary of Trinity House, a lecture by Professor Jeremy Black marking the centenary of the start of World War One and support for the Global Pound Conference. The Office also assisted the award of an Honorary Freedom to internet pioneer Sir Tim Berners-Lee.
11. The Office has delivered the annual cycle of 34 Committee events, 5 – 6 Church Services, 2 Common Hall and 2 Admission events, 9 Common Council meetings and almost 500 private events.
12. For the current year to 31 March 2015, income from private lettings of Guildhall is £1,750,934, a £249,727 (17%) increase from 2013/14. The total number of events has also increased by 25 from 471 in 2013/14 to 496 for 2014/15. While repeat business continues to be strong, the Private Events team exceeded their 2014/15 target of identifying ten new commercial clients hiring Guildhall. The 15 new clients included General Motors and the London Bullion Market Association. The Office continues to work to ensure that all opportunities for maximising usage and income are explored while continuing to support the City's other key policy priorities. As part of the joining-up initiative, the Office has referred 24



enquiries during the year to other City venues in cases where Guildhall has been unable to accommodate a booking.

## Remembrancer's Office Financial Information

Our Financial Information:							
	2013/14 Actual	2014/15 Original Budget	2014/15 Revised Budget	2014/15 Forecast Outturn (latest)		2015/16 Original Budget	
	£000	£000	£000	£000	%	£000	
Employees	1,487	1,589	1,609	1,527	95	1,612	
Premises	0	0	0	0	--	0	
Transport	37	49	51	39	76	51	
Supplies & Services	268	269	296	267	90	258	1
Total Expenditure	1792	1,907	1,956	1,833	94	1,921	
Total Income	(1,307)	(1,220)	(1,220)	(1,565)	128	(1,220)	
Total Local Risk	485	687	736	268	36	701	
Central Risk	801	918	1,231	1,269	103	1159	2
Total Local and Central	1,286	1,605	1,967	1,537	78	1860	
Recharges	4,128	3,934	4,052	4,310	106	4,406	
Repairs and maintenance cyclical works	125	6	18	0	-	0	3
Total Net Expenditure	5,539	5,545	6,037	5,847	97	6,266	4

### Notes on Financial Information:

1. Supplies and Services includes corporate hospitality (delegated authority budget).
2. Central Risk includes corporate hospitality budget and some income generated from Guildhall lettings. There has been a reduction of £50,000 on corporate hospitality for 2015/16 as a result of the service based review initiative that took place last year.
3. Expenditure on repairs and maintenance is determined by the City Surveyor's department.
4. Figures compiled from budgets included within Finance Guildhall Administration and Policy and Resources Committee estimates.

# REM Risk Register summary

Generated on: 08 April 2015

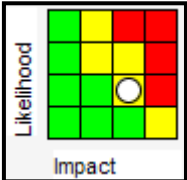
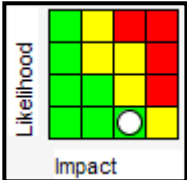



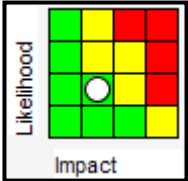
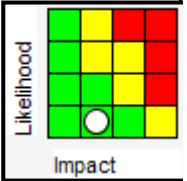

APPENDIX E

## Risk Traffic Light: Amber 3 Green 1

Risk No, Title, Department	Description (Cause, Event, Effect)	Current Risk Score	Risk Owner	Risk update	Target Risk Score	Target date	Risk Trend
CR10 Page 8 Adverse Political Developments Remembrancer's	<p><b>Cause:</b> External political developments undermining the City of London Corporation.</p> <p><b>Event:</b> Issues involving financial services that make the City Corporation vulnerable to adverse comments; proposals made for the devolution from Central Government of responsibilities for public services that call into question the justification for the separate administration of the Square Mile.</p> <p><b>Effect:</b> Functions of City Corporation and boundaries of the City adversely affected.</p>		8	Paul Double	<p>There has been close engagement with those responsible for developing proposals to enable the devolution of responsibilities while safeguarding the City. Constant attention is given to the form of legislation affecting the City. Continued promotion of the good work of the City Corporation among opinion-formers particularly in Parliament and Central Government so that the City Corporation is seen to remain relevant and "doing a good job" for London and the nation .</p>	8	

Risk No, Title, Department	Description (Cause, Event, Effect)	Current Risk Score	Risk Owner	Risk update	Target Risk Score	Target date	Risk Trend
PCE 002 <b>Lack of guest data</b> Remembrancer's	<b>Cause:</b> database without adequate support. <b>Event:</b> Loss of guest information and reduced ability to keep information properly updated. <b>Effect:</b> Adverse impact on operational efficiency and consequential reputational damage.	 12	Nigel Lefton	Work has commenced to find a replacement Events Contacts Management System.	 4	01-Jul-2016	

Risk No, Title, Department	Description (Cause, Event, Effect)	Current Risk Score	Risk Owner	Risk update	Target Risk Score	Target date	Risk Trend
PCE 001 <b>Safe City events</b> Remembrancer's	<b>Cause:</b> Failure to deliver events in a safe and satisfactory manner. <b>Event:</b> Failure to follow established guidelines/policies resulting in a breach of security, power failure or food poisoning outbreak. <b>Effect:</b> Financial and reputational loss. Injury or illness caused to staff, guests and event personnel.	 8	Paul Double	Actions to mitigate this risk are in place but need regular monitoring to ensure matters are kept under review.	 4	31-Mar-2016	

Risk No, Title, Department	Description (Cause, Event, Effect)	Current Risk Score	Risk Owner	Risk update	Target Risk Score	Target date	Risk Trend
PRE 001 <b>Failure to generate sufficient income from Guildhall lettings</b> Remembrancer's	<b>Cause:</b> failure to generate income. <b>Effect:</b> inability to achieve income targets. <b>Event:</b> adverse impact on City finances.	 4	Nigel Lefton	Effective diary management, market testing and monitoring income on a monthly basis help to mitigate the risk.	 2	31-Mar-2016	

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<b>Committee:</b> Policy and Resources	<b>Date:</b> 28/05/2015
<b>Subject:</b> Cheapside Business Improvement District	<b>Public</b>
<b>Report of:</b> The City Surveyor	<b>For Decision</b>

### Summary

Following approval in October 2014 for the City Corporation to Propose a Business Improvement District (BID) for Cheapside, a BID Ballot was held between 13 March and 10 April. This report informs Members of a successful outcome relating to the BID Ballot which returned an 84% yes vote by number and an 89% yes vote by rateable value. With the BID Proposal having been approved, the City Corporation as “Billing Authority” must put the proposals into effect by the imposition, collection and administration of the BID Levy through a BID Revenue Account. The BID “go-live” date is 11 May 2015.

As BID Proposer and BID Body responsible for providing the BID services contained in the BID Proposal, the City Corporation will need to take forward the arrangements. These were set out in the BID Proposals and detailed in a draft Memorandum of Understanding (“MoU”) that sets out the roles, responsibilities and governance arrangements.

The MoU provides for the Cheapside Initiative to cease, and for the businesses and other key stakeholders to elect a Board (“the Cheapside Board”) with which the City Corporation will work to deliver the BID Proposals.

In order to carry out the day to day activities required to deliver the BID Proposals it is proposed to appoint consultants, with their cost being taken from voluntary contributions received from property owners within the BID area who do not pay a rates levy. The procurement of the consultant will be subject to the Procurement Regulations 2014 and will be appointed by the Chamberlain under his delegated powers in consultation with the City Surveyor. The period to undertake the full procurement is likely to be in the region of 2/3 months and in the interim period, Primera Corporation, who previously administered the Cheapside Initiative, has been contracted to facilitate on-going engagement with businesses and managing already established initiatives such as the Cheapside Privilege Card. Primera will have no involvement in the tendering process relating to the procurement of consultants.

## **Recommendation(s)**

Members are asked to:

- Note the contents of the report
- Approve the Memorandum of Understanding and authorise the City Surveyor to enter into the Memorandum of Understanding with the Cheapside Board and establish the relevant budgets in the 2015-16 accounts.

## **Main Report**

### **Background**

1. In October 2014 the Policy and Resources Committee and Court of Common Council approved the BID Proposal and authorised the City Corporation to act as BID Proposer, to allow progression to a formal BID Ballot in March / April 2015. Authority was also delegated by Common Council to the Policy and Resources Committee to approve the final form of the detailed Memorandum of Understanding concerning operational matters and the functions of the City as BID Proposer and BID Body. The City Surveyor was given delegated authority to exercise the day to day functions of the City Corporation as BID Proposer and BID Body.

### **Current Position**

2. The BID Ballot was held between 13 March and 10 April 2015 and returned a clear majority in favour of the BID Proposals with an 84% yes vote by number and an 89% yes vote by rateable value. The turnout for the ballot was 39% which is slightly below the national average of 43%. The BID Ballots results demonstrates that there is a strong appetite from the business community to work in partnership with the City Corporation in delivering the BID Proposals
3. The BID Proposal provided for the BID arrangements (if approved) to take effect on 11 May and this is therefore the “go-live” date (to allow for 28 days to ratify the Ballot result.) The duration of the BID will be five years, after which another Ballot would have to be held and approved in order for the BID to continue for a further five years.
4. The Billing Authority has power, in prescribed circumstances, to veto establishment of a BID, but in this case none of the “prescribed circumstances” are considered to apply, and the BID Proposal was approved to go forward to the Ballot by the City Corporation in October 2014.

Therefore, following the BID being approved by the BID Ballot, the City Corporation as “Billing Authority” is required to put the proposals into effect by the imposition, collection and administration of the BID Levy and the establishment of a BID Revenue Account.



## **Memorandum of Understanding**

5. A Memorandum of Understanding has been drafted in consultation with the Comptroller and City Solicitor and the Cheapside Initiative that sets out the roles responsibilities and governance arrangements. It formed part of the BID Proposals. The main provisions set out in the Memorandum are:
  - a. The Cheapside Initiative will cease and the businesses and other key stakeholders will elect a Board (“the Cheapside Board”) as a representative mix of the sector paying the BID Levy, by the “Go-Live” date. The Board will be an unincorporated organisation made up of 10-12 Directors to provide representation across all sectors in the Cheapside Area.
  - b. The City and the Board will jointly enter into the Memorandum of Understanding
  - c. The City Corporation is the BID Body responsible for implementation of the BID Arrangements and, in doing so, the City Corporation will co-operate fully with the Cheapside Board to secure the effective and efficient delivery of the BID Proposals within the appropriate levels of expenditure raised through the levy.
  - d. The Board will provide guidance to the City in the implementation of the BID Proposals by acting as the voice of the businesses in the Cheapside Area and by contributing to the decision making processes in connection with the implementation of the BID Arrangements.
  - e. Representatives of the City will liaise fully with the Board, including meetings as necessary, and no less than quarterly, to consider the achievement of the objectives, to review the efficiency and effectiveness of arrangements and adjustments where considered appropriate.
  - f. The City and the Board will jointly strive and collaborate to ensure the BID arrangements are implemented efficiently and effectively including through the appointment of consultants to carry out day to day activities.
  - g. The City will ensure that all significant measures are discussed with the Board at a formative stage and that due consideration is given to the representations made by the Board
  - h. The City Surveyor will allocate to the CPAT Manager day to day interaction with the appointed consultants and the Board, together with a Member representative from one of the Wards falling within the defined Cheapside Area.

## **Procurement of Consultants**

6. It is normal in BIDs across the UK have an executive team appointed to manage day to day delivery of the BID Proposals and it is proposed to appoint consultants to fulfil this function. The money to pay the administrative costs of the consultants is in the first instance drawn from the monies raised through voluntary contributions from property owners who do not pay the BID

Levy and where there are insufficient funds, then from the BID Levy itself. The consultants will be housed in the City Surveyors Department, within the CPAT Team, so occupational costs will be absorbed by the City Corporation. The annual cost for the consultants will be circa £100k and it is anticipated that there should be sufficient voluntary contributions to cover their costs. The voluntary contributions will be collected annually

7. It will be necessary to procure the consultants in accordance with the Procurement Regulations 2014. The consultant would be appointed to the end of the 5 year term of the BID. The timescale to go through the necessary procurement process is 2/3 months. The likely cost of the contract over the life of the BID is circa £500k and the Chamberlain in consultation with the City Surveyor will appoint the consultant under delegated powers, in accordance with the Procurement Regulations 2014, Para 10.4.
8. In the interim, it is proposed to appoint Primera Corporation who were the consultants for both the Cheapside Initiative and also managed the Ballot delivery on behalf of the City Corporation, to take forward the delivery of a short term program of works to maintain engagement with businesses and to continue delivering some of the initiatives carried out over the last few years such as the Cheapside Privilege Card. The interim arrangement would run until the procurement process is complete. The Comptroller and City Solicitor has advised that provided Primera are not in any way involved in the tender process and that the work undertaken during this period does not relate to the delivery of new projects outlined in the BID Proposal, then it would be acceptable for Primera to be appointed in this capacity. Procurement of services relating to the delivery of the BID Proposal will be in accordance with City Corporation established practice and will be managed in conjunction with the CPAT Team and City Procurement.

### **Corporate & Strategic Implications**

9. The BID proposal accords with four of the five Key Themes in the City Together Strategy and the policies contained in the Core Strategy as amended in the Local Plan and the City Visitor Strategy.

### **Financial Implications**

10. There are no additional financial implications to those previously identified (£2,200 to run the BID Ballot) relating to the approval of the Memorandum of Understanding and the procurement of the consultants. Procurement of services relating to the delivery of the BID Proposal will be within the budget derived from the BID Levy (and/or, in the case of the consultants, the additional voluntary contributions paid to the City Corporation) and in accordance with City Corporation established practice and will be managed in conjunction with the CPAT Team and, in respect of the "Billing Authority"

functions of raising and administering the BID Levy, by the Chamberlains office.

## **Conclusion**

11. The BID Ballot results demonstrate that there is a strong appetite from the business community to work in partnership with the City Corporation in delivering the approved BID Proposals. The Memorandum of Understanding sets out the roles and responsibilities and the governance arrangements to provide an effective working relationship between the City Corporation and the Cheapside Board, established from businesses located within the BID Area. It will be necessary to undertake formal procurement of the consultants to form the executive to manage day to day activities. The cost of the executive will be drawn, in the first instance, from the monies raised through voluntary contributions from property owners who do not pay the BID Levy and where there are insufficient funds, then from the BID Levy itself.

## **Appendices**

None

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<b>Committee</b>	<b>Dated:</b>
Policy and Resources Committee	28 May 2015
<b>Subject:</b> Proposed Project on the Impact of Immigration on the UK	<b>Public</b>
<b>Report of:</b> Director of Economic Development and Director of Public Relations Office	<b>For Decision</b>

### Summary

Over the past five years the City of London Corporation has contributed to the debate on the benefits to business and the wider economy of immigration, and the Visa process itself.

The City of London has been approached by the National Institute of Economic and Social Research (NIESR) to sponsor a project to improve public understanding of evidence on the economic impacts of immigration. The proposal is to produce a video animation aimed at encouraging a more informed debate. In addition to employers and young people, it will be targeted at a wider audience of migration sceptics. It will focus on the impacts of immigration particularly on the labour market, but will also include services. The messages and format of the video will be tested through focus groups. A short report on the main findings will also be prepared. The aim is to complete the project and present the findings in the autumn.

This project presents an opportunity to continue the City of London's support for an informed debate on immigration through working with a respected independent research organisation.

### Recommendation

Members are invited to note:

- (i) To approve funding of £30,000 from your Committee's Policy Initiatives Fund 2015/16, categorised under Events and charged to *City's Cash*.

## **Main Report**

### **Background**

1. The City of London Corporation has over the past five years been closely engaged in the debate on immigration, both in terms of public profile, for example, sponsoring the Evening Standard debate on immigration, and also through leading an informal group comprising a wide range of stakeholders including the GLA and education institutions which address issues of visa policy and practice. The Corporation was also engaged with HM Government, for example, in a submission to the Balance of Competences exercise in 2014.
2. The National Institute of Economic and Social Research (NIESR) has established a reputation as a leading independent research organisation. It is experienced in carrying out qualitative research with employers, young people and the general public, including on immigration issues. It also has particular expertise in disseminating research findings and has established media networks.

### **Proposal**

3. The City of London Corporation has been approached by NIESR to sponsor a further project they have developed addressing the impact of immigration on the UK. Public understanding of the economic impacts of immigration remains poor and is strongly influenced by the media, affecting policy development. Lack of understanding of the impacts of migration make it difficult for groups such as employers to explain the practices and concerns to policy makers and wider audiences.
4. NIESR's intention is to produce a video animation aimed at encouraging a more informed debate on immigration. In addition to employers and young people, it will be targeted at a wider audience of migration sceptics and those who lack accurate information about migration impacts. It will focus on the impacts of immigration particularly on the labour market, but also on services. There will also be an associated short report on the main findings for dissemination through more traditional channels.
5. The messages and format of the video will be tested through focus groups which will include employers, young people in schools and the general public. The wider research project will add to current understanding of how attitudes towards immigration are influenced by both facts and opinion. The City of London has already made an input to the proposed project and will

continue to do so, though the project itself will be an independent research project.

## **Corporate & Strategic Implications**

6. The proposed project supports the strategic aim to support the City as the world leader in international finance and business services and the key policy priority of supporting and promoting the international and domestic finance and business sector.

## **Implications**

7. If approved, it is recommended that your Committee funds this proposal through a contribution of £30,000 categorised under Events and charged to *City's Cash* through the Policy Initiatives Fund for 2015/16. The current uncommitted balance available within your Committee's Policy Initiatives Fund 2015/16 amounts to £259,000 prior to any allowance being made for any other proposals on today's agenda.
8. This funding will allow the following activities to occur and thus ensure the delivery of the project in Autumn 2015:
  - Immediate hire of a video animation company with a view to producing a pilot animation, which your officers will then approve;
  - Immediate production of content and script for the animation, which again will be approved by your officers;
  - Testing the pilot video with at least five focus groups, representing a broad view on immigration issues, in June 2015. These groups will be located both in London and elsewhere in the UK, thus providing a geographical balance to this research. These groups will consist of secondary school aged children, the wider-public and business advocates drawn from our own City Corporation migration working group (co-ordinated by the Economic Development Office);
  - Production of final animation, once your officers' approval has been gained. Additional production of a supporting short report representing the video and focus group findings. These activities are expected in July 2015.
  - Launch and dissemination via press, broadcast and social media in September 2015.
9. It is expected the costs will breakdown as follows (*figures are approximate*):
  - hire of a video animation company and production of pilot script and content: £11,000;

- focus groups and final video production: £11,000;
- short supporting report, launch, and dissemination to press: £8,000.

## **Conclusion**

10. Support for this project conducted by a well respected, independent research organisation will maintain the City of London's interest and profile in the public and policy debate on immigration and, in particular, the economic benefits of immigration.

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<b>Committee(s)</b>		<b>Dated:</b>
Policy & Resources Community & Children’s Services Education Board	For decision For information For information	28 May 2015 12 June 2015 25 June 2015
<b>Subject:</b> Development of a process for assessment of new employability initiatives		<b>Public</b>
<b>Report of:</b> Director of Economic Development and Director of Community & Children’s Services		<b>For Decision</b>

### Summary

- The City Corporation supports a wide range of activities helping people in wider London into employment. Typically described as ‘employability’, this activity covers a wide range of interventions to support people into work.
- This report presents for your Committee’s approval a process for assessing new ideas for City Corporation support for ‘employability’ initiatives benefiting wider London.
- The proposed process involves Officer Group approval prior to Member approval, which would sit with your Committee in most circumstances. It is designed to bring a common approach across the City Corporation to consideration of new ideas for employability, not to discourage new ideas.
- An assessment of the following would be included in the proposed process: the rationale for City Corporation involvement; what the need is; costs/benefits; and consideration of an exit strategy.
- The report also proposes guidelines to establish which kinds of new ideas would fall within the scope of the proposed assessment process.

### Recommendation(s)

Members are asked to agree:

1. the proposed process for assessing proposals for new employability activity requiring additional funding/ significant resources before they are implemented as set out in paragraph 6 of the report.

And to note:

2. the proposed guidelines to establish which kinds of new ideas would fall within the scope of the proposed assessment process – Appendix One.

3. the proposed outline assessment questions to appraise new proposed employability initiatives – Appendix Two.
4. that the proposed process and outline assessment questions be implemented with immediate effect.

## **Main Report**

### **Background**

1. In support of the City Corporation's broad policy framework (as expressed in the Corporate Plan, Education Strategy and departmental business plans for the Economic Development Office and Community & Children's Services Department), the City Corporation's existing employability activity in London forms a key part of our efforts to support London's communities and contribute to reducing deprivation.
2. The term 'employability' covers a wide range of activity including educational and aspiration-raising activity; employability skills; work experience; apprenticeships; jobs and progression within work. Further details of these activities are provided at Appendix One.
3. Notwithstanding differences in the geographies between individual City Corporation programmes, a common broad theme is the focus on linking communities in neighbouring boroughs to jobs in the City and beyond and doing this, broadly, through helping them become employable and, ultimately, employed. This work sits in a wider context, supported by Central London Forward's work across Central London boroughs and complemented by grant-giving across Greater London through City Bridge Trust.

### **Current Position**

4. Against a background of an increasing number of new ideas for the City Corporation to enhance and increase its existing employability work in wider London, the Directors of Economic Development and Community & Children's Services have, at the Town Clerk's request, led Officer discussions on how the City Corporation should approach the assessment of such ideas to prioritise and improve management, given limited resources.
5. The proposed process - outlined below - focuses explicitly on work to support employment and employability in wider London and excludes the following: any work undertaken by the City Corporation in its capacity as a local authority for the City (including work which to some extent covers employability but is wholly focused on City residents); HR aspects of our role as an employer (which is the subject of a separate workstream); our support for City Corporation academies specifically or education more broadly; and City Bridge Trust's grant making activity. It focuses on the consideration of new ideas for employability initiatives, not on reviewing existing activity.

## Proposed approval channel and process for new employability ideas

6. In view of the lack of a single accepted channel for formal consideration and approval of new ideas for employment and employability initiatives, this report proposes a structured and systematic process comprising a 'filter process', two levels of Officer assessment and Member approval.

Stage	Who	Role
Filter questions	Project sponsor (City Corporation Officer lead)	<p>The 'filter process' would identify ideas that do not fit with the City Corporation's overall objectives and would help to ensure that Officer time is not spent developing or considering ideas that are not going to be progressed.</p> <p>Proposals must answer yes/yes/no to the questions below for the idea to proceed.</p> <ul style="list-style-type: none"> <li>• Does it mainly benefit London Residents?</li> <li>• Does it link mainly to London businesses?</li> <li>• Is it duplicating something already happening?</li> </ul>
Stage 1	Employability Group	<p>This stage would involve submission of sufficient information to allow Officers to present an initial draft of the assessment questions (outlined at para. 10 and in detail at Appendix Two) for consideration by the Employability Group. This is an Officer group chaired by the Assistant Director of Economic Development, comprising Officers drawn from across the City Corporation with expertise in employability. A fuller, assessed proposal would then be presented to the Supporting London Group (see below) and on to Members, in most circumstances to your Committee.</p> <p>The Employability Group's role would be to:</p> <ul style="list-style-type: none"> <li>• undertake initial scrutiny and assessment of idea and consider an early draft of the assessment questions</li> <li>• provide subject-matter expertise</li> <li>• play a supportive, steering, advisory role, potentially seeing a number of iterations of a promising idea before passing it on to Supporting London Group.</li> </ul> <p>NB The Group would not have a veto on which ideas progressed to the next stage.</p>

Stage 2	Supporting London Group	<p>The 'Supporting London Group' of senior Officers, is chaired by the Town Clerk and drawn from the Chief Officers Group. It considers all matters relating to the City Corporation's engagement and relations with London's government and communities and has specific responsibility for developing and coordinating the City Corporation's London-wide activities.</p> <p>To ensure sufficient Officer-level scrutiny of ideas and to limit the burden on your Committee, a key 'gateway' role is proposed for the Supporting London Group involving:</p> <ul style="list-style-type: none"> <li>• considering presentation of assessed idea</li> <li>• providing strategic guidance on how, if at all to present idea to Members and any fundamental changes to be made</li> <li>• acting as the 'gateway' for ideas – Supporting London Group to decide if ideas progress to Member approval or not.</li> <li>• approving non-contentious or minor proposals - at the discretion of the Town Clerk - without referring to Members for approval</li> </ul>
Stage 3	Member approval	<ul style="list-style-type: none"> <li>• Policy &amp; Resources Committee receives recommendation to support idea and has authority to approve it (or Community &amp; Children's Services Committee in the case of apprenticeships &amp; traineeships).</li> <li>• Education Board and Community &amp; Children's Services Committee (or other relevant Committee) input to proposal to inform decision made by Policy &amp; Resources Committee (except in the case of apprenticeships or traineeships where decision will be made by Community and Children's Services Committee with input from Policy &amp; Resources Committee).</li> </ul> <p>NB This approach complements the existing lines of accountability and the Committee framework for employability activity as detailed at Appendix 3.</p>

**What ideas are in scope?**

7. To provide a common understanding of which kinds of new ideas for employability activity would be in scope, a set of general principles is given at Appendix One. The proposed process (and the accompanying assessment questions detailed below and at Appendix Two) have been designed to evaluate

*new* ideas for activity for the City Corporation to support i.e. not to review and interrogate existing activity, which would be a distinct exercise in its own right, rather to ensure that any new ideas are being assessed in a structured, systematic way before being presented to the Supporting London Group for initial consideration and then to Members.

8. The assessment questions would be used to appraise proposed activity to support wider London. They would not be a tool to evaluate ideas for activity specifically targeted at City residents only, nor that which does not have employability as its primary purpose e.g. English language classes, broader community development type activity etc. (NB 'City residents' refers to residents living within the City's boundary, not tenants or leaseholders living outside of the City's boundaries.)
9. The process focuses on assessing ideas for enhancing employability in London and it is not intended to replace or duplicate existing decision-making processes or capture areas where there is a defined strategy and process in place e.g. education activity. However, to ensure appropriate rigour is applied to decisions made about new work on employability, the assumption has been to include activity in this new process except where there is a good reason to exclude it. Equally, while the intention is to bring a common approach to the assessment of new ideas for employability activity, the aim of the process is not to discourage new ideas.

### **Questions to assess new proposals**

10. In addition to the development of a clear process for the assessment of ideas, it is also important to ensure clarity and consistency in how any new proposals for employability activity are considered. This paper therefore proposes questions to help assess new proposals based on the following:
  - i. a clear rationale for City Corporation involvement;
  - ii. what the need is;
  - iii. costs/benefits; and
  - iv. consideration of the length of time that City Corporation support is required and, if necessary, how activity would be sustained without City Corporation support long-term.
11. The outline assessment questions – provided at Appendix Two - present a way of appraising new ideas. It is envisaged that a 'sponsoring' officer would be responsible for completion of the assessment questions and reporting to the Supporting London Group and/or your Committee.
12. To avoid the proposed assessment questions creating a disproportionate administrative burden for the Supporting London Group and your Committee, it would also be possible to agree general positions on types of activity. Where it would be helpful to establish a general position on types of activity to avoid repeat assessment of similar ideas, the Supporting London Group could be asked, as part of assessing a specific activity (e.g. an individual careers fair), to

develop a general position (for Member approval where necessary, in most circumstances by your Committee) for related requests.

## **Outcomes**

13. The following headline outcomes have been identified for City Corporation activity, drawing on priorities from the recently approved 2015-19 Corporate Plan and existing departmental business plans where Member approval has already been secured. These outcomes are intended to clarify existing priorities and make them more functional and easier to assess new ideas against.

- An articulate, skilled workforce that is drawn from London's communities:
  - Facilitate routes into jobs in the City and beyond – particularly, but not exclusively, those in sectors with significant representation in the City itself - for residents of the City's neighbouring boroughs
  - Support residents in neighbouring boroughs to develop the specific skills and experience to enable them to compete for these jobs
  - Raise awareness of the types of jobs available - particularly in the City and in these sectors - and the routes into them.
- A City business community acknowledged for its responsible practices and its engagement with local communities:
  - Support businesses to 'give back' to communities in London
  - Provide a 'gateway' into a range of services and support
  - Support businesses to diversify their workforce

## **Corporate and Strategic Implications**

15. The proposed process complements and fits in with existing lines of accountability and the Committee framework for employability work, which is detailed at Appendix 3.

## **Conclusion**

16. The proposed decision-making process outlined above, and the suggested assessment criteria to appraise new ideas for employability initiatives, are designed to provide suitable rigour to the consideration of new areas for an important policy area for the City Corporation while striking a sensible balance between such rigour and an additional administrative burden.

## **Appendices**

- Appendix 1 - Principles outlining types of employability ideas within scope of the proposed assessment process
- Appendix 2 – Questions for assessment of new proposals for employability initiatives
- Appendix 3 - Lines of accountability on City Corporation employability activity

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## Appendix One

### Principles outlining types of employability ideas within and outside the scope of the proposed assessment process

The proposed assessment questions have been designed to evaluate new ideas for activity for the City Corporation to support which has employability as its primary purpose i.e. not to review and interrogate existing activity, which would be a distinct exercise in its own right, rather to ensure that any new ideas are being assessed in a structured, systematic way before being presented to the Supporting London Group and/or Members for initial consideration.

The assessment questions will be used to appraise proposed activity in wider London. They will not be a tool to evaluate ideas for activity specifically targeted at City residents only or activity which does not have employability as its primary purpose e.g. English language classes, broader community development type activity, Barbican education programme etc.

#### What do we mean by 'employability'?

- a. **Education/ aspiration raising** – this includes promoting careers to school/ college/ university students, visits to City firms, school talks, promotion of visible role models. Educational attainment and performance of schools and provision of adult/community learning activity not related to employability is not included.
- b. **Employability Skills** – this includes support with interview skills, CV writing, supporting job searching and applications, mentoring of job seekers etc. and can be provided to students, young people, adults and specific priority groups.
- c. **Work experience** – this includes facilitating work experience for students and adults in either paid or unpaid placements either by working with individuals, organisations, institutions or employers.
- d. **Apprenticeships** – this includes recruitment and training of apprenticeships and traineeships including supporting employers with apprenticeships and traineeships and promotion of the agenda.
- e. **Jobs** – this includes supporting employers to diversify their recruitment practices and their workforce and promoting self- employment/ enterprise as a route into employment.
- f. **Progression** – this includes supporting individuals to progress their careers and access further training/ employability support and supporting employers to develop and progress their workforce.

The types of activity which would be in scope for being assessed using the assessment questions are:

- a) Bidding for external funding (NB this would *exclude* any 'routine' renegotiation of external funding for existing programmes - e.g. apprenticeships - where there is **no** material change e.g. to the geography of benefit of the activity, the target beneficiaries, types/ sector of business being targeted etc. but would *include* any

renegotiations of external funding if any such material changes are proposed).

- b) Activity which requires new allocation of City Corporation money (not contained within existing budgets, no proposed minimum level of cost)
- c) Re-commissioning of activity (where there is a material change, e.g. to the geography of benefit of the activity, the target beneficiaries, types/ sector of business being targeted etc.)
- d) Activity that cannot be absorbed within existing staffing requirements and requires new staff (even if posts have funding identified) or reconfiguration of priorities
- e) New activity involving use of City Corporation premises and/or convening/ partnering powers and which requires an allocation of cash, staff or other in-kind resources/ support
- f) Activity that could impact adversely on the City Corporation's reputation



**Questions for assessment of new proposals for employability initiatives**

A Basic information

1. Name of proposal:
2. Description (what will proposal do, 50 words max):
3. Total cost (all years, specifying the total proposed cost to the City Corporation and the total cost to other funders i.e. matchfunding):
4. Which of the headline outcomes (see para. 13 in report) does this proposal address?:
5. Timescale of proposal (when will it start and finish?):
6. Project sponsor (lead City Corporation officer):
7. Background (why and how the proposal has come about):

B Why and how would the proposal fit with us – the City Corporation - specifically?

1. **Does it utilise the City Corporation's strengths and unique nature?**  
*Exploring why/how City Corporation is well placed to be involved; which other organisations are or are not involved; what value the City Corporation can add.*
2. **City of London angle**  
*How does this link to the City Corporation's interests and key audiences (businesses, London stakeholders, Government etc.)?*
3. **How does it fit with the City Corporation's policy framework?**  
*Link to outcomes (see para 13 in report). Measurement and evidence.*
4. **What is the geographical coverage of the activity?**

C What is the need?

5. **What evidence is there that there is a need to act in this area?**
6. **What is the landscape of provision?**  
*Which other organisations deliver comparable activity? If few or none, why is that?*
7. **Is the proposal innovative/ in line with the latest good practice/ expertise in this area?**
8. **How does the proposal enhance or add value to what is already underway?**

9. **Are the partners/ stakeholders/ local authorities involved and supportive?**

D Costs and outcomes

10. **What is the overall cost of delivery to the City Corporation (inc. staff time, cash, equipment, facilities and other resources)?**

11. **Who else is contributing – or could contribute - to the activity?**

12. **How will the activity be funded? (departmentally, corporately?)**

13. **What staff time will be required to develop/ manage/ deliver this activity?**

14. **What are the overall measurable outputs and benefits of the activity and how will they be measured?**

15. **What impact would it have?**

16. **What are the unit costs of the outputs?**

E Risks

17. **What are the risks to successful delivery?**

18. **Are there any reputational risks to the City Corporation?**

F Exit strategy

19. **What is the exit strategy for the City Corporation's involvement?**

20. **How will learning from the activity be shared internally and with partners and stakeholders?**

**Lines of accountability on City Corporation employability activity**

**Context and key aims**

As a central part of its ‘London offer’ the City Corporation supports a range of activities to improve employability among communities in wider London (as well as in the City itself), much of which is underpinned by business involvement.

This work principally supports the strategic aim of the Corporate Plan ‘*To provide valued services to London and the nation*’, sitting mainly within Key Policy Priority 4: ‘*Maximising the opportunities and benefits afforded by our role in supporting London’s communities*’.

**Governance**

Decision-making for the various programmes rests with the relevant Committees, with the Education Board also having an oversight of any which focus on making the link from education to employment. This is reflected in the Education Strategy.

**What we do: priority activities**

Flowing from the Corporate Plan and through departmental business plans, the City Corporation’s employability offer spans the following key activities:

	<b>Lead department</b>	<b>Primary responsible Committee</b>	
<ul style="list-style-type: none"> <li>• Delivery of an apprenticeships and traineeships (effectively pre-apprenticeships) programme<sup>1</sup></li> </ul>	Community & Children’s Services	Community & Children’s Services	Education Board oversight
<ul style="list-style-type: none"> <li>• Supporting the delivery of major pilot employability initiatives through the Central London Forward partnership in response to needs identified by the partnership</li> </ul>	Central London Forward	Policy & Resources (and Board of Central London Forward)	
<ul style="list-style-type: none"> <li>• The City Bridge Trust grants programmes support employability initiatives across Greater London</li> </ul>	City Bridge Trust	City Bridge Trust	
<ul style="list-style-type: none"> <li>• Review the CoLC’s own internal employment/recruitment procedures to clarify approach to e.g. hosting work placements, apprentices</li> </ul>	Corporate HR	Establishment	
<ul style="list-style-type: none"> <li>• Oversight and monitoring of the City of London’s sponsorship of its Academies</li> </ul>	Community & Children’s Services	Education Board	
<ul style="list-style-type: none"> <li>• Engagement of City businesses in recruiting from local communities</li> </ul>	Economic Development Office	Policy and Resources	

<sup>1</sup> I.e. engagement and briefing of employers; recruiting and screening candidates; managing and delivering training element.

<ul style="list-style-type: none"> <li>Promotion of work placements in the City for residents of neighbouring boroughs</li> </ul>	Economic Development Office	Policy and Resources	
<ul style="list-style-type: none"> <li>Work with City businesses to raise the aspirations of young people in neighbouring boroughs and their awareness of career opportunities</li> </ul>	Economic Development Office	Policy and Resources	
<ul style="list-style-type: none"> <li>Improvement of job brokerage and employment support in neighbouring boroughs relating to jobs in the City</li> </ul>	Economic Development Office	Policy and Resources	
<ul style="list-style-type: none"> <li>Facilitation of employment and training of residents of neighbouring boroughs on City construction sites</li> </ul>	Economic Development Office	Policy and Resources	
<ul style="list-style-type: none"> <li>Engagement of City business (and City Corporation) volunteers in a range of employability activities</li> </ul>	Economic Development Office	Policy and Resources	

Co-ordination of the above is achieved in two key ways: i) through an Employability Group<sup>2</sup> involving key officers leading each workstream and ii) the recently created post of Business Engagement Manager in EDO, focusing on co-ordinating the City Corporation's employability offer to businesses.

### Where?

Employability activities are delivered across a number of different geographies:

- The City's seven immediately neighbouring boroughs (final six activities above, led by EDO);
- Greater London (City Bridge Trust grants; apprenticeships programme);
- Central London (the City's neighbouring boroughs excluding Hackney and Tower Hamlets but including Kensington & Chelsea and Wandsworth, led by Central London Forward);

### For whom?

Target groups vary from initiative to initiative but all respond to identified needs and to tackling disadvantage within the areas in question and include (among others):

Unemployed people (some long-term)	Students at schools within neighbouring boroughs
Young people not in education, employment and training (NEETs) or at risk of becoming NEET	Ex-offenders
Care-leavers	

<sup>2</sup> An officer group with overview of all CoLC/ CBT employability/ aspiration raising projects. Membership: EDO; Community & Children's Services; Human Resources; City Bridge Trust; City Business Library; Culture Heritage & Libraries; Barbican/Guildhall School; Public Relations; Town Clerk's; Central London Forward.

<b>Committee</b>	<b>Dated:</b>
Policy and Resources	28 May 2015
<b>Subject:</b> Support for a Study to Strengthen the City's Role in working with London's Communities	<b>Public</b>
<b>Report of:</b> Director of Economic Development	<b>For Decision</b>

## Summary

The City Corporation has an extensive programme of work aimed at supporting Londoners into employment, particularly those from disadvantaged backgrounds. A number of City businesses, particularly larger ones, civic organisations (including some Livery Companies and trade bodies) are also active in this area.

However, there is scope to do more, learn from 'what works' to improve the effectiveness of the City's collective efforts, and ensure work in this area is complementary and coordinated to reduce duplication and overlap.

Therefore, a Study is proposed to: look at the challenges facing unemployed young Londoners; identify examples of good practice; consider what could be done differently to help address the problem; and suggest some principles to guide further work in this area. The Study would be driven by a Panel of members drawn from the Livery, City businesses, stakeholders (Boroughs and organisations working on these issues) and the City Corporation. It would culminate in the publication and dissemination of a short report.

This report proposes that your Committee approves funding of up to £30,000 for 2015/16 to fund research and related activity to enable the Study to be undertaken.

The proposed Study complements the City Corporation's wider activities to support London's communities and could bring positive reputational benefits to the City Corporation.

## Recommendations

Members are asked to:

- Approve funding of £30,000 to fund research and related activity including dissemination and an event, for a study to Strengthen the City's role in working with London's Communities to be met from your Committee's Policy Initiatives Fund for 2015/16 under the Communities heading, and charged to City's Cash.

- Delegate authority to appoint members of the Study Panel to the Town Clerk in consultation with your Chairman and the Study Panel's two proposed Co-Chairs.

## **Main Report**

### **Background**

1. The City Corporation has an extensive programme of work aimed at improving the employment opportunities for the people of London, particularly those from disadvantaged backgrounds. Whilst much of London has benefitted from job creation in recent years, there remain significant challenges to securing employment for many of London's communities. The overall unemployment rate for London (8.2%) is still above the England average (7.1%) and 121,000 young people in London are Not in Education, Employment or Training (NEET).
2. Numerous City businesses and civic organisations (including Livery Companies and trade bodies) are also active in this agenda, with many undertaking their activity with little or no involvement from the City Corporation. This work includes:
  - Assisting companies to develop community programmes, e.g. through Heart of the City, City Action etc.
  - Outreach work by City Corporation services, e.g. Barbican/GSMD, Open Spaces, Museum of London etc.
  - Direct support for employment programmes
  - Support for local recruitment and apprenticeships
  - The grants programme through City Bridge Trust
  - Support for education and employability in schools
  - Promoting best practice through research and the City's convening powers
3. However, despite there being a wealth of activity underway, there is scope to do more and to improve the activity already underway to help young people into employment. In addition, there is potential for some of this activity to duplicate or overlap and there currently appear to be limited opportunities to learn from good practice and experience.

### **Proposal**

4. To help ensure that efforts in this area are being directed to best effect, it is proposed that the City Corporation initiate a small study to:
  - Draw together evidence to identify and explore barriers faced by young people from disadvantaged groups in accessing employment;
  - Identify exemplars of good practice undertaken in this area; and
  - Make suggestions for how the effectiveness of work in this area can be improved.

5. The focus of the study will be employability (the skills and connections needed to access employment) for young Londoners (up to the age of 25) and will look at the core questions of:
  - What is the problem and current situation?
  - How far does current activity address the problem?
  - How do we move forward?
6. The study will be driven by a panel of individuals representing civic organisations (e.g. Livery Companies and trade bodies), City Businesses and stakeholders (Local Authorities and practitioners).
7. The expected outcome of the study will be a short publication that summarises the problem and challenges, highlights examples of good practice that are relevant to the City and provides some 'principles' to guide further work in this area. An event will be held to conclude the study and to disseminate its findings. The intended audience for the study is City Corporation elected Members, City businesses and other civic organisations.
8. To ensure that the Study is beneficial, it will be necessary to maintain a clear focus on its core questions. The Study will not explore issues relating to the education system (although it may consider how far schools prepare young people for the world of work) nor seek to create a political lobbying tool. The Study will rather be a way to draw attention to the problem of youth unemployment in London and raise awareness of the good work already underway to tackle the problem and suggest areas where more could be done.

## **Membership**

9. The proposed membership of the Study Panel is:
  - 2 co-chairs:
    - i. Alderman Charles Bowman
    - ii. Debby Ounsted CBE (Master Mercer)
  - 3 Court Members, one of which to be drawn from the membership of the Education Board.
  - 3 senior representatives from City businesses
  - 3 representatives from projects/ organisations supporting young people into employment
  - 2 Leaders of London Local Authorities
  - Observers (acting in an advisory capacity only): e.g. Livery Companies Skills Council / Livery Schools Link.
10. It is proposed responsibility for appointing members to the Study Panel be delegated to the Town Clerk to work in consultation with your Chairman and the Study Panel's two proposed Co-Chairs. Members would be expected to represent their area of expertise, provide input and be responsible for disseminating the product amongst their constituents and championing this issue.

## Process and timescales

11. It is proposed that the Panel meets twice. Preliminary work will be undertaken prior to the first meeting to prepare a framework of questions and evidence for the members to consider at their first meeting. A small research element will be undertaken to draw together information on the issue and challenges as well as identify examples of good practice.
12. The second meeting of the Panel will focus on agreeing key messages and how to disseminate messages and findings. It is anticipated that the Study will take six-months to complete its task.

## Resources

13. The Economic Development Office estimates that it has the capacity to provide the required Officer support to oversee a study of the size outlined above. In addition, the study would require £25,000-£30,000 broken down as follows:
  - Research paper - £10,000
  - Design and print - £5,000 - £10,000 (will depend on specification of final product)
  - Events - £5,000
  - Policy support - £5,000 (possible secondment of officer from a research organisation to support the panel and possible dissemination activities)

## Corporate & Strategic Implications

14. The proposed creation of the Study and Panel supports Key Policy Priority 4 of the Corporate Plan (*Maximising the opportunities and benefits afforded by our role in supporting London's communities*). It also contributes to delivery of objective 4 of the Economic Development Office Business Plan 2015-2018: *Working with businesses and CoLC departments (including City Bridge Trust), to understand and realise the economic and social potential of London, but especially the City and the neighbouring boroughs.*

## Implications

15. It is proposed that the cost of the Study of up to £30,000 be drawn from your Committee's Policy Initiatives Fund for 2015/16, categorised under 'Communities' and charged to City's Cash.
16. The current uncommitted balance available within the Fund amounts to some £259,300 for 2015/16, prior to any allowance being made for any other proposals on today's agenda.

## Conclusion

17. Support for the proposed Study would complement the City Corporation's wider support for employment and employability and would underline the organisation's commitment to the jobs and growth agenda in London.



**Appendices**

None

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<b>Committee:</b> Policy and Resources	<b>Date:</b> 28 May 2015
<b>Subject:</b> Policy Chairman's visit to New York and Washington DC, United States of America, April 2015	<b>Public</b>
<b>Report of:</b> Director of Economic Development	<b>For Information</b>

## Summary

This report advises Members of the outcome of the recent visit by your Chairman to New York/Washington DC from 20 to 22 April 2015. The main purpose of the visit was to meet with business and policy stakeholders (firms, policymakers, regulators and financial institutions) to discuss regulatory and competitiveness issues affecting transatlantic financial markets, as well as gauge views on the business and political landscape in the US, UK and Europe. The visit provided the opportunity to hear about the key issues affecting US business practitioners. A priority remained on conveying key City messages and policy positions, related to transatlantic financial markets, to US counterparts, including advocating greater coordination of international regulatory reforms.

This report includes views gathered on a number of transatlantic political, economic, regulatory and competitiveness issues. Key points are as follows:

- The 2016 US presidential election campaign is already in full swing, which has had some suggestions that President Obama will be a 'lame duck' and raised questions about the appetite of Congress to get any policy work done. Congress is, however, reportedly close to granting the president Trade Promotion Authority, which would free his hand in finalising negotiations on the Trans-Pacific Partnership and to a lesser extent the Transatlantic Trade and Investment Partnership (TTIP).
- There was a lot of interest in the upcoming UK general election and what the result could mean for the UK business environment and particularly the UK's position in the European Union (EU). Businesses expressed that they were developing contingency plans for their operations in case the UK left the EU. There is concern about certain 'anti-business' proposals and statements being made by UK politicians and how this threatened making London/UK a less desirable investment destination.
- The cumulative effect of regulation on the financial services industry is an increasing worry for businesses. The scale of new regulation being implemented by multiple regulatory bodies has increased the compliance workload and cost of many firms, resulting in them paring back operations internationally. There is concern that this is also resulting in a shortage of liquidity stock in financial markets and more capital being pushed to the largely unregulated shadow banking sector.
- Ongoing divergences and conflicts in US and EU regulatory regimes remain an issue for many firms due to the obstacles they continue to pose to cross-border

business in certain areas e.g. the OTC derivatives market. The lack of cooperation and mistrust between regulators on both sides of the Atlantic (and within the US) was seen as a key cause for this that needed to be addressed.

- Your Chairman spoke at a roundtable discussion, hosted by the Brookings Institute, on TTIP, in which he conveyed the importance of financial regulatory coordination being included in the negotiations. The general view from industry is that TTIP would not be finalised until at least 2017, due to both sides still being far from political agreement in several areas. Industry called for the EU, member states and business to continue to push for the inclusion of financial regulatory coordination in the agreement.

The visit is being followed up by further discussions with organisations on a number of the issues raised. The next visit to the US is planned for November 2015.

### **Recommendation**

Members are asked to note the report.

### **Main Report**

#### **Background**

1. Members previously approved that your Chairman should visit New York, along with another major US city, twice a year. These visits play an important role in the City of London's programme of engagement with the US and the ongoing dialogue with US-headquartered financial services firms and senior US policymakers on regulatory and competitiveness issues affecting transatlantic financial markets.
2. Your Chairman visited the US from 20-22 April 2015, primarily visiting New York, but also making a brief visit to Washington DC for an event with the Brookings Institute. He was accompanied by the International Affairs Officer for the US. The principal objective of the visit was to discuss regulatory and competitiveness issues affecting international financial markets, especially the coordination of financial regulatory reform.
3. The programme in New York included meetings with senior figures from US and international financial institutions, the Federal Reserve Bank of New York and the British Consulate General in New York. The programme in Washington comprised a roundtable discussion on TTIP with US policy stakeholders, at which your Chairman spoke on the importance of financial regulatory cooperation being included in the agreement. This was hosted by the Brookings Institute and coincided with the 9<sup>th</sup> round of TTIP negotiations taking place in New York that week.
4. Further details of the visit are set out in this report and a list of meetings is attached in the annex.

## Political and Economic Environment

5. During the meetings, views were gathered on the state of the political climate in the US. Your Chairman heard that the 2016 US presidential election campaign is already in full swing, 18 months ahead of polls opening. Several people commented that this was the earliest they had seen a presidential election attract such a high level of interest from the public and media.
6. Your Chairman heard that Hillary Clinton, who announced that she was running for President just a week prior to the visit, would almost certainly be the Democratic presidential candidate and that there was no real alternative in the party. It was noted however that the early start to her campaign, coupled with her history in the State Department, opened her up to attack on all fronts over the coming months. The Republican front-runner is Jeb Bush, who it was claimed is already 'hoovering' up much of the funding. Scott Walker and Marco Rubio were highlighted as other Republicans who could play a prominent role in the primaries, though neither were generally considered serious contenders this time round.
7. Your Chairman heard that the early start to the presidential campaign has given rise to some suggestion that President Obama would now be a 'lame duck', and that there were mixed views on whether Congress had any appetite to get policy work done. It was recognised however that the President in many ways had a freer hand to make deals and could clinch a handful of successes, particularly in relation to trade. Congress was reportedly close to granting the president Trade Promotion Authority (TPA), which would free his hand in finalising negotiations on the Trans-Pacific Partnership (TPP) and to a much lesser extent the Transatlantic Trade and Investment Partnership (TTIP). This progress was attributed in part to the influence of the newly Republican-controlled congress.
8. Your Chairman heard that attitudes towards the financial services industry remain critical in the US. There was some surprise at quite how long this 'toxic' environment had persisted, given the US economy's resurgence. It was the view that the industry had more to do to convince the public, government and regulators on the importance of financial services to the real economy and growth.
9. Your Chairman discussed the UK political climate with counterparts, who showed keen interest in the upcoming UK general election and what the result could mean for the UK business environment and particularly the UK's position in the European Union (EU). Several people expressed surprise about just how close the race was and that the Conservatives did not have more of an advantage, given the current coalition overseeing a perceived strong UK recovery. The general view from business was that the UK will remain in the EU but that they were developing contingency plans for their operations should the UK choose to leave.
10. Your Chairman heard that businesses were generally impressed with the economic activity and investment environment in London. One major

investment institution in particular was very positive on the long-term prospects for London and the corporate property market in particular. They shared that they had significant investments in the City and would continue pursuing investment opportunities in the capital.

11. Despite this, your Chairman heard that businesses were concerned about certain 'anti-business' proposals and statements being made by politicians, especially ahead of the elections, and how this could result in London and the UK 'accidentally' becoming less desirable a destination in which to invest and do business. Anti-immigration/Europe sentiment, high housing costs and the prospect of heightened corporate taxes, levies, fines and regulation generally were all viewed as risks to the competitiveness of London as an international financial centre.
12. Your Chairman heard that the new structure of the Juncker European Commission was considered an improvement that would hopefully facilitate more effective decision-making and information-sharing between Commissioners. Lord Hill, who had recently visited the US, was perceived as sensible, approachable, and keen to cooperate with the US on policy/regulatory initiatives. It was hoped that this approach would filter down to the lower levels of the Commission where there was a tendency for fragmentation and silo working to persist.
13. Your Chairman heard concerns about the potential impact Greece leaving the EU could have on the European economy and the instability this could cause in the region. It was understood however that a 'Grexit' would be less damaging financially than if it had happened a few years ago, given that many corporate investors had already drastically pared back investments and business operations in the country and the banking system was better equipped to deal with shocks.

### Regulatory Environment

14. During meetings, views were gathered on the state of the current regulatory environment for the financial services industry. Your Chairman heard that businesses are increasingly worried about the cumulative effect of regulation on the industry, and the activities of banks in particular. The sheer scale of new regulation being implemented in both the US and Europe has drastically increased the compliance workload of the industry in recent months, resulting in a huge rise in compliance cost and effort. In the US, this was blamed largely on the fractured nature of the US regulatory system, characterized by a multitude of disparate regulatory bodies issuing regulation in different areas, with little consideration of the overall effect on business. There was a sense that officials in government and regulatory bodies were beginning to recognise that regulation may have gone too far, but there was scepticism on whether there was any real political will to do anything about it. This echoed the messages of Paul Volcker, who the same week had called for US regulators to be streamlined, including the merging of the Securities and Exchange Commission with the Commodity Futures Trading Commission and the Federal Reserve with the Office of the Comptroller of Currency.

15. Your Chairman heard that the intense US regulatory environment has resulted in firms having to seriously re-assess their business models and pare back operations, business lines and product offerings where the cost of compliance is considered to outweigh business benefit and return on capital is being squeezed. Correspondent banking was highlighted as a prime example of where business has reduced, as banks are no longer willing to go through the strict compliance procedures of opening accounts with counterparties in other jurisdictions. Consumer banking business in international markets was another key area of business highlighted as being pared back by large US and European banks.
16. Your Chairman heard that ongoing divergences and conflicts in US and EU regulatory regimes remain an issue for many firms due to the obstacles they continue to pose to cross-border business in certain areas. The OTC derivatives market, which is inherently international in nature, is a key area affected by this. The lack of cooperation of regulators and the resultant extraterritorial reach of regulatory regimes was attributed to a persistent distrust between regulators (US and EU), and even internally in the US.
17. Your Chairman heard that the restrictive business environment for banks is resulting in a reduced stock of liquidity in international financial markets. This was viewed as a risk to the stability of financial markets, leaving it less able to absorb major shocks. It was noted that the new restrictions on banks had also resulted in more business and capital moving to the shadow banking sector, which was considered an impending risk to investors due to the sector being largely unregulated.
18. Your Chairman heard criticism of the approach global regulators are taking to assess the systemic risk of financial institutions, and particularly the current focus on designating large asset managers as Systemically Important Financial Institutions (SIFIs). It was commented that around 22 regulators around the world were currently investigating the systemic risk of the sector, some of which had little knowledge of how the sector operates and where the risks really lie. Your Chairman heard that asset managers are making efforts to educate officials about the sector as there is concern that, unaddressed, regulatory models established for banks could be imposed on them, which would be unsuitable and damaging to the industry. This was considered a threat to London, given its strength as an asset management hub.
19. On the assessment of financial risk in financial institutions in general, your Chairman heard the view from business that regulators should be paying more attention to the actual products and services provided by an entity, rather than focusing solely on their size. This, it was argued, would better address the risk in businesses by discouraging the tendency of large firms to simply break-up or sell-off pieces of their business to avoid oversight, effectively distributing risk across multiple entities instead of addressing issues.
20. Your Chairman heard that there remained concern over the perceived unending and arbitrary process of regulators issuing fines to banks in both the

US and UK. It was argued that there was a lack of transparency over the degree of fines being issued and that at some point this would become an issue for shareholders, who are actually bearing the brunt of the cost.

21. Your Chairman heard that several large banks were worried about the recently proposed PRA/FCA regulations to enhance the personal accountability of the decisions made by senior bank executives and non-executives. This was due to the potential of such measures discouraging good and experienced candidates from taking on these roles, due to the perceived high risk attached to them.

#### The Transatlantic Trade and Investment Partnership (TTIP)

22. Your Chairman spoke at a roundtable discussion, hosted by the Brookings Institute, on the Transatlantic Trade and Investment Partnership (TTIP), in which he, along with representatives from Standard Chartered and Paris Europlace, conveyed to US policy stakeholders the importance of financial regulatory cooperation/coordination being included in the TTIP negotiations. This event coincided with the 9th round of negotiations that took place in New York the same week. Ahead of the negotiations, several US and European financial trade associations, including TheCityUK and US Chamber of Commerce, also issued a joint statement reinforcing their strong support for a TTIP that includes financial services regulatory coordination.
23. Your Chairman heard that the general view from business on TTIP was that it would not be finalised until at least 2017, after the new US government administration was in place. It was acknowledged that both sides were still far from a political agreement in several areas and that only 5 of the 25 texts had been completed so far. The EU and the US still disagree on the issue of the inclusion of financial regulatory cooperation/coordination in the agreement, with the EU maintaining its position for and the US against. The US position was seen as stemming from firm opposition on the issue within the US Treasury and Federal Reserve, who continue to point to the US-EU Financial Markets Regulatory Dialogue (FMRD) as the appropriate forum for transatlantic financial regulatory discussion. Industry reiterated its dissatisfaction with the effectiveness of the FMRD, highlighting the recent lack of guidance and direction received in relation to queries/issues concerning Volcker Rule conformance (deadline 21 July 2015), which had left unresolved issues.
24. Your Chairman heard that financial regulatory cooperation/coordination had not been formally discussed since the 5<sup>th</sup> round of TTIP negotiations and that there was concern among industry that negotiations on this may have fallen by the way-side. The general message from industry was that TTIP was a critical opportunity to get financial regulatory cooperation right and that the European Commission, member states and industry must continue to push for this to set a framework for addressing regulatory divergences that are hindering cross-border business, fragmenting international financial markets, and detracting from global objectives to bring growth to the global economy and stability to financial markets.



## Other Issues

25. Your Chairman heard that cybercrime was considered an increasing threat to the financial services industry and firms are deploying an increasing amount of resource to address the associated risks. Firms were glad to see that the US government was taking the threat seriously, referencing recent initiatives proposed by the US administration to prosecute cyber criminals and improve corporate defences.
26. Your Chairman discussed with counterparts the UK's economic relationship with China, and there was interest to learn about the UK's decision to support the newly established Asian Infrastructure Investment Bank (AIIB). There was the view that Europe's strong support of the AIIB was being perceived in the US as due to a decline in US leadership and influence, particularly in blocking reform of the IMF.
27. Following the visit, your Chairman provided a summary of the discussions in a letter to the Chancellor. Follow-up is being undertaken with those he met with on areas of mutual interest.

## **Corporate & Strategic Implications**

28. The visit to the US by your Chairman supported the vision of the City of London's 2013 – 17 Corporate Plan and the strategic aim: "To support and promote The City as the world leader in international finance and business services". It also met the strategic aim of the Economic Development Office: "To support and promote the City as the world leader in international finance and business services, by championing a positive, responsible and competitive business and policy environment, supporting the City's interests in global markets and helping to realise the economic and social potential of London, especially the City and our neighbouring boroughs".
29. The timing of this visit (ahead of the UK general election) allowed your Chairman to gauge US views on the UK business environment in light of the current political climate, as well as clarify points of uncertainty in relation to the election and the potential impact for businesses. This was welcomed by those he met.
30. The next visit of your Chairman to the US is planned for November 2015. There may also be an opportunity for your Chairman to visit the US (Washington) in September 2015 for the US launch of a new report the City Corporation is collaborating on with the Atlantic Council, Standard Chartered and Thomson Reuters, which will assess the status of RMB internationalisation and the impact this may have on transatlantic financial regulation and foreign policy.

## **Implications**

31. In May 2009, Members approved a budget for two visits to the US each year by the Chairman at a cost not exceeding £52,000 per annum to be met from the Town Clerk's existing local risk budgets (including Economic Development

and Public Relations). Travel, accommodation, hospitality and incidental expenses were in accordance with the Business Travel Scheme and totalled circa £11,200.

## **Conclusion**

32. The visit provided valuable insight into the priority issues facing US and international financial services institutions engaged in transatlantic business. Your Chairman was able to deliver the priority positions of the City on regulatory and competitiveness issues to a good mix of stakeholders, as well as transmit the latest developments in the UK and European political, economic and business landscape. Your Chairman met with several long-time established contacts, and established connections with several new ones. These relationships can now be built-on to enhance the engagement the Corporation has with US stakeholders in both the US and UK.
33. The City Corporation will continue to engage with business and policymakers on both sides of the Atlantic, via the International Regulatory Strategy Group (IRSG) and the City's US work programme, to address several of the regulatory and competitiveness issues highlighted in this report, including providing input into ongoing initiatives to improve international regulatory coherence and cooperation.

## **Appendices**

- Appendix – Policy Chairman's US visit meetings: 20 – 22 April 2015

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## **Appendix: Policy Chairman's US visit meetings: 20 – 22 April 2015**

- Roundtable with politicians/firms on UK/US political and economic climate, hosted by Sir Peter Westmacott, British Ambassador to the USA and Danny Lopez, British Consul-General New York
- Roundtable with politicians/firms on transatlantic business environment, hosted by HSBC
- Roundtable on TTIP financial services cooperation with Paris Europlace and Standard Chartered, hosted by the Brookings Institute
- Alberto Musalem, Executive Vice President of the Emerging Markets & International Affairs Group, Federal Reserve Bank of New York
- President's Office, New York City Economic Development Corporation
- Peter Grauer, Chairman, Bloomberg LP
- Barbara Novick, Founder & Vice Chairman, BlackRock
- Ken Caplan, Global Chief Investment Officer, Blackstone
- Bill Mills, CEO of North America, Citigroup
- Patrick Burke, CEO America, HSBC
- Heather Koenig, Global Chief Regulatory Counsel, Head of Office of Public Policy & Regulatory Affairs at BNY Mellon
- Gary Lynch, Global General Counsel and Head of Compliance and Regulatory Relations, Bank of America
- John Medel, Executive Director of Government Affairs, Goldman Sachs
- Mitch Ackles, President, Hedge Fund Association
- Kathryn Wylde, President and CEO, Partnerships for NYC
- Ben McLannahan, US Financial Correspondent, Financial Times

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<b>Committee:</b>	<b>Date:</b>
Policy and Resources	28 May 2015
<b>Subject:</b> Report of Economic Development Activity for February 2015 to May 2015 and performance against the Business Plan 2014-17	<b>Public</b>
<b>Report of:</b> Director of Economic Development	<b>For Information</b>
<p><b>Summary</b></p> <p>This report covers highlights of Economic Development activity between February 2015 and May 2015, and a summary of progress against the 2014-17 Business Plan objectives. The last report to the Policy and Resources Committee covered activity and progress to January 2015.</p> <p><b>Recommendations</b></p> <p>Members are asked to note the report.</p>	

## Main Report

### A. **Highlights and Key Achievements against Business Plan Objectives – February to May 2015**

**Objective 1: Promote the City internationally as Europe’s and the world’s preeminent financial and business centre, supporting City interests in global markets and building stronger links with other parts of the UK.**

- As part of the **City of London Programme** a reception was held in February, for delegates from Bulgaria and Romania, host institutions, and representatives from other institutions which have previously supported the Programme in order to network and share experiences. The closing reception, hosted by your Chairman in March, was attended by 31 City Programme Alumni and included the participants of the Fellowship Programme. The Alumni also attended the Annual Forum of financial issues in March.
- Participants of **City of London’s Fellowship Programme** spent two weeks of March in London researching their papers.
- The late Lord Mayor, Dame Fiona Woolf, hosted a roundtable for Jennifer Musisi, Executive Director of the **Kampala** Capital City Authority, to showcase infrastructure investment opportunities to City investors
- A small business delegation accompanied the visit of the **Lord Mayor to Burma, the Philippines and Thailand**. The visit focused on showcasing UK capabilities in infrastructure (PPP) finance, the UK’s education training and qualifications offer and encouraging the liberalisation of financial markets.
- A **roundtable** was held with Mr. U Set Aung – Deputy Governor of the Central Bank of Myanmar, which focused on infrastructure development and finance, and was attended by a range of city stakeholders with an interest in this field.
- Your Chairman appeared before the All Party Parliamentary Group (APPG) for China and spoke about the work that the City of London has been undertaking to

create the conditions for the development of London as a centre for Renminbi (RMB) business, with a specific focus on the development of RMB debt products.

- Your Chairman appeared before a Canadian House of Commons finance committee (via videoconference): Study on the Canadian renminbi trading centre. During his submission, the Chairman detailed London as an RMB centre and how the City of London RMB initiative had been established and developed, as Canada seeks to develop its RMB business capabilities.
- A **roundtable discussion** was held between the Finance Minister of India and senior City stakeholders on the topic of institutional investment in India. The Chairman moderated the session, alongside London Stock Exchange host Xavier Rolet and with Priti Patel MP, representing the UK Government. The roundtable was also joined by the Indian High Commissioner in the UK and a delegation of senior financial sector business leaders from India. The discussion focused on international institutional investment in India and covered a wide range of areas including infrastructure funding, energy sector development and the Indian government's framework economic strategy, as announced by the Finance Minister in his recent Union budget 2015-16 statement.
- Two secondary research briefing papers are now available online on the research pages – '**The changing face of the City**', and '**The impact of Crossrail**'.
- A successful **Industry Briefing Course** was held for 21 FCO and UKTI officials. A networking reception at Pewterers Hall was hosted by Alderman Alison Gowman.

**Objective 2: Ensure that the City of London Corporation, both in its own right and working with partners (e.g. TheCityUK), plays a leading role in promoting and developing a positive business, regulatory and policy environment, one in which the international financial services industry can thrive, continue to serve its customers and be a facilitator of economic growth and job creation.**

- Your Chairman chaired a **breakfast for Labour MEPs** in February in the European Parliament. The breakfast, hosted by Glenis Wilmott, leader of the Labour delegation in the European Parliament, focused on the role of financial services in the regions of the UK and across Europe.
- In February, Jens Weidmann, President of the German Bundesbank gave a keynote speech – "Heading for stability and prosperity, bringing the Euro back on track". The speech addressed the future of the European monetary union and the role of monetary policy. It was followed by a high level roundtable discussion hosted by the Chairman of Policy.
- City Corporation hosted a **joint event with the Embassy of the Republic of Latvia** in February to mark the Presidency of the Council of the European Union (January – June 2015).
- A series of meetings were held in Brussels in February for IRSG Data workstream members. The delegation met with Latvian, German and Spanish Justice and Home Affairs attachés to discuss key financial services concerns at the draft Data Protection Regulation.
- The Lord Mayor and Chairman of Policy and Resources paid a 24-hour visit to Luxembourg in March in advance of Luxembourg taking over the Presidency of

the European Council on 1 July. The programme included meetings with the Minister of Finance and representatives of key financial institutions in Luxembourg. The Chairman and Lord Mayor also participated in a RMB roundtable with Chinese Banks hosted by HSBC.

- The Anglo French Committee met in April in London and was chaired by Andre Villeneuve. The discussion of the meeting centred on Capital Markets Union and long term finance, Bank Structural Reform and International Regulatory Coherence. Other issues that were touched upon were Benchmarks and Financial Transactional Tax.
- A meeting for **the financial attachés of EU embassies in London** was held in April. The main topic for discussion was Capital Markets Union with a representative from the European Commission presenting the Commission's Green Paper on the issue. In addition to this, presentations were also given on Openness, Regulatory Coherence & Third Countries and Technology and Innovation.
- A **Heart of the City** engagement breakfast for 91 senior leaders from City and City fringes businesses was hosted by the Lord Mayor at Mansion House in March.
- '**Future Places and Future Workstyles in the City of London**' by Ramidus Consulting was published in March and launched at a seminar in MIPIM hosted by the Chairman. Co-funded by the City Property Association, and working closely with CPAT, the research explores how the City's infrastructure, work space, and public realm, needs to adapt to the changing workforce and their work style and business needs over the next ten years.
- Following agreement by your Committee for a £1million grant towards the work of **Innovate / Finance** in building up London's role and facilitating innovation in the field of fintech, the team worked with various agencies to facilitate the successful and well-attended Conference here at Guildhall on 9 March.

**Objective 3: Encourage, support and promote enterprise and responsible business growth across London, but especially in the communities of the City and neighbouring boroughs.**

- The Lord Mayor made a visit to 2014 **Lord Mayor's Dragon Awards** winner of the Community Partners Award Beyond Food Foundation at the Brigade Bar and Bistro for the social enterprise's partnerships with PwC and De Vere.
- **Heart of the City 2015 Newcomers programme** has accepted 83 businesses from the City and City fringes to start Corporate Social Responsibility programmes. 78% are small to medium-sized businesses and 52% are financial and professional business service firms.
- Your Chairman participated in a panel discussion at the first of **Tech London Advocates**' two summit events for 2015, held at Central St Martin's on 17th April and attended by 300 of the 1,500 strong network of important players in London's technology sector. The event focused on key infrastructure issues facing the tech sector including connectivity and access to high-speed broadband, transport and property.
- The second '**Entrepreneur Academe**' programme for women technology entrepreneurs started in April. During the course of the 9 month programme, participants will receive access to high quality advice from a large network of

experienced business people with a wide variety of skills with the objective of accelerating their business.

- As part of the City Corporation's sponsorship of **Digital Shoreditch** your Chairman, spoke at a 'Tech City meets the City' networking event on 12 May at Guildhall that brought start-ups and City representatives together. A variety of City Corporation projects and resources were promoted to attendees of the week-long festival taking place from 11th to 24th May.
- Research by BDRC identifying and mapping current NHS and private healthcare provision in the Square Mile and its accessibility for residents and City workers was published in February. Jointly commissioned with Community and Children's Services, and supported by the NHS, this offers a public directory of services, as well as an assessment of provision, uptake of services, and cost, for use internally to inform CoLC policy.
- New research datasets have been commissioned from TBR and BankSearch to inform analysis of ways in which the City's business population is changing, including start-ups in the City and firm migration into and out of the Square Mile.
- PwC are undertaking research to identify the key features of a global social investment sector, and benchmark London's strengths and areas where further development would be beneficial. The report is due for publication in June.
- A secondary research briefing paper on '**Deprivation in London**' has been published on the research webpages. The paper presents secondary data from official sources on four key areas of deprivation – income and employment; education, training and skills; health and housing; and child deprivation – at the pan-London and London borough level.

**Objective 4: Working with businesses and CoLC departments (including City Bridge Trust), to realise the economic and social potential of London, but especially the City and the neighbouring boroughs.**

- As part of the '**Aspiration Academy**' Employee Volunteering Programme, City Corporation staff supported a careers fair at the City of London Academy Southwark. The event reached over 700 students and aimed to raise their career aspirations. 15 work experience placements have been secured for the summer.
- **The Buy Social Directory** which brings social enterprises into corporate supply chains and of which the City Corporation is a founder, was presented to a group of 20 businesses, including Deutsche Bank, Accenture and Department for Work and Pensions. There will be a follow-up workshop.
- MTW Consultants won the contract to support City property developers and their contractors to meet the CoL's target of 10% of project/build costs to be spent with local SMEs in the City and neighbouring boroughs, as part of their s106 requirements.
- **Central London Forward (CLF) have begun a series of Special Board Meetings** to coincide with the 2015 General Election and a wider dialogue between **Central Government and London Government on Devolution**. It is the intention of the CLF Board to develop a series of policy propositions and an evidence base to support greater devolution to a London, sub-regional and borough level. CLF will publish an initial policy statement in June with the view of further policy development and dialogue with Government over the first 100 days of a new Parliament.



- **CLF has commenced the procurement process for a Managing Agent to deliver the £11m Working Capital programme** in conjunction with the eight CLF boroughs. Twenty three initial expressions of interest were received, following which five organisations were invited to tender. Concurrently, CLF is also procuring a social research evaluation organisation to support the delivery of the Randomised Control Trial of which Working Capital is part. An outline application has been made to Government for ESF grant to pay for the cost of Working Capital, the evaluation and programme office staff. Recruitment for the Programme Manager is underway.
- The **CLF 'Into Work' employability programme**, funded by the City of London with £2m from City Bridge Trust and managed by Cross River Partnership, has now completed more than six months of activity. To date, more than 100 central London residents have secured employment through the scheme.
- In order to facilitate **quicker and cheaper broadband connectivity** within central London, working in conjunction with the City of London, CLF has commissioned the British Standards Institute to develop a standard wayleave framework and agreement for telecommunication use within the CLF area.
- At its meeting in March the **Cross River Partnership Board**, chaired by George Gillon, approved its 2015/16 forward plan and considered EU funding opportunities.
- The last of five learning events under the **Square Mile Jobs** programme for job brokerages in the neighbouring boroughs on supporting their candidates into City-type jobs took place in February, focused on opportunities for non-graduates.
- The **City Business Traineeship scheme**, our programme of paid internships within City businesses for school-leavers in neighbouring boroughs, is making good progress having secured 90 placements so far and registered 350 young people, an increase on the figures at the same point last year. The scheme secured placements for 114 young people in 2014.
- A dedicated page for **City residents looking for work** or to find better paid work is now live on the CoLC website: [www.cityoflondon.gov.uk/cityresidentjobs](http://www.cityoflondon.gov.uk/cityresidentjobs).
- Your Chairman provided welcoming remarks to over 160 employers and education/employment stakeholders at the launch of **London Works'** 3 year strategy last week. Joined by Tim Campbell MBE and Sir Stephen O'Brien, City firms were encouraged to widen their talent pools to include high performing candidates from disadvantaged backgrounds. CoLC is a key sponsor of the social enterprise recruitment agency.
- As part of our work with City businesses to promote local recruitment, a fact-finding exercise has been carried out to gather views on the awareness of and attitudes to **apprenticeships**.

**Objective 5: Contribute to the City of London Corporation's communications agenda and increase EDO's profile as a dynamic, responsive and proactive team across the Corporation and externally.**

- **City Action**, our employee volunteering consultancy service for City businesses launched a new website. The website aims to attract more City businesses, match volunteers into voluntary sector opportunities, celebrate their volunteering achievements and reduce the administrative burden on the team

- City Corporation has been awarded the **Payroll Giving Silver Award** for the third year running, recognising 5% employee participation in Payroll Giving. This will be formally announced in June 2015.
- The opening of the **Lord Mayor's Dragon Awards**, which recognise best practice in corporate community engagement, was featured in 9 press outlets. The Awards were also featured on Havering radio station Time 107.5 and a range of trade newsletters, with the aim of attracting more applications from non-City SMEs.
- **Our partnership with KPMG as sponsors of The City Academy, Hackney** has been awarded shortlisted status by Business in the Community in their **Responsible Business Awards**.
- From 28 March to 1 May, **Heart of the City** ran a consultation period with small businesses to receive feedback on emerging research into new models of responsible small business. The research will be launched at the Bank of England in July.
- The annual **Research Reception**, held in March, was attended by around 120 City stakeholders, including consultancies, academics, think tanks, and economic attaches. A 'talking heads' video from the event is available on the research blog and City of London YouTube channel – speakers include PwC, the GLA, Centre for Cities and Bourse Consult.
- Recent **research blog articles** and videos discuss how the City is changing, the role of research in policy making, and poverty and deprivation across London.
- Profile of City of London's economic development activity was raised through extensive media and social media coverage.

## **B. Emerging Issues**

- The result of the **General Election**, and the return of a majority Conservative Government, will mean there is almost certainly a referendum on the UK's membership of the **EU**. This will be proceeded by a renegotiation on EU reform. We will work with City businesses and other representatives to inform the debate.
- Exploring the capacity of City businesses to engage in the apprenticeship agenda will be a priority to support national policy
- Central London Forward will explore further areas for devolution to Central London

## **C. Budget**

- Total net expenditure on the EDO local risk budget for the 2014/15 financial year was £3,960,699 on an approved budget of £4,000,000. As planned, requests will be submitted to carry forward three sums from 2014/15 into 2015/16 which total £39,000. Should the requests be agreed, the budget will show as balanced at 100% spent.

<b>Committee</b>	<b>Dated:</b>
Policy and Resources	28 May 2015
<b>Subject:</b> Sponsorship of New Local Government Network research project: <i>Social Capital – How Public Investment Can Drive Public Value.</i>	<b>Public</b>
<b>Report of:</b>  Director of Public Relations	<b>For Decision</b>

## Summary

The New Local Government Network (NLGN) is a national think tank and network of key players in the local government sector that was founded in 1996 with the aim to make local government more relevant and credible to local people.

NLGN is undertaking a project: *Social Capital – How public investment can drive public value*, that will explore the wider social value of capital investment. They believe that a clearer understanding of how new development can impact on public service, carries with it two clear benefits. First, it will help councils to develop a more rigorous sense of where, when and how to spend their money. This is especially important at a time when politicians are re-examining local growth policy for the new parliament. Secondly, it will provide a much clearer sense for private investors and developers about the best ways in which they can add value, potentially leading to better quality deals between the public and private sectors.

NLGN is seeking £15,000 to complete the funding package for this project. If the City of London Corporation were to sponsor the project, it could host and be able to shape events relating to the project, including the launch, and the Policy Chairman would receive prominent speaking slots. The City Corporation would also be acknowledged on all publicity relating to the project.

## Recommendation

This report recommends sponsorship of the NLGN project *Social Capital – How public investment can drive public value* at a cost of £15,000 to be met

from your Committee's Policy Initiatives Fund 2015/16, categorised under the Research section of the Fund and charged to *City's Cash*.

## **Main Report**

### **Background**

1. The New Local Government Network (NLGN) is a national think tank and network of key players in the local government sector that was founded in 1996 with the aim to make local government more relevant and credible to local people. A non-profit making, independent organisation, NLGN seeks to transform public services and empower local communities. It works closely with individual local authorities, national agencies, central government and the private sector to promote ideas about how these objectives can be achieved in practice.
2. Through its independent research, events and advocacy, NLGN works with central and local government partners, the business and voluntary sectors and the wider policy community to provoke debate and discussion about the future of relationships between central and local government. The Network brings together leading innovative local authorities to push forward the localism debate and their research work identifies and examines emerging policy developments and recommendations. Its engagement with a diverse range of parties ensures that the City Corporation remains at the heart of existing and emerging political debates. Recent NLGN events have featured Eric Pickles MP (Communities & Local Government Secretary), Hilary Benn MP (Shadow Communities & Local Government Secretary) and Danny Alexander MP (Chief Secretary to the Treasury)
3. The City Corporation has enjoyed a long and successful relationship with NLGN. As well as being a Corporate Partner, the City Corporation has sponsored a number of influential research projects, in particular three projects on capital finance which brought together key representatives of Local Government and the 'City financial' and helped to shape the debate in this area. The Guildhall has hosted a number of NLGN events featuring key figures such as Yvette Cooper, Bob Neill, Greg Clark and Tony Travers as well as the 2015 NLGN Annual Conference. A large number of influential councils form part of the NLGN innovations network including five of the surrounding Boroughs (Camden, Islington, Lambeth, Southwark and Westminster) plus major councils such as Birmingham City, Manchester City, Essex County and Kent County.

4. Capital investment is at the top of the political agenda locally and nationally as the parties seek new ways to create jobs and prosperity. While the abolition of the Regional Development Agencies has reduced some sources of capital spending, it also has had the effect of giving local government a renewed role at the forefront of national investment. Council capital spending has remained stable since 2010 as it is buoyed by the impact of national funds such as growing places and the devolution of funds as part of city-and- growth deals. As local authorities have taken this leading role, they have also become more commercial investors, a fact reflected in support for the Local Government Association's plans for the creation of an independent bond agency. Some are using their borrowing power to finance new commercial housing, others are taking a stake in major urban redevelopments and still others are financing and managing growth projects themselves. But the bigger question for many councils is not just how they can make a financial return, but how they can use investment strategies to reduce their medium-term revenue pressures.
5. This means finding new ways to ensure that capital spending delivers social value for residents and public value to communities and councils. With local authorities facing unprecedented budget cuts, many are looking to support developments that can support older people to live independently, promote active lifestyles and actively shape the local economy to support nascent growth sectors and increase well-paid, sustainable work

## **Proposal**

6. NLGN therefore proposes a project: *Social Capital – How public investment can drive public value* that will explore the wider social value of capital investment. They believe that a clearer understanding of how new development can impact on public service bottom lines carries with it two clear benefits. First, it will help councils to develop a more rigorous sense of where, when and how to spend their money. This is especially important at a time when politicians are re-examining local growth policy for the new parliament. Secondly, it will provide a much clearer sense for private investors and developers about the best ways in which they can add value, potentially leading to better quality deals between the public and private sectors.
7. This project will seek to address a number of interrelated questions, namely:
  - What is the outlook for local authority capital spending?
  - How are council attitudes towards capital investment changing?
  - What can they learn from private sector investment practice?
  - What are the key opportunities for capital investment to deliver additional social and public value?

- How can capital investment deliver medium-term revenue savings or demand reduction for the public sector? What role can better data and collaboration play in realising these benefits?
  - What approaches to market engagement and which commissioning practices are most likely to unlock social and public value?
  - How should private sector investors and developers respond to a changing marketplace?
8. The work of the NLGN, and this project in particular, accords well with the role of the City Corporation in promoting debate on key policy issues that affect the City and London. The relationship with this think-tank allows for high level interaction with a number of the City Corporation's key audiences and stakeholders, as outlined in the *Communications Strategy 2015-2018*. In addition, this project aligns with the City Corporation's strategy of using its resources to work in partnership with local communities and its wider economic development priorities.
9. NLGN is seeking £15,000 to complete the overall funding package for the project of £50,000. The remainder will be funded by Capita. If the City of London Corporation were to sponsor the project, it would host and be able to shape events relating to the project, including the launch, and the Policy Chairman would receive prominent speaking slots. The City Corporation would be acknowledged on all publicity relating to the project.
10. This report recommends sponsorship of the NLGN research project *Social Capital – How public investment can drive public value* at a cost of £15,000 to be met from your Committee's Policy Initiatives Fund 2015/16, categorised under the Research section of the Fund and charged to *City's Cash*.

### **Corporate & Strategic Implications**

11. Although sponsorship is also being acquired from other sources for this project, the contribution from the City Corporation will form an important part of the overall funding package. It is proposed that the required funding of £15,000 is drawn from your Policy Initiatives Fund 2015/16, categorised under the Research section of the Fund and charged to *City's Cash*. The current uncommitted balance available within your Committee's Policy Initiatives Fund 2015/16 amounts to £259,000 prior to any allowance being made for any other proposals on today's agenda.

## **Conclusion**

12. The work of the NLGN, and this project in particular, accords well with the role of the City Corporation in promoting debate on key policy issues that affect the City and London. The relationship with this think-tank allows for high level interaction with a number of the City Corporation's key audiences and stakeholders, as outlined in the Communications Strategy 2015-2018. In addition, this project aligns with the City Corporation's strategy of using its resources to support London's communities and its wider economic development priorities.
  
13. If the City of London Corporation were to sponsor the project, it would host and be able to shape events relating to the project including the launch and the Policy Chairman will receive prominent speaking slots. The City Corporation also would be acknowledged on all publicity relating to the project.

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<b>Committee</b>	<b>Dated:</b>
Policy and Resources	28 May 2015
<b>Subject:</b> Sponsorship of Centre for London Commission on Housing for Londoners on Low-to-Middle Incomes	<b>Public</b>
<b>Report of:</b>  Director of Public Relations	<b>For Decision</b>

## Summary

The Centre for London is a politically independent, not-for-profit think tank. It was established in 2011 with the assistance of £25,000 of start-up funding from the City Corporation. The Centre for London focuses on the big policy challenges facing London. Its objective is to help London become a fairer, more prosperous and sustainable city – in so doing, the Centre has established a high media profile and is recognised as having made significant contributions to London policy debates.

The Centre for London has established a Commission on Housing for Londoners on Low-to-Middle Incomes that brings together housing experts, policymakers and housing associations. The purpose of the Commission is to develop a new evidence based consensus on the nature and scope of the challenge facing London’s low-to-middle income households, the costs and benefits of various housing policies that could be adopted for them, and what more London could do to provide homes for those on modest incomes. The Policy Chairman has joined the Commission.

The Centre for London is seeking £20,000 sponsorship to complete the funding package for the Commission. If the City of London Corporation were to sponsor the project, the City of London Corporation would be able to host and shape events relating to the Commission, including the launch, and it would be acknowledged on all publicity relating to it.

## Recommendation

This report recommends sponsorship of the Centre for London Commission on Housing for Londoners on Low-to-Middle Incomes, at a cost of £20,000 to be

met from your Committee's *Policy Initiatives Fund 2015/16*, categorised under the Research section of the Fund and charged to *City's Cash*.

## **Main Report**

### **Background**

1. The Centre for London is a politically independent, not-for-profit think tank. It was established as an independent entity in 2011 with the assistance of £25,000 of start-up funding from the City Corporation. The Centre was originally incubated by Demos but funding from the City of London Corporation helped the Centre to expand its activities and become independent of Demos. The City Corporation has also provided additional core funding since then.
2. Through its research and events, the Centre is uniquely placed to act as a 'critical friend' to London's leaders and policymakers, by promoting a wider understanding of the challenges facing London and developing long term, rigorous policy solutions for the capital. In so doing, the Centre has established a high media profile and is recognised as having made significant contributions to London policy debates, especially through its well-attended annual conferences. It has also developed good relations with the capital's political, business and third sector leaders, as well as academia. Research highlights have included well-received reports on housing, Tech City and the future of London's transport infrastructure.
3. The Centre is made up of a core team led by Ben Rogers, its director, and Abigail Malortie, its managing director, with support from freelance researchers as required. The Centre for London's Trustees are chaired by Liz Meek (the former director of the Government Office for London) – other trustees include the Policy Chairman, Sir Derek Myers (former Chief Executive of Kensington & Chelsea) and Shaks Ghosh (Chief Executive of the Private Equity Foundation). In the past the Centre has partnered with and secured finance from a diverse range of financial institutions and businesses including BT, PwC, KPMG, Nomura, JP Morgan, Cisco, Thames Water, McKinsey, Serco, Capgemini and the BVCA.
4. For many years housing costs have been rising dramatically in London. Rents have gone up much faster than incomes and house prices have gone up even faster. These developments are clearly hitting hard those on moderate incomes. Young people brought up in the city are living with their parents long after they expect to be able to set up home themselves.

Others live squeezed into private rented accommodation – much of it sub-standard - well into their 30s. Families with young children are forced to move to the edge of the city or beyond, far away from family networks of support and often far away from their work or work opportunities. Unless young Londoners have family help, they stand little chance of being able to afford to buy a home.

5. The shortage of affordable homes for London’s modest earners is also hurting the capital more generally. Some boroughs are already becoming “dumb-bell communities” with rich residents and poor residents. London Chamber of Commerce research shows that 42% of businesses believe that long commutes damage staff punctuality and productivity. Professor Michael Ball has estimated that high housing costs will cost the London economy £85bn by 2025 by restricting the graduate talent pipeline. And prominent policymakers have warned that London’s emergency services will be slower to respond in the event of a major emergency. There is growing public and policy concern about housing in general and about London’s ‘squeezed middle’ in particular. But while both government and the market make various offers to modest earners – for example, shared ownership products, ‘pocket homes’, and ‘key worker’ housing -, the needs of this group have not figured largely or imaginatively in policy thinking up to now.

## **Proposal**

6. Against this background, Centre for London has established a Commission which will bring together housing experts, policymakers and housing associations. The purpose of the Commission is to develop a new evidence based consensus on the nature and scope of the challenge facing London’s low-to-middle income households, the costs and benefits of various housing policies that could be adopted for them, and what more London could do to provide homes for those on modest incomes. The Commission will build on the analysis and ideas emerging from Centre for London’s report: Hollow Promise; How London is Failing its Modest Earners and What Ought to be Done About It.
7. The Commission will essentially address the following three questions:
  - 1) **What are the housing challenges facing London’s modest earners?** How has the affordability of housing changed for low to-middle income Londoners, as a result of shifting market, demographic and policy contexts? How should we best measure affordability? At what

incomes, for which groups, in which areas, does housing cease to be affordable in London?

2) **What should affordable housing aim to achieve for the city as a whole?**

Taking into account the evidence based around the value of mixed communities and key workers, what should be the objective of intermediate housing provision in London?

3) **What type of interventions and investments deliver the best return on these objectives?**

Where should investments be made? What types of housing should be invested in? What are the trade-offs across different options?

8. The project is structured as a Commission, including leading thinkers, decision-makers and practitioners from across London. The Commission will be jointly chaired by Cllr Claire Kober (Labour Leader of Haringey) and Cllr Rock Fielding-Mellen (Conservative Deputy Leader of Kensington & Chelsea). The Policy Chairman has joined the Commission. The Commissioners will guide the research to ensure we are asking the most important questions faced by the sector. By bringing together a range of key players in London housing in a shared problem solving exercise, they also hope to forge a new consensus around the aims and approaches to providing housing for Londoners on modest incomes. Centre for London recently ran a very successful and influential Commission on East Thames Crossings, chaired by Lord Adonis, and they are confident that a commission on housing London's low-to-middle income earners would be similarly successful.
9. The work of the Centre for London and this project in particular, accords well with the role of the City Corporation in promoting debate on key policy issues that affect the City and London. The relationship with this think-tank allows for high level interaction with a number of the City Corporation's key audiences and stakeholders, as outlined in the *Communications Strategy 2015-2018*. In addition, this project aligns with the City Corporation's strategy of using its resources to work in partnership with local communities and its wider economic development priorities.
10. The Centre for London is seeking £20,000 from the City Corporation to complete the overall funding package of £80,000. The other funders are Affinity Sutton, Haringay Council, Royal Borough of Kensington and Chelsea and Cathedral. If the City of London Corporation were to sponsor the project, the City of London Corporation would host and be

able to shape events relating to the Commission, including the launch, and it would be acknowledged on all publicity relating to it.

11. This report recommends sponsorship of the Centre for London Commission on Housing for Londoners on Low-to-Middle Incomes at a cost of £20,000 to be met from your Committee's Policy Initiatives Fund 2015/16, categorised under the Research section of the Fund and charged to *City's Cash*.

## **Corporate & Strategic Implications**

12. Although sponsorship is also being acquired from other sources for this project, the contribution from the City Corporation will form an important part of the overall funding package. It is proposed that the required funding of £20,000 is drawn from your *Policy Initiatives Fund* 2015/16, categorised under the Research section of the Fund and charged to *City's Cash*. The current uncommitted balance available within your Committee's Policy Initiatives Fund 2015/16 amounts to £259,000 prior to any allowance being made for any other proposals on today's agenda.

## **Conclusion**

13. The work of the Centre for London and this project in particular, accords well with the role of the City Corporation in promoting debate on key policy issues that affect the City and London. The City Corporation's relationship with this think tank enables a high level interaction to take place with a number of key audiences and stakeholders, as outlined in the *Communications Strategy 2015-2018*. In addition, this project aligns with the City Corporation's strategy of using its resources to work in partnerships with local communities, especially in neighbouring boroughs, and its wider economic development priorities.
14. If the City of London Corporation were to sponsor the project, the City of London Corporation would host and be able to shape events relating to the Commission, including the launch, and it would be acknowledged on all publicity relating to it.

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<b>Committee(s):</b>	<b>Date(s):</b>
Policy and Resources Committee	28 May 2015
<b>Subject:</b> Policy Initiatives Fund/Committee Contingency	<b>Public</b>
<b>Report of:</b> Chamberlain	<b>For Information</b>

### Summary

1. The purpose of the Policy Initiatives Fund is to allow the Committee to respond swiftly and effectively with funding for projects and initiatives identified during the year which support the City Corporation's overall aims and objectives.
2. The Committee contingency is used to fund unforeseen items of expenditure when no specific provision exists within Committee budgets such as hosting one-off events.
3. In identifying which items would sit within the Policy Initiatives Fund the following principles were applied:
  - Items that relate to a specific initiative i.e. research;
  - Sponsorship/funding for bodies which have initiatives that support the City's overall objectives; and
  - Membership of high profile national think tanks
4. The attached schedules list the projects and activities which have received funding for 2015/16. Whilst the schedule shows expenditure to be incurred in this financial year, some projects have been given multi-year financial support (please see the "Notes" column). It should be noted that the items referred to have been the subject of previous reports approved by this Committee.
5. Having taken account of the unallocated balances brought forward from 2014/15 and the approved projects which have been re-phased from 2014/15 to 2015/16, the balances that are currently available in the Policy Initiatives Fund and the Committee contingency for 2015/16 are £164,300 and £129,700 respectively.

### Recommendation

6. It is recommended that the contents of the schedules are noted.

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**POLICY AND RESOURCES COMMITTEE - POLICY INITIATIVES FUND 2015/16**

<u>ALLOCATIONS FROM PIF</u>					<u>STATUS OF BALANCE</u>	
<u>COMMITTEE</u>	<u>DESCRIPTION</u>	<u>RESP OFFICER</u>	<u>ALLOCATION</u>	<u>ACTUAL PAID</u>	<u>BALANCE</u>	<u>NOTES</u>
<u>DATE</u>			<u>£</u>	<u>TO 14/05/15</u>	<u>TO BE SPENT</u>	
			<u>£</u>	<u>£</u>	<u>£</u>	
	<b>Events</b>					
21/11/13	London Councils' London Summit - the City is to host the annual conference for 3 years	DPR	15,400	12,850	2,550	3 year funding: £16,100 final payment in 2016/17
19/02/15	The International Organisation of Securities Commissions (IOSCO): CoL to host the opening Reception at the Guildhall	DED	12,000	0	12,000	
26/03/15	London Councils' 50th Anniversary of the London Boroughs - The City is to host this event on 19th May 2015	DPR	18,000	0	18,000	
26/03/15	Wireless Broadband Alliance (WBA) Global Conference - City of London's sponsorship of this event to be held on 18-21 May 2015. The WBA is a not for profit International membership association representing leading global operators and technology partners	DED	20,000	0	20,000	
00/04/15	AIMA 25th Anniversary Dinner and 2015 Annual Conference - The City of London Corporation is to host these events on 23 September 2015	DPR	15,000	0	15,000	
	<b>Promoting the City</b>					
02/05/13	TheCityUK: CoL's additional funding	DED	100,000	25,000	75,000	3 year funding: £75,000 final payment in 2016/17
25/07/13	City of London Singapore strategy: City of London to commission a scoping paper to investigate the opportunities for developing a substantial regulatory dialogue with Singapore	DED	10,200	0	10,200	Originally allocated from 2014/15; deferred to 2015/16
20/02/14	Sponsor the "New FinTech UK" Initiative - Creation of a new body to promote and support the 'FinTech' (financial technology) sector	DED	250,000	0	250,000	3 year funding: £250,000 final payment in 2016/17
26/03/15	City of London Advertising - continuation of placing advertisements in CityAM to promote services provided by COL	DPR	45,000	0	45,000	2 year funding: £45,000 final payment in 2016/17
	<b>Communities</b>					
22/03/13	Continued sponsorship of Teach First through support of its Higher Education Access Programme for Schools (HEAP)	DED	18,000	0	18,000	3 year funding: £18,000 final payment in 2015/16
10/10/13	Sponsorship of London Works - a social enterprise temporary recruitment agency: CoL's contribution to London Works, an agency set up by the East London Business Alliance, with the aim to place over 3,000 young people into temporary/contract roles with the City and Canary Wharf in its first 5 years	DED	25,000	0	25,000	The Director of Economic Development has reviewed the phasing, £25,000 has been deferred from 2014/15

<u>ALLOCATIONS FROM PIF</u>				<u>STATUS OF BALANCE</u>		
<u>COMMITTEE</u>	<u>DESCRIPTION</u>	<u>RESP OFFICER</u>	<u>ALLOCATION</u>	<u>ACTUAL PAID</u>	<u>BALANCE</u>	<u>NOTES</u>
<u>DATE</u>			£	TO 14/05/15	TO BE SPENT	
			£	£	£	
20/02/14	Access Europe - City Corporation to become one of four core supporters of a European Funding hub to improve access to EU funding for London's public and voluntary organisations	DED	50,000	0	50,000	3 year funding: £50,000 final payment in 2015/16
20/02/14	TeenTech City 2014 - 2017 - support for annual events aiming to change perceptions of STEM careers in the UK	DED	10,000	0	10,000	3 year funding: £10,000 final payment in 2016/17
20/03/14	STEM and Policy Education Programme - funding of the Hampstead Heath Ponds Project	DOS	59,900	5,221	54,679	The Director of Open Spaces has reviewed the phasing as follows: £37,500 in 2016/17 & £23,850 in 2017/18 and £3,000 has been deferred from 2014/15 to 2015/16
11/12/14	Sponsorship of Tech London Advocates (TLA): further sponsorship to support the delivery of 2 major bi-annual summit events and the development and promotion of TLA's series of themed, advocate-led workstreams	DED	50,000	12,500	37,500	4 year funding: £50,000 in 2015/16 & 2016/17 & £37,500 in 2017/18
22/01/15	Support for Partnership for Young London's "Youth Employment Seminars": City of London to sponsor a series of 3 seminars around youth employment in March 2015, June 2015 & July/August 2015	DED / DCCS	10,000	0	10,000	2 year funding: £10,000 final payment in 2015/16
22/01/15	Angels in the City: CoL's sponsorship to London Business Angels for continued support to deliver the Angels in the City Initiative	DED	25,000	0	25,000	
26/03/15	New Entrepreneurs Foundation (NEF) - further sponsorship of NEF, a not-for-profit organisation focussing on equipping young entrepreneurs to run scalable businesses	DED	20,000	20,000	0	3 year funding: £20,000 in 2016/17 & 2017/18
	<b>Research</b>					
20/03/14	Sponsorship of Demos Research Project - Young Muslim Employment - A multi-purpose cross-party think tank, project to examine employment among young Muslims	DPR	7,500	0	7,500	£15,000 originally allocated from 2014/15, £7,500 deferred to 2015/16
03/07/14	Whitehall & Industry Group: Renewal of City Corporation Membership - WIG is an independent, not-for-profit organisation with a charitable purpose to build understanding and co-operation between government and business	DPR	5,000	4,300	700	2 year funding - £5,000 final payment in 2015/16

ALLOCATIONS FROM PIF					STATUS OF BALANCE	
COMMITTEE DATE	DESCRIPTION	RESP OFFICER	ALLOCATION £	ACTUAL PAID TO 14/05/15 £	BALANCE TO BE SPENT £	NOTES
	<b>Attracting and Retaining International Organisations</b>					
19/09/13	International Valuation Standards Council (IVSC) - City of London to support the accommodation costs of the IVSC	CS	50,000	0	50,000	5 year funding - £50k per year until 2018/19
03/07/14	International Forum of Sovereign Wealth Funds (IFSWF) - City of London to support the IFSWF Secretariat locating in the City	DED	120,700	29,400	91,300	4 year funding - £124,500 in 2016/17 & £31,300 in 2017/18
	BALANCE REMAINING		936,700	109,271	827,429	
	TOTAL APPROVED BUDGET		259,300			
	ANALYSIS OF TOTAL APPROVED BUDGET		1,196,000			
	ORIGINAL PROVISION		750,000			
	APPROVED BROUGHT FORWARD FROM 2014/15		193,000			
	TRANSFERRED FROM CONTINGENCY		253,000			
	TOTAL APPROVED BUDGET		1,196,000			

**NOTES:**

- (i) 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 (2015/16). It should be noted that actual payments sometimes are made towards the end of a financial year.

**KEY TO RESPONSIBLE OFFICER:-**

MBC	Managing Director Barbican Centre	DPR	Director of Public Relations	CGO	Chief Grants Officer
DED	Director of Economic Development	DOS	Director of Open Spaces	DBE	Director of the Built Environment
TC	Town Clerk	CS	City Surveyor	DCCS	Director of Community & Childrens Services

CAROLINE AL-BEYERTY - FINANCIAL SERVICES DIRECTOR

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**POLICY AND RESOURCES COMMITTEE - POLICY INITIATIVES FUND**

2015/2016  
£

POLICY INITIATIVES FUND

- Balance remaining prior to this meeting 259,300

Less possible maximum allocations from this meeting

- Sponsorship of Centre for London Commission on Housing for Londoners on Low-to-Middle Incomes 20,000
- Sponsorship of New Local Government Network research project: Social Capital - How Public Investment Can Drive Public Value 15,000
- Support for a Study to Strengthen the City's Role in working with London's Communities 30,000
- Proposed Project on the Impact of Immigration on the UK 30,000

95,000

Balance

164,300

Caroline Al-Beyerty  
Financial Services Director

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**POLICY AND RESOURCES COMMITTEE - CONTINGENCY 2015/16**

<u>ALLOCATIONS FROM CONTINGENCY</u>					<u>STATUS OF BALANCE</u>	
<u>COMMITTEE</u>	<u>DESCRIPTION</u>	<u>RESP OFFICER</u>	<u>ALLOCATION</u>	<u>ACTUAL PAID TO 14/05/15</u>	<u>BALANCE TO BE SPENT</u>	<u>NOTES</u>
<u>DATE</u>			<u>£</u>	<u>£</u>	<u>£</u>	
14/02/13	Platinum Partnership with London & Partners - the official promotional organisation for London	DCHL	25,000	0	25,000	3 year funding: £25,000 final payment in 2015/16
22/03/13	City of London Reserved Forces' Cadets' Association: continued funding of the RFCA	TC	42,000	0	42,000	3 year funding: £42,000 final payment in 2015/16. Previously the funding has been met by the Finance Grant Sub Committee
02/05/13	Support for Major Sports Events: the City Corporation to host a number of legacy objectives following the success of the London 2012 Games. One of these objectives is to support efforts to bring major world sporting events to London and the UK through the provision of hospitality	TC	8,800	0	8,800	£23,000 originally allocated from 2014/15, £8,800 deferred to 2015/16
27/06/13	The Mayor's Thames Festival: support for an education project known as The Rivers of the World - an annual free festival to celebrate the River Thames through arts, music & education	DPR	12,000	0	12,000	3 year funding: £12,000 final payment in 2015/16
21/11/13	'Supporting the City of London Corporation's Programme of European Engagement: CoL's additional funding towards the debates about Britain's relationship with the EU	DED / DPR	15,000	0	15,000	£179,800 originally allocated from 2014/15, £15,000 deferred to 2015/16
30/01/14	Career fairs - City of London Corporation to host up to three events per year to enhance employability of young people in neighbouring communities	DED	80,300	0	80,300	3 year funding: £45,300 deferred from 2014/15. £35,000 final payment in 2015/16
20/03/14	800th Anniversary of the Magna Carta - additional financial support for a number of additional activities as the 2015 anniversary approaches	DPR	25,500	7,885	17,615	2 year funding: £9,500 deferred from 2014/15. £16,000 final payment in 2015/16
08/05/14	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	25,000	0	25,000	
02/10/14	800th Anniversary of Magna Carta: CoL to fund a number of activities including a contribution towards the cost of the prime national and international event to mark the anniversary at Runnymede on 15 June 2015	DPR / DCHL	107,000	0	107,000	2 year funding: £107,000 final payment in 2015/16
02/10/14	Great Fire of London: Feasibility Study - CoL to commission Artichoke to undertake a study on the viability of delivering a major public event in the City to commemorate the Great Fire of London	DCHL	4,600	4,600	0	£19,600 originally allocated from 2014/15, £4,600 deferred to 2015/16

<u>ALLOCATIONS FROM CONTINGENCY</u>					<u>STATUS OF BALANCE</u>	
<u>COMMITTEE DATE</u>	<u>DESCRIPTION</u>	<u>RESP OFFICER</u>	<u>ALLOCATION</u> £	<u>ACTUAL PAID TO 14/05/15</u> £	<u>BALANCE TO BE SPENT</u> £	<u>NOTES</u>
06/11/14	Livery Schools Link Consultant Project Manager: to cover recruitment of a part-time consultant for a one-off 6 month period to develop the business plan for the education office	TC	5,100	2,500	2,600	2 year funding: £2,100 deferred from 2014/15. £3,000 final payment in 2015/16
11/12/14	Encourage City Developers to buy from local and SMEs: to boost local economies within deprived London boroughs and to support small business growth	DPR	25,000	2,042	22,958	
11/12/14	National Maritime Museum - funding towards a special exhibition on Samuel Pepys and the Stuart Age at Royal Museums Greenwich	DED	25,000	0	25,000	
19/02/15	Supporting the Commonwealth (CWEIC): to engage with the Commonwealth further by becoming a partner of the Commonwealth Enterprise and Investment Council	TC	73,000	11,062	61,938	
26/03/15	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.	DPR	125,000	0	125,000	
			598,300	28,089	570,211	
	BALANCE REMAINING		129,700			
	TOTAL APPROVED BUDGET		728,000			
	ANALYSIS OF TOTAL APPROVED BUDGET					
	ORIGINAL PROVISION		800,000			
	APPROVED BROUGHT FORWARD FROM 2014/15		181,000			
	TRANSFERRED TO POLICY INITIATIVES FUND		(253,000)			
	TOTAL APPROVED BUDGET		728,000			

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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 (2015/16). It should be noted that actual payments sometimes are made towards the end of a financial year.

KEY TO RESPONSIBLE OFFICER:-

CH	Chamberlain	DPR	Director of Public Relations	CGO	Chief Grants Officer
DED	Director of Economic Development	CPO	City Planning Officer	DBE	Director of the Built Environment
TC	Town Clerk	CS	City Surveyor	DCCS	Director of Community & Childrens Services
DOS	Director of Open Spaces			DMCP	Director of Markets & Consumer Protection
DCHL	Director of Culture, Heritage and Libraries				

CAROLINE AL-BEYERTY - FINANCIAL SERVICES DIRECTOR



**POLICY AND RESOURCES COMMITTEE - CONTINGENCY**

		<b>2015/2016</b>
		<b>£</b>
CONTINGENCY		
- Balance remaining prior to this meeting		129,700
<u>Less possible maximum allocations from this meeting</u>		
-	<u>0</u>	0
Balance		<u>129,700</u>

Caroline Al-Beyerty  
Financial Services Director

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<b>Committee(s)</b>	<b>Dated:</b>
Policy and Resources Committee	28 May 2015
<b>Subject:</b> Policy and Resources Committee Risk – Town Clerk’s Department	<b>Public</b>
<b>Report of:</b> Town Clerk	<b>For Information</b>

## Summary

This report has been produced to provide the Policy and Resources Committee with assurance that risk management procedures in place within the Town Clerk’s Department are satisfactory and meet the requirements of the corporate Risk Management Strategy.

Risk is reviewed regularly by the Departmental Management Team, and the Senior Management Teams of the separate business planning units within the Department, as part of the on going management of the operations of the Department.

The Town Clerk’s Summary Risk Register for the Policy and Resources Committee consists of three Corporate Risks, as follows:

- CR1 – Resilience (Current Risk: **AMBER**)
- CR2 – Supporting the Business City (Current Risk: **AMBER**)
- CR8 – Reputational Risk (Current Risk: **AMBER**)

## Recommendation(s)

Members are asked to:

- Note the report and the actions taken in the Town Clerk’s Department to monitor and manage effectively risks arising from our operations.

## Main Report

### Background

1. The Risk Management Strategy of the City of London Corporation requires each Chief Officer to report regularly to Committee the key risks faced in their department. Audit and Risk Management Committee has requested that such risks should be reported at a Committee level.

### Current Position

2. This report provides an update of the key risks that exist in relation to the operations of the Town Clerk’s Department in respect of the Policy and Resources Committee. The report also outlines the processes adopted for the on going review of risk and mitigating actions.

## **Risk Management Process**

3. Each of the separate business planning units within the Town Clerk's Department maintains its own risk register: Policy & Democratic Services; Economic Development Office; Public Relations Office; City Bridge Trust and Central Criminal Court. The latter two do not report to this Committee.
4. These registers are regularly reviewed by the Senior Management Teams of each unit, and presented by the relevant Director or senior officer to the Departmental Management Team, in accordance with the Review and Reporting Framework in the corporate Risk Management Strategy.
5. At the Departmental Management Team, any risks that emerge from the Divisional updates on key issues given by each of the Directors are discussed, ensuring that adequate consideration is given to operational risk.
6. Reports on the Town Clerk's Departmental risks were presented to the Policy and Resources Committee in January and February 2015.

## **Identification of New Risks**

7. New and emerging risks are identified through a number of channels, the main being:
  - Directly by Departmental Management Team or Senior Management Teams as part of the regular review process.
  - In response to reports on the delivery of the each section's Business Plan.The risk register may be refreshed over and above the stated process for review and oversight, in response to emerging issues or changing circumstances.
8. No risks have been added to, or removed from, the Town Clerk's Summary Risk Register since the previous report to the Policy and Resources Committee in February 2015.
9. Five potential risks have recently been identified as part of the business planning process for Policy and Democratic Services, and are currently being evaluated:
  - Succession planning
  - Conduct of elections
  - Workforce availability
  - Delivery of Service Based Review budget reductions
  - Customer Relationship Management system

## **Summary of Key Risks**

10. In respect of the Policy and Resources Committee, the Town Clerk's Department is responsible for three Corporate Risks, listed below; these are reviewed and reported regularly to the Audit and Risk Management Committee:

**CR1 – Resilience** (Current Risk: **AMBER**)

**CR2 – Supporting the business City** (Current Risk: **AMBER**)

**CR8 – Reputational Risk** (Current Risk: **AMBER**)

Details of these risks are contained in Appendix 1.

## **Conclusion**

11. Members are asked to note that risk management processes within the Town Clerk's Department adhere to the requirements of the City Corporation's Risk Management Strategy. Risks identified within the operational and strategic responsibilities of the Town Clerk's Department are proactively managed.

## **Appendices**

- Appendix 1 – Town Clerk's Department Summary Risk Register for the Policy and Resources Committee – in order of Current Risk score

## **Background Papers**

### Reports to Policy and Resources Committee:

20 March 2014: Town Clerk's Department Business Plan 2014-15

6 November 2014: Risk Management Strategy

22 January 2015: Matters relating to Risk Management

19 February 2015: Risk Management

26 March 2015: Public Relations Office: Business Plan, 2015-16

26 March 2015: Economic Development Office Business Plan 2015-18

## **Neil Davies**

Head of Corporate Performance and Development

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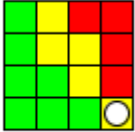

# TC Risk Register summary

Generated on: 11 May 2015


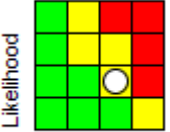


## Risk Traffic Light: Amber 3

Risk No, Title, Department	Description (Cause, Event, Effect)	Current Risk Score		Risk Owner	Risk update	Target Risk Score		Target date	Risk Trend	
008 Reputational Risk Town Clerk's	<p><b>Cause</b> – External factors/ action or internal management failure that impacts the reputation of the City Corporation</p> <p><b>Event</b> – an action or event involving the City Corporation that attracts adverse publicity or attention</p> <p><b>Effect</b> – Damage to the reputation of the City Corporation</p>	 Likelihood	12	Impact	John Barradell	Issues affecting the corporate reputation of the City Corporation arise on a weekly basis and are dealt with by the appropriate teams in Public Relations Office. PRO has dealt with the publicity surrounding: The Hampstead Heath Hydrology project. Transparency and accountability for City's Cash. Performance of the City schools. The proposal for a new London concert hall.	 Likelihood	12	31-Mar-2016	↔

Risk No, Title, Department	Description (Cause, Event, Effect)	Current Risk Score		Risk Owner	Risk update	Target Risk Score		Target date	Risk Trend
CR01 <b>Resilience Risk</b> Town Clerk's	<p><b>Cause</b> – Lack of appropriate planning, leadership and coordination</p> <p><b>Event</b> – Emergency situation related to terrorism or other serious event/major incident is not managed effectively</p> <p><b>Effect</b> – Major disruption to City business, failure to support the community, assist in business recovery</p>	 <p>Likelihood</p> <p>Impact</p>	8	John Barradell	<p>A closer working relationship between the City of London Police and the City of London Corporation has been developed. A large scale multiagency exercise has been arranged and will be held in the latter part of 2015.</p> <p>All departmental business continuity plans are to be assessed in May, with a report on the findings submitted to the Summit Group in May/June.</p>	 <p>Likelihood</p> <p>Impact</p>	8	31-Mar-2016	↔



Risk No, Title, Department	Description (Cause, Event, Effect)	Current Risk Score		Risk Owner	Risk update	Target Risk Score		Target date	Risk Trend
CR02 Supporting the Business City Town Clerk's	<p><b>Cause</b> – Failure to defend and promote the competitiveness of the business City.</p> <p><b>Event</b> – City loses its position as the world leader in international financial services.</p> <p><b>Effect</b> – Reduction in business activity in the City, lower income for and industry engagement with the City of London Corporation</p>	 <p>Likelihood</p> <p>Impact</p>	8	John Barradell	The Corporation and the International Regulatory Strategy Group ensure we engage on the key regulatory issues that affect the financial and professional services industry, informing our engagement with policy makers, regulators and the media. ED office is engaged in a programme of work to support, defend and enhance the business city, in accordance with ED Business Plan	 <p>Likelihood</p> <p>Impact</p>	8	31-Mar-2016	↔

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