



Policy and Resources Committee

Date: MONDAY, 19 OCTOBER 2015
Time: 1.45 pm
Venue: COMMITTEE ROOMS, 2ND FLOOR, WEST WING, GUILDHALL

Members:

Mark Boleat (Chairman)	Deputy Robert Howard (Ex-Officio Member)
Jeremy Mayhew (Deputy Chairman)	Wendy Hyde
Deputy Catherine McGuinness (Deputy Chairman)	Vivienne Littlechild (Ex-Officio Member)
Hugh Morris (Deputy Chairman)	Edward Lord
Deputy Douglas Barrow	Wendy Mead
Deputy John Bennett	Deputy Alastair Moss (Ex-Officio Member)
Sheriff & Alderman Charles Bowman	Deputy Joyce Nash
Roger Chadwick (Ex-Officio Member)	Dhruv Patel (Ex-Officio Member)
Henry Colthurst	Deputy Henry Pollard (Ex-Officio Member)
Deputy Alex Deane	Alderman Baroness Scotland (Ex-Officio Member)
Deputy Billy Dove (Ex-Officio Member)	Deputy Dr Giles Shilson
Simon Duckworth	Jeremy Simons
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 (Ex-Officio Member)	The Rt Hon the Lord Mayor, Alderman Alan Yarrow

Enquiries: Angela Roach
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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 24 September 2015.

For Decision
(Pages 1 - 12)

- b) To note the draft public minutes of the Projects Sub-Committee meeting held on 8 September 2015.

For Information
(Pages 13 - 16)

- c) To note the draft public minutes of the Members' Privileges Sub-Committee meeting held on 24 September 2015.

For Information
(Pages 17 - 20)

4. **CEREMONIAL WORKING PARTY**

To consider the appointment of two Members of the Committee to serve on the Working Party.

For Decision

5. **LOCAL GOVERNMENT ASSOCIATION REPRESENTATIVE**

Report of Town Clerk.

For Decision
(Pages 21 - 24)

6. **COEXIST HOUSE FUNDING**

Report of the Town Clerk.

For Decision
(Pages 25 - 28)

7. **PROJECT FUNDING UPDATE**

Report of the Chamberlain.

NB: To be read in conjunction with the separately bound non-public appendices (circulated electronically only). This report will also have been considered by your Resource Allocation Sub-Committee earlier this day.

For Decision
(Pages 29 - 36)

8. **BARBICAN AND GOLDEN LANE AREA STRATEGY**
Report of the Director of the Built Environment.

NB: This report has been considered and agreed by the Planning and Transportation Committee.

For Decision
(Pages 37 - 66)
9. **MEMBERSHIP OF LONDON AND PARTNERS**
Report of the Director of Culture, Heritage and Libraries.

NB: This report has been considered and agreed by the Culture, Heritage and Libraries Committee.

For Decision
(Pages 67 - 72)
10. **'FUTURE OF LONDON' RESEARCH PROJECT BY BRIGHT BLUE AND LOCALIS**
Report of the Director of Public Relations.

For Decision
(Pages 73 - 76)
11. **VISIT TO INDIA AND SINGAPORE**
Report of the Director of Economic Development.

For Information
(Pages 77 - 84)
12. **VISIT TO THE USA**
Report of the Director of Economic Development.

For Information
(Pages 85 - 94)
13. **RENEWAL OF MEMORANDUM OF UNDERSTANDING WITH THE SHANGHAI MUNICIPAL GOVERNMENT**
Report of the Director of Economic Development.

For Information
(Pages 95 - 100)
14. **PUBLIC RELATIONS OFFICE ACTIVITIES**
Report of the Director of Public Relations.

For Information
(Pages 101 - 112)
15. **TOWN CLERK'S BUSINESS PLAN UPDATE**
Report of the Town Clerk.

For Information
(Pages 113 - 118)

16. **RISK MANAGEMENT TOWN CLERK'S DEPARTMENT**
Report of the Town Clerk.
For Information
(Pages 119 - 126)
17. **REMEMBRANCER'S BUSINESS PLAN UPDATE**
Report of the Remembrancer.
For Information
(Pages 127 - 132)
18. **POLICY INITIATIVES FUND AND COMMITTEE CONTINGENCY**
Report of the Chamberlain.
For Information
(Pages 133 - 144)
19. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**
20. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT**
21. **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

22. **NON-PUBLIC MINUTES**
To consider non-public minutes of meetings as follows:-
- a) To agree the non-public minutes of the meeting held on 24 September 2015.
For Decision
(Pages 145 - 148)
- b) To note the draft non-public minutes of the Projects Sub-Committee meeting held on 8 September 2015.
For Information
(Pages 149 - 152)
- c) To note the draft non-public minutes of the Members' Privileges Sub-Committee meeting held on 24 September 2015.
For Information
(Pages 153 - 154)
- d) To note the draft non-public minutes of the Hospitality Working Party meeting held on 16 September 2015.
For Information
(Pages 155 - 162)

- e) To note the draft non-public minutes of the Cultural Hub Working Party Meeting held on 1 October 2015.

For Information
(Pages 163 - 168)

- 23. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**
- 24. **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, 24 September 2015

Minutes of the meeting of the Policy and Resources Committee held at the Guildhall EC2 at 1.45 pm

Present

Members:

Mark Boleat (Chairman)	Wendy Hyde
Jeremy Mayhew (Deputy Chairman)	Vivienne Littlechild (Ex-Officio Member)
Deputy Catherine McGuinness (Deputy Chairman)	Edward Lord
Deputy John Bennett	Wendy Mead
Roger Chadwick (Ex-Officio Member)	Deputy Joyce Nash
Deputy Alex Deane	Dhruv Patel (Ex-Officio Member)
Deputy Billy Dove (Ex-Officio Member)	Deputy Henry Pollard (Ex-Officio Member)
Simon Duckworth	Jeremy Simons
Alderman The Lord Mountevans	Deputy John Tomlinson
Stuart Fraser	Michael Welbank (Ex-Officio Member)
Marianne Fredericks	Alderman Sir David Wootton
Deputy Robert Howard (Ex-Officio Member)	

Officers:

John Barradell	Town Clerk and Chief Executive
Peter Kane	Chamberlain
Michael Cogher	Comptroller and City Solicitor
Paul Double	Remembrancer
Carolyn Dwyer	Director of the Built Environment
Caroline Al-Beyerty	Finance Director
Tony Halmos	Director of Public Relations
William Chapman	Private Secretary to the Lord Mayor
Damian Nussbaum	Director of Economic Development
Liz Skelcher	Economic Development Office
Carolyn Housman	Director of Heart of the City
David Padfield	Community and Children's Services Department
Simon Murrells	Town Clerks
Peter Lisley	Assistant Town Clerk
Angela Roach	Principal Committee and Members Services Manager

ALDERMAN SIR DAVID HOWARD

The Chairman advised that Alderman Sir David Howard, having been a long standing Member of the Policy and Resources Committee, was shortly due to retire from the City Corporation and that this would have been his last meeting.

He thanked Sir David on behalf of the Committee for the invaluable contribution he had made to the Committee's business over many years and to the work of the City Corporation generally. This was warmly endorsed by Members.

1. **APOLOGIES**

Apologies were received from the Deputy Chairman, Hugh Morris and from Doug Barrow, Alderman Charles Bowman, Henry Colthurst, Rev'd Stephen Haines, Alderman Sir David Howard, Giles Shilson and Sir Michael Snyder.

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

The Chairman declared a personal interest in item no 8 as a prospective Chairman of the Housing and Finance Institute and also in item no. 21 as Chairman of the London Councils Pensions CIV Sectoral Committee.

The Deputy Chairman, Catherine McGuinness, declared a personal interest in item 24 by virtue of her daughter being a pupil at the Guildhall School.

3. **MINUTES**

3a. The public minutes of the meeting held on 16 July 2015 were approved subject to Henry Pollard being recorded as having given apologies for the meeting.

3b. The draft public minutes of the Resource Allocation Sub-Committee meeting held on 16 July 2015 were noted.

3c. The draft public minutes of the Projects Sub-Committee meeting held on 21 July 2015 were noted.

3d. The draft public minutes of the Public Relations and Economic Development Sub-Committee meeting held on 16 July 2015 were noted.

4. **PROCEDURE FOR CONDUCTING BALLOTS AT THE COURT OF COMMON COUNCIL**

The Committee considered a report of the Town Clerk concerning an alternative system for conducting ballots at the Court of Common Council.

The Committee supported the introduction of alternative voting (AV).

A Member pointed out that whilst an AV system worked well for single vacancies it would present difficulties when dealing with multiple ones. It was therefore suggested that further consideration be given to an alternative system for multiple vacancies such as a single transferable vote or an open list system and that the matter be brought back to Committee on this basis. Members supported this suggestion.

RESOLVED – That the content of the report be noted and that further consideration be given to an alternative system for multiple vacancies such as a single transferable vote or an open list system and that the matter be brought back to Committee for consideration.

5. **CEREMONIALS WORKING PARTY**

The Committee considered a report of the Town Clerk concerning the composition and terms of reference of the Ceremonials Working Party.

The Chairman advised that Catherine McGuinness had expressed an interest in serving as the Deputy Chairman on the Working Party. He also suggested that Edward Lord be appointed to fill one of the three Committee places on it given his involvement with the matter so far. Expressions of interest would be sought on the remaining places and those vacancies filled at the next meeting. The Committee supported his suggestion.

RESOLVED – That:-

1. the terms reference and composition be approved as follows:-

Composition

- Chairman of the Policy & Resources Committee
- A Deputy Chairman of the Policy & Resources Committee
- Chief Commoner
- Two Aldermen, nominated by the Chairman of the General Purposes Committee of Aldermen
- Three Members appointed by the Policy and Resources Committee
- Two Members with over ten years' service, appointed by the Court of Common Council
- Two Members with under ten years' service, appointed by the Court of Common Council
- The Remembrancer
- Assistant Town Clerk (Members' and Democratic Services)

Terms of Reference

- To review the totality of the City Corporation's ceremonial protocols and practices, with the intention of bringing them up to date to reflect current circumstances;
 - To examine the principles behind each protocol, particularly where there have been changes in practice over recent years, making recommendations as to the approach to take in future, with a view to an updated and consolidated Ceremonials Book being produced.
2. Catherine McGuinness be appointed as the Deputy Chairman on the Working Party, Edward Lord appointed to fill one of the three Committee places on it and that the two remaining places be filled at the next meeting of the Committee.

6. **PENSIONS BOARD REVISION TO APPOINTMENT PROCESS**

The Committee considered a report of the Town Clerk proposing a revision to the appointments process for Scheme Member representatives on the Local Government Pensions Board.

RESOLVED – That with regard to the appointment of Scheme member representatives, it be recommended to the Court of Common Council that the terms of reference of the Local Government Pensions Board be amended to read “Three Scheme Member representatives, appointed by a process determined by the Town Clerk and Chief Executive.”

7. **INCREASING THE SUPPLY OF HOMES - ROLE OF THE CITY OF LONDON CORPORATION**

The Committee considered a joint report of the Director of Community and Children’s Services and the City Surveyor proposing the adoption of a policy setting out the City Corporation’s ambitions on delivering more homes entitled *increasing the supply of homes – the role the City of London Corporation*.

The Chairman pointed out that the proposal covered broad policy and that any specific proposals would be considered by the relevant committee. He also advised that the City Corporation’s aspirations for assisting in increasing the number of homes in the capital had been well received at the LibDem conference and he was confident that it would receive the same reception at the other party conferences.

The Committee expressed its support for the proposal and noted that, given the importance, the policy would also be considered by the Court of Common Council.

RESOLVED – that:-

1. the policy document “Increasing the Supply of Homes – the Role of the City of London Corporation” and the commitment to provide additional homes through opportunities on the City Corporation’s social housing estates and other City Corporation sites with development potential be approved and forwarded to the Court of Common Council for endorsement; and
2. it be note that following would be brought back to Committee:-
 - where the delivery of this vision required additional resources; and
 - the progress of developing detailed proposals to support the ambitions set out would be reported to Members.

8. **HOUSING AND FINANCE INSTITUTE**

The Committee considered a report of the Town Clerk proposing that the City Corporation becomes a founding member of the Housing & Finance Institute.

RESOLVED – That:-

1. approval be given to the City of London Corporation becoming a founding member of the Housing & Finance Institute (HFI) at the cost of £40,000 per annum for 2015/16, 2016/17 and 2017/18, to be met from the Policy Initiatives Fund categorised under the *New Areas of Work* section and charged to City's Cash; and
2. authority be delegated to the Town Clerk to enter into membership of the HFI on such terms as considered appropriate.

9. **CITY OF LONDON CORPORATION AVIATION POLICY**

The Committee considered a report of the Town Clerk concerning the City Corporation's policy on the issue of UK aviation.

Members noted that the policy had been considered and supported by the Planning and Transportation Committee.

RESOLVED – That:-

1. an additional £10,000 be allocated to the *Let Britain Fly* campaign from the Committee's Policy Initiatives Fund, 2015/16, allocated to the *Events* section of the Fund and charged to City's Cash; and
2. the following policy position be recommended to the Court of Common Council for approval:

The City of London Corporation is clear that the lack of airport capacity in the South East of England has been needed to be addressed for a number of years. Not only because it is integral in maintaining the City of London's preeminent position as a leading financial centre, but it is also essential for the creation of jobs and growth across wider London and the rest of the UK.

Our own research backs this up showing that airport capacity remains one of the key factors necessary to achieve the forecast of 145,000 jobs being created in Central London in the next ten years. Furthermore, additional reports we published on the issue of aviation capacity in both 2002 and 2008 highlight its potential impact on the wider economic performance of the City. The latter found that 82 per cent of businesses regarded Heathrow as 'critical' or 'very important' to their organisations.

Following the publication of the Final Report of the independent Airports Commission, led by Howard Davies, in July 2015, the City of London Corporation supports the main recommendation for the expansion of Heathrow through the building of a third runway.

If the City is to continue to compete on the global stage then the financial and professional services firms based in the UK need to be able to do business globally. They especially need to be easily able to travel to

emerging markets where economic opportunity is abundant. As the Commission made clear, Heathrow can provide that capacity most efficiently and effectively.

The City of London Corporation also agrees that expansion should not come at a cost which ignores the measures that the Airports Commission highlighted, in their entirety, which help address the negative impact on the local environment, air quality and communities.

As with the Commission's view, we urge the Government to make a quick decision on the Commission recommendations and keep to their commitment on an announcement before the end of the year.

10. LONDON DEVOLUTION SETTLEMENT

The Committee considered a joint report of the Town Clerk and the Remembrancer concerning London devolution and the work being undertaken by the City Corporation and other London agencies on the matter.

A Member questioned whether Central London Forward (CLF) was the only sub-regional group that the City Corporation would consider participating in and was advised that that it was unlikely that the organisation would consider changing its affiliation as CLF was the most developed group in London.

RESOLVED – that the current work which had been undertaken to devolve powers to and within London be noted and that:-

1. London Councils' approach to the issue of devolution be supported;
2. the City Corporation continues to work with the inner London boroughs in Central London Forward; and
3. legal, technical and political support be provided where this was helpful to London Councils and Central London Forward to support the devolution agenda.

11. HEART OF THE CITY FUNDING RENEWAL

The Committee considered a report of the Director of Economic Development concerning the renewal of funding for the Heart of the City (HOTC).

The Director of Heart of the City provided details of the HOTC's development since it was founded in 2000 and highlighted that it was now the UK's largest small business network. The Director pointed out that HOTC's core programme was its New Comers Programme, that that programme had been highly successful and that HOTC had helped its last Newcomer cohort to give over £2 million in charitable contributions to other social causes.

RESOLVED – approval be given to the provision of a grant of £511,570 to HOTC from City's Cash spread over a three year period (2016/17: £167,000,

2017/18: £170,500, 2018/19: £174,000) to enable it to continue its delivery of social and environmental support to City businesses under its new model and to deepen the connections between the business sector and the community sector.

12. CITY OF LONDON BUSINESS TRAINEESHIP PROGRAMME

The Committee considered a report of the Director of Economic Development concerning the contract to deliver the City of London Business Traineeship programme.

RESOLVED – That:-

1. Brokerage Citylink be appointed to deliver the City Business Traineeship scheme for the academic years 2015/16 – 2017/18, at a cost of £267,949 to be met from the Economic Development Office's local risk budget; and
2. the Director of Economic Development be authorised to extend the contract with Brokerage Citylink for a further two years (the academic years 2018/19 and 2019/20), in consultation with the Chamberlain, subject to satisfactory delivery of the 2015/16 – 2017/18 contract, at a cost of up to £180,000 to be met from the Economic Development Office's local risk budget.

13. ADDITIONAL EVENTS AND TOPICAL ISSUES PROGRAMME

The Committee considered a joint report of the Director of Economic Development and the Director of Public Relations proposing continued support for the Chairman's contact programme by providing funding to cover additional events and the Topical Issues Programme.

RESOLVED – That approval be given to the following:-

1. the continuation of additional events and the topical issues programme to support the Chairman's contact programme at a cost of £55,000 funded from the Committee's Policy Initiatives Fund 2015/16, categorised under the "Promoting the City" section of the Fund and charged to City's Cash; and
2. the approval of expenditure on individual events or topical issues paper be delegated to the Town Clerk, in consultation with the Chairman and a Deputy Chairman.

14. CENTRE FOR EUROPEAN REFORM: SPONSORSHIP OF ANNUAL 'DITCHLEY PARK' CONFERENCE

The Committee considered a report of the Director of Public Relations proposing the City Corporation's sponsorship of annual Ditchley Park Conference organised by the Centre for European Reform (CER).

RESOLVED – That support for CER’s annual conference which this year is entitled *Has the euro been a failure?* be approved at a total cost of £20,000 to be met from the Committee’s Policy Initiatives Fund 2015/16 categorised under the Events section and charged to City’s Cash.

15. **CITY OF LONDON CORPORATION THINK TANK SUBSCRIPTIONS**

The Committee considered an annual report of the Director of Public Relations concerning the renewal of the City of London Corporation’s think tank subscriptions for 2015-16.

The Chairman was heard in support of the report and advised that it did not cover the totality of think tanks the City Corporation engaged with only those which required a subscription. A Member referred to the importance of covering the political spectrum and suggested that to ensure that an appropriate balance was maintained the matter should be referred to the Public Relations and Economic Development Sub-Committee to look at in its totality.

The Committee supported this suggestion and also noted that the City Corporation would cease to subscribe to CentreForum and Demos.

RESOLVED – that:-

1. approval be given to the renewal of the City of London Corporation’s corporate membership of the following eight think tanks a total cost of £77,000 to be met from the Committee’s Policy Initiatives Fund 2015/16, categorised under the Events section of the Fund and charged to City’s Cash:-

Centre for the Study of Financial Innovation
Chatham House
European Policy Forum
Foreign Policy Centre
Institute for Public Policy Research
Local Government Information Unit
New Local Government Network
Reform

2. the Director of Public Relations be requested to submit a report to the Public Relations and Economic Development Sub-Committee on the City Corporation’s engagement with think tanks to ensure that there was sufficient balance across the political spectrum.

16. **LOCAL GOVERNMENT ASSOCIATION**

The Committee considered a report of the Town Clerk concerning the work of the Local Government Association (LGA) and the City Corporation’s involvement with it.

A Member pointed out that the City Corporation was able to nominate a representative with voting rights to attend the LGA's Annual General Assembly and that it was important for the representative to be formally appointed. He believed this to be the case in other local authorities. He therefore suggested that current informal arrangement be looked at with a view to the City Corporation appointing a formal LGA representative. Members supported this suggestion.

RESOLVED – that the content of the report be noted and that the current informal arrangement be reviewed with a view to appointing a formal City Corporation representative to participate in the LGA's activities.

17. ECONOMIC DEVELOPMENT ACTIVITIES

The Committee considered a report of the Director of Economic Development setting out the recent activities of the Economic Development Office.

RESOLVED – that the report be received and its content noted.

18. POLICY INITIATIVES FUND AND COMMITTEE CONTINGENCY

The Committee considered a report of the Chamberlain concerning the Policy Initiatives Fund (PIF) and the Committee's contingency for 2015/16.

The Finance Director advised that the balance of the PIF was currently £187,300 and not £162,300 as specified. The figure had been adjusted to take into account the £10,000 for the Aviation Policy agreed earlier this day and the fact that funding previously proposed for the Commonwealth Local Government Forum and the REMIX Summit was no longer required.

RESOLVED: that the content of the report be noted, including the revised balance of £187,300 for the PIF.

19. DECISIONS TAKEN UNDER DELEGATED AUTHORITY OR URGENCY POWERS

The Committee received a report of the Town Clerk reporting action taken in consultation with the Chairman and Deputy Chairman since the last meeting of the Committee in accordance with standing orders.

Members noted that the funding approved for the REMIX Summit was longer required and would be returned to the Policy Initiatives Fund.

RESOLVED – That the content of the report be noted and that approval was given to the following:-

1. the transfer of the balance of funds totalling £173,928.08 to Crossrail Ltd and the Crossrail Arts Foundation; and

2. Alderman Sir Roger Gifford and the City Corporation's Senior European Officer accompanying the Chairman on a visit to Lithuania.

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

There were no questions.

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

The following items of urgent business were considered.

London Councils: London LGPS CIV Ltd – Funding

The Committee considered a report of the Chamberlain progress made to date on the establishment of a London Local Government Pensions Scheme Collective Investment Vehicle (CIV) and the City Corporation's participation in the Scheme, including the adoption the new Articles of Association, entering into the shareholder agreement, and contributing to the capital required for the CIV.

A Member expressed concern about future funding being left open ended and suggested that at this stage the regulatory capital cost of £150,000 only should be recommended to the Financial Investment Board and that any further funding should be the subject of a further report to the Committee. The Committee supported this.

RESOLVED – that the content of the report be noted and that approval be given to the following:-

1. the City Corporation, as a shareholder in the London LGPS CIV Limited, adopting the new Articles of Association and supporting every issued ordinary share being reclassified as an A ordinary share;
2. the City Corporation, as a shareholder in the London LGPS CIV Limited, entering into the shareholder agreement;
3. the Comptroller & City Solicitor being authorised to sign both the Written Resolution to indicate the City's approval of the actions under (2) above, and to execute the Shareholders' Agreement for the London LGPS CIV Limited;
- 4 recommending that the Financial Investment Board meet the cost of the regulatory capital of £150,000 by way of a subscription for B shares for the London LGPS CIV Limited from the Pension Fund; and
5. any subsequent costs such as the annual service charge and additional regulatory capital be the subject of a further report for consideration by the Committee.

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:-

Item Nos.	Paragraph(s) in Schedule 12A
23 – 25	3

Part 2 – Non-Public Agenda

23. NON-PUBLIC MINUTES

23a. The non-public minutes of the meeting held on 16 July 2015 were approved.

23b. The draft non-public minutes of the Resource Allocation Sub-Committee meeting held on 16 July 2015 were noted and the funding in relation to the feasibility study for investing in the Barbican Centre and the Superfast City Broadband project supported.

23c. The draft non-public minutes of the Projects Sub-Committee meeting held on 21 July 2015 were noted.

24. BARBICAN CENTRE AND GUILDHALL SCHOOL CAPITAL CAP REPLACEMENT

The Committee considered and agreed a report of the Town Clerk, attaching a report of the Chamberlain concerning the replacement of the Capital Cap for the Barbican Centre and Guildhall School.

25. DECISIONS TAKEN UNDER DELEGATED AUTHORITY OR URGENCY POWERS

The Committee received a report of the Town Clerk reporting action taken in consultation with the Chairman and Deputy Chairman since the last meeting of the Committee in accordance with standing orders. The action taken with regard to the following was noted:-

- Smithfield General Market and Annexe
- East and West trading areas of the London Central Markets
- Action and know Fraud Centre
- Allocation of Funding for Various Projects
- Police Accommodation Project

26. QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE
Signed Minutes

The Chairman questioned whether it was still necessary for the minutes of Committee meetings to be signed rather than simply being agreed. The Assistant Town Clerk undertook to look into the matter and report back to the Chairman.

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

There were no items of urgent business.

The meeting closed at 2.30pm

Chairman

Contact Officer: Angela Roach
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PROJECTS SUB (POLICY AND RESOURCES) COMMITTEE

Tuesday, 8 September 2015

Minutes of the meeting of the Projects Sub (Policy and Resources) Committee held at the Guildhall EC2 at 1.45 pm

Present

Members:

Roger Chadwick

Nigel Challis

Christopher Hayward

Deputy Catherine McGuinness

Graham Packham

Deputy John Tomlinson

Officers:

Peter Lisley

Jacqui Daniels

Arshi Zaman

Caroline Al-Beyerty

Graham Bell

Rhys Lovegrove

Huw Rhys Lewis

Gerald Mehrtens

David Padfield

Philip Everett

Carolyn Dwyer

Paul Monaghan

Andy Barnard

Andrew Thwaites

Town Clerk's Department

Town Clerk's Department

Town Clerk's Department

Chamberlain's Department

Chamberlain's Department

Chamberlain's Department

City Surveyor's Department

Community & Children's Services

Community and Children's Services Department

Project Director of the Hampstead Heath Ponds Project

Director of Built Environment

Department of the Built Environment

Open Spaces Department

Open Spaces Department

1. **APOLOGIES**

Apologies were received from Sir Michael Snyder, Mark Boleat, Henry Colthurst, Hugh Morris and Michael Welbank.

In the absence of the Chairman, Sir Michael Snyder, it was moved by Roger Chadwick and seconded by Christopher Hayward, that Deputy Catherine McGuinness takes the Chair for the meeting.

RESOLVED - That Deputy Catherine McGuinness take the Chair for the meeting.

2. **MEMBERS' 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 21 July 2015 were approved as a correct record, subject to the word 'Chiswick' in the penultimate line of item 7 on page 2 being amended to read 'Chiswell'.

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. **KENLEY REVIVAL PROJECT - GATEWAY 5 AUTHORITY TO START WORK**

The Sub Committee considered a Gateway 5, Authority to start work report of the Director of Open Spaces concerning the Kenley Revival Project.

RESOLVED – That:

1) should it be offered, authority to accept the HLF grant be delegated to the Director of Open Spaces in consultation with the Chairman of the Epping Forest and Commons Committee and the Chairman of the Projects Sub Committee; and

2) authority to appoint the Conservation Consultant and Conservation Contractor be delegated to the Town Clerk in consultation with the Chairman of the Project Sub-Committee and the Chairman of the Epping Forest and Commons Committee.

6. **ACTION TAKEN UNDER DELEGATED AUTHORITY**

Members received a report of the Town Clerk reporting action taken under delegated authority on behalf of the Sub Committee in connection with an issue report on the Mitre Square Project.

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

There were no questions.

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

There were no items of urgent business.

9. **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:-

<u>Item nos.</u>	<u>Paragraph nos.</u>
10 & 13-17	3
11	4
12	3 & 5

10. **NON-PUBLIC MINUTES**

The non-public minutes of the meeting held 21 July 2015 were approved as a correct record.

11. **POLICE INFRASTRUCTURE REFRESH - GATEWAY 2 PROJECT PROPOSAL**

The Sub Committee considered and approved a Gateway 2 Project Proposal report of the Commissioner of the City of London Police concerning the Police Infrastructure Refresh.

12. **HAMPSTEAD HEATH PONDS PROJECT - ISSUES REPORT**
Members received an update report of the Project Director of the Hampstead Heath Ponds Project.
13. **SIR JOHN CASS SCHOOL EXPANSION - GATEWAY 4C - DETAILED DESIGN REPORT**
Members considered and approved a Gateway 4C detailed design report of the Director of Community & Children's Services and the City Surveyor concerning proposals for the expansion of Sir John Cass School.
14. **OPEN MEDIATED WI-FI PROJECT - GATEWAY 4/ 5 OPTIONS APPRAISAL**
The Sub Committee considered and approved a Gateway 4/5 options appraisal report of the Chamberlain concerning an open mediated Wi-Fi facility within a number of City of London Corporation and City of London Police premises.
15. **BUILDINGS PROGRAMME - RED AND AMBER PROJECTS**
The Sub Committee noted an update report of the City Surveyor concerning their red and amber building projects.
16. **IT PROGRAMME - RED AND AMBER PROJECTS**
The Sub Committee noted an update report of the Chamberlain concerning the IT Division's red and amber projects.
17. **ACTION TAKEN UNDER DELEGATED AUTHORITY**
The Sub Committee received a report of the Town Clerk detailing action taken under delegated authority since the last meeting approving the procurement and funding of the Action and Know Fraud Centre and approving a Gateway 2/4 report on the progression of the Libraries/LMA IT infrastructure project.
18. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE SUB COMMITTEE**
There were no questions.
19. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT AND WHICH THE SUB COMMITTEE AGREE SHOULD BE CONSIDERED WHILST THE PUBLIC ARE EXCLUDED**
There were no urgent items.

The meeting closed at 2.45 pm

Chairman

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MEMBERS PRIVILEGES SUB (POLICY AND RESOURCES) COMMITTEE **Thursday, 24 September 2015**

Minutes of the meeting of the Members Privileges Sub (Policy and Resources)
Committee held at Committee Room 4 - 2nd Floor West Wing, Guildhall on
Thursday, 24 September 2015 at 11.00 am

Present

Members:

Deputy Billy Dove (Chairman)
Deputy John Barker
Mark Boleat (Ex-Officio Member)
Jeremy Mayhew (Ex-Officio Member)
Deputy Richard Regan
Edward Lord

Officers:

Dorian Price - City Surveyor's Department
Emma Sawers - Town Clerk's Department

1. APOLOGIES

Apologies were received from Deputy John Bennett, George Gillon, Oliver Lodge and David Thompson.

2. DECLARATIONS BY MEMBERS OF PERSONAL OR PREJUDICIAL INTERESTS IN RESPECT OF ITEMS TO BE CONSIDERED AT THIS MEETING

There were none.

3. MINUTES

RESOLVED, that the minutes of the meeting held on Thursday 26 March 2015 be approved subject to the insertion under item 5 on Ward Reception Committees as follows: "There was general agreement that each Member should get an equal opportunity on serving on a Ward Reception Committee and a more equitable system should be used."

4. QUESTIONS ON MATTERS RELATING TO THE WORK OF THE SUB COMMITTEE

Corporate Public Transport

A Member asked the representative of the Town Clerk's department as to the absence of a report on Corporate Public Transport that had gone through Establishment Committee on 16 July 2015. It was agreed that the report should

be circulated to Members of the Members' Privileges Sub Committee before the end of October 2015.

5. ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT

Lady Members Lockers

The Sub Committee were updated by the City Surveyor's representative on the recent survey that was carried out with Lady Members of the Court as to their use of the lockers. Based on the results of the survey, it was agreed that there was not enough appetite amongst Lady Members for these lockers to be refurbished.

One Member in the survey had highlighted the need for new lavatory seats to which it was agreed that this decision could be delegated to the City Surveyor.

The proposals for the current overall refurbishment of the Members locker rooms were addressed and due to the reduced changes in the Lady Members' locker rooms, it was agreed that a report would come to the next Members Privileges Sub Committee to re-present this entire project with the updated reduced costs.

RESOLVED, that:-

- The City Surveyor to report back to the Members' Privileges Sub Committee with revised reduced costs for the entire project

Outstanding Actions Report

A Member asked of the Town Clerk for an Outstanding Actions report to be created from this meeting so that decisions made by the Sub Committee could be kept in check.

RESOLVED, that:-

- The Town Clerk to create an Outstanding Actions report as a standing item on the Members' Privileges Sub Committee agenda.

6. 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:-

Item Nos.
7

Paragraph(s) in Schedule 12A
3

**7. SECOND FLOOR CHAIRMEN AND DEPUTY CHAIRMEN'S ROOM
PROGRESS REPORT**

The Sub Committee considered a report of the City Surveyor relating to the Chairmen and Deputy Chairmen's Room on the second floor of Guildhall West Wing and agreed that a further paper should come back to the Sub Committee including revised costings.

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

There were no questions.

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

There were no non-public urgent items.

The meeting ended at 11.30 am

Chairman

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Committee: Policy and Resources Committee	Date: 19 October 2015
Subject: Local Government Association (LGA)	Public
Report of: Town Clerk	For Decision

Summary

1. The Committee recently considered a report on the work of the LGA and the City of London Corporation's involvement with the Association. During discussion reference was made to the current arrangement in place for the appointment of the City Corporation representative to serve on the LGA's General Assembly.
2. It was felt that, given that local authority representatives were entitled to participate in this element of the LGA's democratic process and had voting rights, the informal arrangement should be reviewed with a view to appointing a representative on the LGA's General Assembly formally as other authorities did.

Recommendation

3. Members are asked to consider the formal appointment of the City Corporation's representative on the LGA's General Assembly as referred to in paragraph 7 of this report.

Main Report

Background

1. At its meeting on 24 September 2015 June reference was made to the arrangement currently in place for the appointment of the City Corporation representative on the LGA's General Assembly. It was agreed that given local authority representatives were participating in the LGA's democratic process and had voting rights, the current arrangement should be reviewed.
2. The terms of reference, delegated powers, size, and political composition of all the LGA's governance structures are determined by the General Assembly. The Assembly usually convenes one annual meeting each year but other meetings can be held as required.
3. Each local authority in full, corporate or voting associate membership of the LGA is entitled to appoint a representative(s) to serve on the General Assembly. Authorities in full membership are entitled to vote on all matters at Assembly meetings. The total number of votes allocated to representatives of unitary authorities (metropolitan districts, London boroughs and English and Welsh unitary authorities) is based on the population bands determined by the LGA's Executive. The allocation of votes ranges from two votes for populations of

between 1-100,000 to 17 votes for unitary authorities with a population of 800,001 and over. It is left to local authorities to determine how votes are allocated. For example, the London Borough Southwark has 5 votes, 3 of which are allocated to the Leader of the Council, one to the Deputy Leader and one to the majority opposition councillor. Lewisham allocates its 3 votes to its elected Mayor. These decisions are determined at full meetings of the council on an annual basis.

4. If for any reason a representative is unable to attend the Annual General Assembly another representative of an authority can be nominated to attend as a substitute and exercise voting rights. This is provided that written notice is given to the Chief Executive of the LGA before the start of the meeting by the Chief Executive of the member Authority, other appropriate officer, or by the named representative.
5. The appointment of the City Corporation's LGA representative is delegated to the Policy and Resources Committee. Based on the population band the City Corporation is entitled to two votes.
6. Alderman Sir David Wootton was appointed as the City's representative in June 2003. However in the lead up to his mayoralty in 2011/12, Alderman Ian Luder took over as the representative on an informal basis and this arrangement is still currently in place.
7. Members views are now sought on the appointment of a representative. Members may wish to consider the following options:-
 - to continue with the current appointment (Alderman Sir David Wootton) as agreed in 2003, providing he is willing to continue;
 - bringing the arrangement into line with practice operated by London boroughs In the City Corporation's case this would be the Chairman of the Policy and Resources Committee. This option would replicate the arrangements the City Corporation operates for the London Councils' Leaders Committee;
 - appoint a representative from within Policy and Resources Committee's membership.

Corporate & Strategic Implications

13. The City Corporation is committed to working in partnership to improve local communities and the quality of life in the wider London community. Continued engagement with the LGA helps to supports this as well as the City Corporation's strategic aims to provide:-
 - modern, efficient and high quality local services, including policing, within the Square Mile for workers, residents and visitors; and
 - valued services, such as education, employment, culture and leisure, to London and the nation.

Engagement with the LGA also ensures that the City is kept up-to-date on emerging issues affecting local communities across the nation and allows the City Corporation to shape policies and be aware of best practice.

- Appendix – None

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Committee: Policy and Resources Committee	Date: 19 October 2015
Subject: Co-Exist House	Public
Report of: Town Clerk	For Decision

Summary

1. This report informs members of progress of the “Coexist House” initiative which aims to create a centre for multi-faith understanding and education to be delivered through a charitable company. The initiative is being developed by a Co-exist House Advisory Board. The City Corporation’s relationship with the initiative was initially led by the Court of Aldermen and the City of London Corporation is represented on that Board by Alderman Sir Roger Gifford. A bid is made for a grant of £150,000 over three years from your Policy Initiatives fund (City’s Cash) which is to be used to support further work in developing the Co-exist House initiative.

Recommendation

2. Members views are sought on a request from the new charitable company for a grant in the sum of £150,000 phased over three years (£70,000 in 2015/16, £50,000 in 2016/17 and £30,000 in 2017/18), to be allocated to the communities section of the Policy initiatives Fund and charged to City’s Cash, to support the implementation of the Co-exist House project and to match-fund the financial commitments of the majority of the remaining Founding Members.

Main Report

Background

1. In June 2015, the Policy & Resources Committee was informed that the General Purposes (GP) Committee of the Court of Aldermen had considered a request from the Co-exist Foundation and the University of Cambridge Inter-Faith Programme to support an inter-faith initiative, Coexist House, which had a vision to create in London "*one of the most significant interfaith centres in the world*" for the purposes of deepening understanding of different religions amongst secular and religious audiences.
2. The Cambridge University Inter-Faith Programme undertakes high quality academic research around the “Abrahamic faiths” of Judaism, Christianity and Islam. The Coexist Foundation is a charity devoted to the improvement of inter-faith relations and was incorporated in 2006. The Coexist Foundation was the brainchild of Dr David Ford, Regius Professor of Divinity at the University of Cambridge and founder of Cambridge University’s Inter-Faith Programme.

3. The GP Committee of Aldermen agreed that the City of London Corporation should join an Advisory Board for the project. Alderman Sir Roger Gifford was nominated by the GP Committee of Aldermen as the City of London's representative. The other institutions represented on that Board are the University of Cambridge, the Victoria and Albert Museum (the V&A), the Honourable Society of The Inner Temple and the Coexist Foundation.
4. In June, the GP Committee of Aldermen and the Policy & Resources Committee agreed that the City Corporation should continue its support for the project and that the Advisory Board be reconstituted as a company limited by guarantee with charitable status. In addition, it was agreed that Alderman Gifford should continue as the City Corporation's representative. Authority was delegated to the Comptroller and City Solicitor to negotiate and agree the relevant legal documentation to establish the charitable company.

Current Position

5. The vision for the project remains to create a landmark learning institution and centre in London dedicated to promoting understanding of religion in the United Kingdom and beyond, to encourage respect and tolerance for religious belief and practise, to engage a broad audience (secular and religious) through innovative programmes and engagement, and to challenge religious ignorance and prejudice at all levels of society.

Support for Co-Exist House

6. As reported previously, the proposals for Coexist House have received cross-party political support, as well as being welcomed by the Archbishop of Canterbury, the Bishop of London, the Chief Rabbi, the Attorney General, Princess Badiya bint El Hassan of Jordan and the Prince of Wales. Leading academics and other faith and City leaders have also welcomed the project.
7. The partner organisations on the Advisory Board for the Coexist House project have made significant contributions to support the initiative thus far. £200,000 was raised from a number of benefactors following a Mansion House event in October 2013 during Alderman Sir Roger Gifford's tenure as Lord Mayor. The Coexist Foundation has committed £150,000 for the next three years, Cambridge University and the Inner Temple are committing similar sums, and whilst the V&A has not committed finances it has pledged in-kind support.

Proposals

8. The Policy & Resources Committee endorsed in June the Coexist Advisory Board's proposal for the five members, including the City Corporation, to form a company and be named as Founding Members. As a company limited by guarantee the liability of all of its members is limited to £10 each. As a corporate Member of the company the City Corporation acts through a nominee and also has the right to nominate a Trustee to serve on the Board of Trustees. Consistent with the decision of the GP Committee in 2013 the

City Corporation's nominee in both instances is Alderman, Sir Roger Gifford. The new company now focuses on bringing its vision to fruition.

9. The new charitable company has now approached the City Corporation for funding. As stated above, the majority of the Founding Members have each committed to support this initiative financially and the City is now being asked to match that of the others concerned in the sum of £150,000 spread over three years.
10. If Members are minded to support such a grant, funding could be met from the Policy Initiatives Fund (City's Cash) and categorised under the communities section of the Fund as a tapered grant over three years. It is suggested that each year's funds should be paid in 12 month increments, subject to satisfactory reporting back to the City on the use to which that expenditure has been put, with the following grant schedule: £70,000 in 2015/16; £50,000 in 2016/17; £30,000 in 2017/18. This schedule would enable the new company to focus on early fund raising and thus to gain a sustainable financial footing by the end of the grant cycle.
11. The current uncommitted balance available within your Committee's Policy Initiatives Fund (PIF) for 2015/16 amounts to £187,300 prior to any allowance being made for other proposals on today's agenda. If Members are minded to approve the proposal, the balance of the Fund for the remainder of this year would decrease significantly. There are, however, sufficient PIF funds currently available for the proposed future funding of this project in 2016/17 and 2017/18.

Conclusion

12. The Bishop of London stated that "*London is the only place that Coexist House could happen as it has the most diverse population in the world*". The City Corporation's involvement in this project demonstrates a leadership role in supporting community cohesion within London and more generally.

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Committee: Resource Allocation Sub Policy and Resources Committee	Date: 19 October 2015 19 October 2015
Subject: Project Funding Update	Public
Report of: Chamberlain	For Decision

Summary

1. 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. This report advises on the current unallocated balances on each of the funds in 2015/16 and the potential schemes which may require funding.
2. Some £0.390m has been allocated to date from the total 2015/16 City Fund provision for new schemes of £2.486m. Agreement is now sought to allocate a further sum of £1.925m towards three proposals:-
 - £0.850m to meet the shortfall in funding towards the £5.2m total cost of the Sir John Cass School extension scheme. This proposal has arisen from a government-led strategy and has therefore been classified as an **essential asset enhancement** (which is subject to final approval by the Sir John Cass Foundation);
 - £0.486m towards the £0.650m total cost of the Frobisher Crescent Level 4 meeting and conference facilities scheme at the Barbican Centre to **generate additional income** (part of the Service Based Review (SBR) invest to save proposals which require up-front funding); and
 - £0.589m to fund the provision of a new retail unit within the Barbican Centre to **generate additional income** (also part of the Service Based Review (SBR) invest to save proposals which require up-front funding).
3. If all the above funding requests are agreed, a balance of £0.171m would remain. However, if all the City Fund schemes in the pipeline which have been currently identified are allowed to progress in 2015/16, a shortfall of £1.630m would arise. In the event that future anticipated requests for funding should materialise which would result in the available provision being exceeded, it is proposed that a bid to the Resource Allocation Sub-Committee for an additional draw down from City Fund reserves to support the SBR proposals be made.
4. The total 2015/16 City's Cash provision is £3.125m of which £0.458m has been allocated to date, leaving a balance of £2.667m. However, if all the City's Cash schemes in the pipeline which have currently been identified were allowed to progress, an unallocated balance of £0.177m would remain. There are currently no new requests for funding.

Recommendation

4. It is recommended that Members:-
- Agree to the allocation of £1.925m from the 2015/16 City Fund provision for new schemes to provide funding for the three projects detailed above, subject to the agreement of the relevant gateway reports and other approvals as appropriate.
 - Note that, in the event that future anticipated requests for funding should materialise which would result in the available provision being exceeded, a bid for an additional draw down from the City Fund reserves may be made in support of the SBR income generating proposals.

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 £21m (£3m per annum) over the period from 2012/13 to 2018/19 in both the City Fund and City's Cash financial forecasts (£42m 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. To help members to prioritise the allocation of City resources to projects from a wider range of funding sources, the 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 from the 2015/16 provisions

7. The provisions for new schemes in 2015/16 amount to £2.486m for City Fund (£3m less £1m for Museum + £0.486m unallocated 2014/15 balance carried forward) and £3.125m for City's Cash (£3m + £0.125m unallocated 2014/15 balance carried forward).
8. There are three projects which require a funding decision now in order for projects to progress. The 2015/16 City Fund provision for new schemes has been identified as the most appropriate source of funding by the Corporate Priorities Board:
 - Extension of the Sir John Cass School – funding contribution of £850,000 towards the £5.2m estimated cost. This proposal has arisen from a government-led strategy to accommodate the increasing demand for school places and has therefore been classified as an **essential asset enhancement**. It has a total estimated cost of £5.2m of which £4.39m of funding (comprising Government grants, external contributions from S106 monies and the Foundation and other education-related resources) has been identified, leaving a shortfall of £0.850m.
 - Investment in Meeting and Conference Facilities at the Barbican Centre - funding of £485,800 for implementation. This proposal aims to **generate additional income** through enhancement of the meeting and conference facilities on Level 4 of Frobisher Crescent. A budget of £14,200 was previously allocated to meet feasibility costs and funding for implementation is now being requested.
 - Investment in a New Retail Unit at the Barbican Centre - funding of £589,000 for implementation. This proposal aims to **generate additional income** through the construction of a new shop in a more prominent location within the Barbican Centre.
 - Whilst both of the above Barbican Centre proposals are classified as **advisable**, they form a significant element of the Barbican Centre's SBR proposals and are therefore considered a priority. In order for the schemes to progress they will require up-front funding. Subsequently the Barbican Centre's revenue budget would be permanently reduced to reflect the additional net income achieved.
9. A list of the schemes which may require funding from the City Fund and City's Cash provisions for 2015/16 and future years is provided in the Appendix.
10. For City Fund, if all of the cumulative requests to date were agreed, (including the SBR proposals of £1.219m), a balance of £0.171m would remain. However, the Appendix indicates that a potential shortfall of £1.630m could arise, mainly as a result of the aim to fund the capital cost of the Barbican SBR

proposals from the City Fund provision in the first instance. The impact of the SBR funding on the provision is illustrated in the table below:

<u>2015/16 City Fund Provision for new schemes</u>	SBR Funding Requests £m	Other Funding Requests £m	Total Funding Requests £m
Agreed to date	0.144	0.246	0.390
Requested Now	1.075	0.850	1.925
Cumulative requests to date	1.219	1.096	2.315
Future requests anticipated	0.811	0.990	1.801
Total including future anticipated funding requests	2.030	2.086	4.116
Available provision			2.486
Potential shortfall			1.630

11. From the above table it can be seen that the provision of £2.486m would be adequate to fund all non-SBR requests (currently anticipated at £2.086m) and consequently that the potential shortfall results from the accommodation of the SBR funding.
12. Therefore, mindful of the future anticipated shortfall which will arise if all the expected requests materialise it is proposed that:
 - At this stage, the Sir John Cass request for £0.850m to address the funding shortfall and the Barbican Centre requests for £1.075m in support of the SBR process be agreed in the first instance, all of which can be contained within the existing provision available.
 - In the event that further requests materialise which would result in the available provision being exceeded, it is proposed that a request to the Resource Allocation Sub-Committee for an additional draw down from City Fund reserves to support the SBR proposals be made.

13. For City's Cash, the Appendix indicates an unallocated balance of £0.177m if all schemes were to be progressed. However, this includes 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 requests for funding from the City's Cash provision at this stage.

Conclusion

14. Requests for funding totalling £1.925m 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.
15. A potential shortfall of £1.630m could arise if all of the identified City Fund schemes were to be allowed to progress in 2015/16, largely due to the up-front funding for the Barbican Centre SBR proposals from the provision. At this stage, it is proposed that the three funding requests totalling £1.925m be agreed from within the available provision in the first instance. However, In the event that further requests materialise which would result in the available provision being exceeded, it is proposed that a request to the Resource Allocation Sub-Committee for an additional draw down from City Fund reserves to support the SBR proposals be made.
16. There are no requests for funding from the 2015/16 City's Cash provision at this stage. An unallocated balance of £0.177m is indicated if all City's Cash schemes were to be progressed. However, this includes 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.

Appendices

- Appendix – Projects which may seek funding from 2015/16 and future City Fund and City's Cash provisions for new schemes

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Projects which may seek funding from the 2015/16 and subsequent years' provisions for new schemes

Project Name	Indicative Funding Requirement from 2015/16 City Fund Allocation (£m)	Category and Priority	Indicative Funding Requirement from Future Year City Fund Allocations (£m)
CITY FUND			
<u>Total provision of £2.486m (comprising £3m original less £1m earmarked for Museum plus £0.486m re 2014/15 unallocated balance)</u>			<u>Annual Provisions of £2m net (after allowing for £1m p.a. earmarked for Museum)</u>
Funding requests for which approval has previously been granted			
Barbican Library Transformation (Initial funding to formulate plan)	0.012	6. Improvements in productivity / efficiency b. Advisable	-
Shoe Lane Library Transformation (Initial funding to formulate plan)	0.012	6. Improvements in productivity / efficiency b. Advisable	-
Barbican Centre - SBR spend to save proposals (Coffee Points and Mobile Bars)	0.130	6. Improvements in productivity / efficiency b. Advisable	-
Barbican Centre - SBR spend to save proposals (Frobisher Crescent Level 4 meeting and conference room investment)	0.014	3b Income Generating b. Advisable	-
Libraries and London Metropolitan Archives IT and Infrastructure	up to 0.100	7.(a) Asset Enhancement/Improvement B. Advisable	-
London Metropolitan Archives Future Accommodation Planning	0.014	7.(b) Major Renewals B. Advisable	-
Joint IT Network Refresh	0.060 (City Fund Share excl Police)	7.(a) Asset Enhancement/Improvement A. Essential	-
End User Device Renewal	0.048 (City Fund Share)	7.(a) Asset Enhancement/Improvement A. Essential	-
Sub-total previously approved	0.390		
Funding request requiring approval now			
Sir John Cass School Extension	0.850 Total cost of £5.2m of which £0.850m funding shortfall proposed to be met from City Fund provision	7.(a) Asset Enhancement/Improvement A. Essential	-
Barbican Centre - SBR spend to save proposal: Frobisher Crescent Level 4 meeting and conference room investment and public spaces environment	0.486	3b Income Generating b. Advisable	-
Barbican Centre - SBR spend to save proposal: New Retail Unit	0.589	3b Income Generating b. Advisable	-
sub-total approval now requested	1.925		
Future funding requests anticipated			
Joint IT Network Refresh (City Fund Element)	0.300 (indicative cost of implementation)	7.(a) Asset Enhancement/Improvement A. Essential	0.400 (indicative cost of later phase implementation)
End User Device Renewal (City Fund Share)	0.690 (Renewal of devices)	7.(a) Asset Enhancement/Improvement A. Essential	-
Barbican Estate Renewal of Door Entry Systems	-	7.(a) Asset Enhancement/Improvement B. Advisable	0.274 (net cost after £3.2m contribution from long lessees)
Barbican Centre -remaining SBR spend to save proposals	0.811	3b Income Generating b. Advisable	-
sub-total future requests	1.801		
City Fund Total	4.116		0.674
Headroom/(Shortfall)	(1.630)		

Projects which may seek funding from the 2015/16 and subsequent years' provisions for new schemes

Project Name	Indicative Funding Requirement from 2015/16 City's Cash Allocation (£m)		Indicative Funding Requirement from Future Year City's Cash Allocations (£m)
CITY'S CASH		Annual Provisions of £3m	
Total Provision of £3.125m (including £0.125m re 2014/15 unallocated balance)			
Funding requests for which approval has previously been granted			
Lord Mayor's Coach Conservation and Repair	0.243 (includes 0.125 for urgent repairs subject to confirmation at Gateway 5)	7.(b) Major renewals B. Advisable	-
Joint IT Network Refresh (City's Cash Share excl Police)	0.060	7.(a) Asset Enhancement/Improvement A. Essential	-
End User Device Renewal (City's Cash Share)	0.048 (enabling phase)	7.(a) Asset Enhancement/Improvement A. Essential	
Superfast City Implementation	up to 0.107 (Wired Broadband Workstream Only)	5. Other priority developments A. Essential	-
Sub-total previously approved	0.458		
Future funding requests anticipated			
Joint IT Network Refresh (City's Cash Element)	0.300 (indicative cost of implementation)	7.(a) Asset Enhancement/Improvement A. Essential	0.400 (indicative cost of later phase implementation)
End User Device Renewal (City's Cash Share)	0.690 (Renewal of devices)	7.(a) Asset Enhancement/Improvement A. Essential	-
Baldwin's Pond and Deer Sanctuary	1.500 (Deferred from 2014/15, indicative cost only)	1. Health and Safety B. Advisable	-
St Lawrence Jewry Church renovation programme	0.000	5. Other Priority C. Desirable	1.901 (External funding sources currently being pursued by the Church)
sub-total future requests	2.490		
City's Cash Total	2.948		2.301
Headroom/(Shortfall)	0.177		

Agenda Item 8

Committee(s):	Date(s):
Planning and Transportation	8 September 2015
Policy and Resources	19 October 2015
Court of Common Council	3 December 2015
Subject: Barbican and Golden Lane Area Strategy – Adoption of Strategy	
Report of: Director of Built Environment	Public
Wards: Aldersgate, Bassishaw, Cripplegate, Coleman Street, Farringdon Within	
<u>Dashboard</u> <ul style="list-style-type: none">• Project Status: Green• Timeline:<ul style="list-style-type: none">○ Consultation on draft strategy: May - July 2015○ Final area strategy ready: August 2015○ Adoption by Court of Common Council : December 2015• Spend to Date: £ 323,766 (refer to Table 1)• Overall project risk: Green	
<u>Summary</u> <p>The City has adopted several Area Enhancement Strategies as mechanisms for delivering public realm improvements in areas of significant change within the City. The plan in Appendix A shows the current coverage of the City by Area Enhancement Strategies.</p> <p>This report seeks approval for the adoption of the revised Barbican and Golden Lane Area Enhancement Strategy and to inform Members of the results of public consultation and the subsequent revisions to the Strategy. Reference copies of the final strategy have been made available in the Member's Reading Room.</p> <p>The original strategy was adopted in 2008 and resulted in the successful implementation of all high priority projects. The revised strategy recognises the key qualities of the area and the listed estates and gardens, analyses the possible impact of changes in the area, identifies new issues and takes account of developments; including the delivery of Crossrail services to Long Lane and Moorgate in 2019, major residential and office schemes at The Heron (Milton Court), Roman House, St Alphage House and One London Wall Place. In addition, the development of a 'cultural hub' including the Museum of London site, the Barbican Centre and other cultural institutions provides the City of London with an unparalleled opportunity to enhance an international cultural destination.</p> <p>Public consultation for the draft area strategy was carried out in two stages. The first stage focussed on information gathering and ran during late Summer 2014. Feedback was analysed and distilled into 15 Key Findings and then summarised into five objectives which underpinned each of the 38 proposals in the delivery plan.</p> <p>A public consultation on the draft strategy was undertaken from 8 May to 8 July 2015 and 388 individual written responses were received. A copy of raw feedback, analysed by independent consultants, has been provided in the members' reading room along with a copy</p>	

of the final area strategy. A report based on a you-said-we-did approach is attached to Appendix 1 which sets out changes that have been made to the final area strategy in response to the feedback received.

Funding for each work programme and project will be subject to confirmation at this time but it is anticipated that funding for these projects will be mainly from external sources such as the Community Infrastructure Levy (CIL) contributions for existing and future developments, Transport for London, Section 106 and Section 278 Agreements.

Table 1 – Financial summary

Description	Approved Budget (£)	Expenditure (£)	Balance (£)
P&T Staff Costs	80,139	98,087	-17,948
Fees	218,939	225,679	-6,740
TOTAL	299,078	323,766	-24,688

A further £24,688 is required to cover remaining staff time and costs to the end of the project, as set out in Table 1. Extra detail on the Cultural Hub was requested by members and Chief Officers in November which required additional consultant costs and staff time beyond that originally anticipated. Fees for consultation analysis and staff time required in responding to requests and queries from the public during the consultation period were also greater than anticipated.

Recommendations

It is recommended that:

- (i) The Barbican and Golden Lane Area Strategy is adopted, subject to the changes set out in Appendix 1.
- (ii) Top up funding of £24,688 from Parking Surplus is approved to cover staff time until completion of the Barbican and Golden Lane Area Strategy.

Main Report

1.0 Context

1.1 The strategy has been reviewed and updated over the last year in order to analyse the changing area within the context of new developments and improvements. It identifies current issues and pressures for change, including Crossrail, Museum of London and London Wall Place, and sets out a framework for addressing these issues, together with the latest policies and best practice guidance.

1.2 The strategy relates to areas under the City’s stewardship, including City Walkway and public highway and goes further than the original strategy by identifying how the strategy could support Members’ aspirations for a Cultural Hub.

2.0 The Revised Area Strategy

2.1 The Barbican and Golden Lane Area Enhancement Strategy is a comprehensive document that provides a clear framework for the future

development of the public realm in the Barbican and Golden Lane area. It aims to address current problems, ensure the area is able to accommodate future growth and create a successful and sustainable public realm.

2.2 The objectives of the strategy are as follows:

1. Preserve existing qualities and values of the estates, including the historic environment
2. Meeting the needs of residents, regular visitors and workers
3. Meeting the needs of infrequent visitors
4. Improving the quality of outdoor streets and spaces. Reducing road danger and retaining network resilience
5. Enhance the presence of Cultural Hub

2.3 Four major work programmes have been identified in the draft area strategy. These are set out in the delivery plan attached in Appendix 2. Projects have been prioritised (High, Medium and Low) according to need and having taken account of comments received during the public consultation:

- A. Beech Street
- B. Outside estates
- C. Within estates
- D. Way finding

2.4 All projects identified within and arising from the Strategy will be subject to detailed option analysis and design, targeted consultation and reporting via the relevant Committee reporting processes.

3.0 Public engagement – Stage 1: information gathering

3.1 A two stage consultation exercise has been carried out.

3.2 The first stage involved information gathering and was held from July to December 2014. This stage included a variety of consultation methods (refer to Appendix 3) to ensure the greatest breadth of information.

3.3. The engagement exercise attracted 877 written responses. When combined with visitor surveys, drop in sessions and workshop feedback, a total of 4253 individual responses were received.

3.4 All feedback received was then independently analysed and compiled into an Interim Key Findings summary, which provided scope and priorities for the draft area strategy.

4.0 Public engagement – Stage 2: consultation on the draft strategy

4.1 A second public consultation exercise was undertaken from 8 May to 8 July 2015. A variety of consultation methods were utilised to ensure a broad coverage including:

- 3,000 Questionnaires to all residences in the area
- 16 public drop in sessions, promoted by flyers and posters
- Briefing sessions with Ward Members and members of the Cultural Hub Working Party

- 2 separate internal briefing sessions for officers
- Hard copies of the Draft Area Strategy, Evidence Base, Interim Key Findings, Vision for the City of London Cultural Hub and Urban Baseline Study were provided for information in the Guildhall Library, and Guildhall North and West Wings, Barbican Library, Barbican Estate Office and Golden Lane Estate Office

4.2 A total of 388 written submissions were received by the July 8 deadline.

5.0 Responses to the Public Consultation and proposed changes to the Strategy

5.1 Of the total responses received, 29% were submitted online, 21% via email and 50% were hand written. The overall response to the strategy has been positive and the proposals have largely been well received although some specific areas of concern were identified by the consultation consultants.

- Wide acceptance that there is a need for improvement in both Golden lane and Barbican estates and proposals welcomed.
- There is a tension between the needs and desires of the residents and the drive to promote a 'cultural hub'.
- Strong support for any suggestions that enhance the area with more trees and amenity planting.
- Concerns were raised that some proposals might compromise the architectural integrity of the Barbican and Golden Lane estates.
- Strong support for the proposal to make Beech St 'access only', with a caveat that residents must not lose their car parking spaces or access to their concierge service.
- Concern over the proposal to use car parks in Speed Street for other more animated features.
- A lack of clarity over the future of the Museum of London site.
- Major concern over proposal to install a temporary bridge over the lake to connect Lakeside Terrace with St Giles' Terrace.
- Signage seen as a key to resolving issues of access and routing through the estate
- A lack of ease with vague terms such as 'animate' and 'introduce active uses' with concern that new 'cultural activities' might lead to noise, increased congestion and disturbance to residents.
- Strong support for removing the 'yellow shed' (The disused corridor linking the Barbican Centre to the Barbican Exhibition Halls)
- Strong support for improving the Barbican station entrance to the estate and Beech St tunnel as a welcome for visitors and a device for guiding people to Arts Centre and beyond.
- Crossrail and other initiatives will increase the popularity and 'activity density' of the area and residents are anxious that this is managed effectively

- Many respondents made a plea for more 'ongoing maintenance' to both estates which might solve many issues
- 5.2 Many respondents provided detailed comments that have assisted in prioritising and refining the projects identified within the strategy.

6.0 Implementation Framework and Funding Strategy

- 6.1 The Barbican and Golden Lane Area Enhancement Strategy includes a Delivery Plan which identifies projects arising from the Strategy, prioritises them and indicates the funding strategy for delivery. The final Delivery Plan is attached in Appendix 2.
- 6.2 The projects identified are prioritised according to their potential contribution to the five area strategy objectives described in paragraph 2.2 and their dependency on other initiatives that lie outside the scope of the area strategy, such as property development.
- 6.3 High Priority projects include proposals to redesign Aldersgate, develop a way finding strategy and implement way finding improvements to high demand routes.
- 6.4 The Medium Priority Projects include environmental improvements to Golden Lane, Wood Street and London Wall, way finding improvements to lower demand routes, and better connections between public spaces within the Barbican Estate.
- 6.5 There are some projects for example, Beech Street that have strong support and are a high priority but, due to their cross-departmental complexity and the requirement for additional feasibility work, will be delivered over a longer timeframe.
- 6.6 The projects will be delivered according to priority and progressed as appropriate funding is identified and released. However the priorities are an estimate by officers at this stage.
- 6.7 It is anticipated that the majority, if not all, of the funding for improvement projects arising from the Strategy will be externally provided via existing Section 106 and Section 278 agreements, and Community Infrastructure Levy (CIL). Funding bids will also be made to external bodies such as Transport for London.

7.0 Financial Implications

- 7.1 Completion of the revised area strategy is expected to exceed the original estimate set out in the Issue report from June 2014 by £24,688. Extra detail on the Cultural Hub was requested by members and Chief Officers in November which required additional consultant costs and staff time beyond that originally anticipated. Fees for consultation analysis and staff time required in responding to requests and queries from the public during the consultation period were also greater than anticipated. A further £24,688 is required to cover remaining staff time and costs to the end of the project, as set out in Table 1.

8.0 Corporate & Strategic Implications

- 8.1 *The Local Plan:*

The City's Core Strategy identifies 5 Key City Places as key areas of significant change and challenge. The Barbican and Golden Lane Area sits within the 'North of the City'. The five key objectives and delivery plan in the area strategy support the vision for the North of the City by setting out a series of improvements for pedestrian movement and way finding, open space and support for the cultural hub.

8.2 Corporate Plan:

The area strategy will support the delivery of the Strategic Aim: 'To support and promote the City as the world leader in international finance and business services' by ensuring that the area is able to accommodate growth of cultural and transport-related activity in the future.

8.3 The area strategy will also assist in meeting the Strategic Aim: 'To provide modern, efficient and high quality local services and policing within the square mile for workers, residents, and visitors whilst delivering sustainable outcomes' by providing a fitting and functional local environment that supports sustainable transport and promotes the cultural and historic identity of the City.

8.4 Cultural Strategy 2012/17 and Visitor Strategy 2013/17

The area strategy aligns with the City's Cultural Strategy key theme of "Breaking down the Barriers" to cultural activity by proposing projects that address issues of way finding and raise the profile of cultural activity within the area.

8.5 The Visitor Strategy contains a strategic aim to deliver enhancements to the City's physical environment that benefit all users, including visitors. In addition to way finding improvements, a large number of public realm improvement projects are proposed both on and off the estates that help to improve levels of comfort, convenience and safety for all.

9.0 Conclusion

9.1 The Barbican and Golden Lane Area Enhancement Strategy is based on clear evidence of need and requirements for future resilience. The document sets out a framework of proposals for the improvement of the public realm in this area, the experience of all users and supports delivery of the cultural hub.

9.2 The Strategy is linked to, and informed by, the City's Local Plan, urban analysis and public consultation. The objectives and proposals of the strategy develop further the objectives contained within the London Plan, the Mayor of London's Transport Strategy, the City's Corporate Plan's and the Department of the Built Environment Departmental Business Plan.

9.3 The Barbican and Golden Lane Area Enhancement Strategy has been revised in response to the public consultation feedback to ensure the document reflects the needs of the City community. It sets out a Delivery Plan which identifies the projects arising from the strategy, prioritises them and indicates the funding strategy for delivery.

9.4 It is recommended that Members adopt the Barbican and Golden Lane Area Enhancement Strategy.

Appendices

Appendix 1: You-Said-We-Did Summary Report

Appendix 2: Revised Delivery Plan

Appendix 3: Public and stakeholder engagement events during the information gathering work stage.

Background Reports

July 2013	Report on progress and proposed review
November 2013	Cultural Hub Pedestrian Modelling
June 2014	Issues Report: Update on the Barbican Area Strategy Review
February 2015	Barbican Area Strategy Review: Summary of Public and Stakeholder Feedback.
April 2015	Barbican and Golden Lane Area Enhancement Strategy: Draft Area Strategy consultation

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Appendix 1: You-Said-We-Did Summary Report
*Changes made to the final Barbican and Golden Lane Area
Strategy.*

You-Said-We-Did Summary Report

*Changes made to the final Barbican and Golden Lane Area
Strategy*

Introduction:

This document provides a summary of feedback received from the public in response to a consultation exercise conducted on the Barbican and Golden Lane Area Strategy over an 8 week period from May to July 2015.

The consultation process included feedback via email, online survey, letter and questionnaire. Overall, the response to the strategy was largely positive although there were a few specific proposals which received strong negative responses.

The following summary begins with a general summary of responses and overarching comments. A table is then provided which contains specific comments against proposals and recommended revisions to the area strategy. Where feedback has been strategic in nature, the area strategy has been amended to reflect those comments. Where feedback has been very detailed in nature, the concerns have been noted and will be included with in the initiation of each project.

Some of the projects between the Barbican Estate and Moorgate will form part of a wider programme of work for the Moorgate Quarter that will also include projects associated with Crossrail, new planned development and the Liverpool Street Area Strategy.

The feedback is presented on the basis of you-said-we-did for maximum transparency.

General summary:

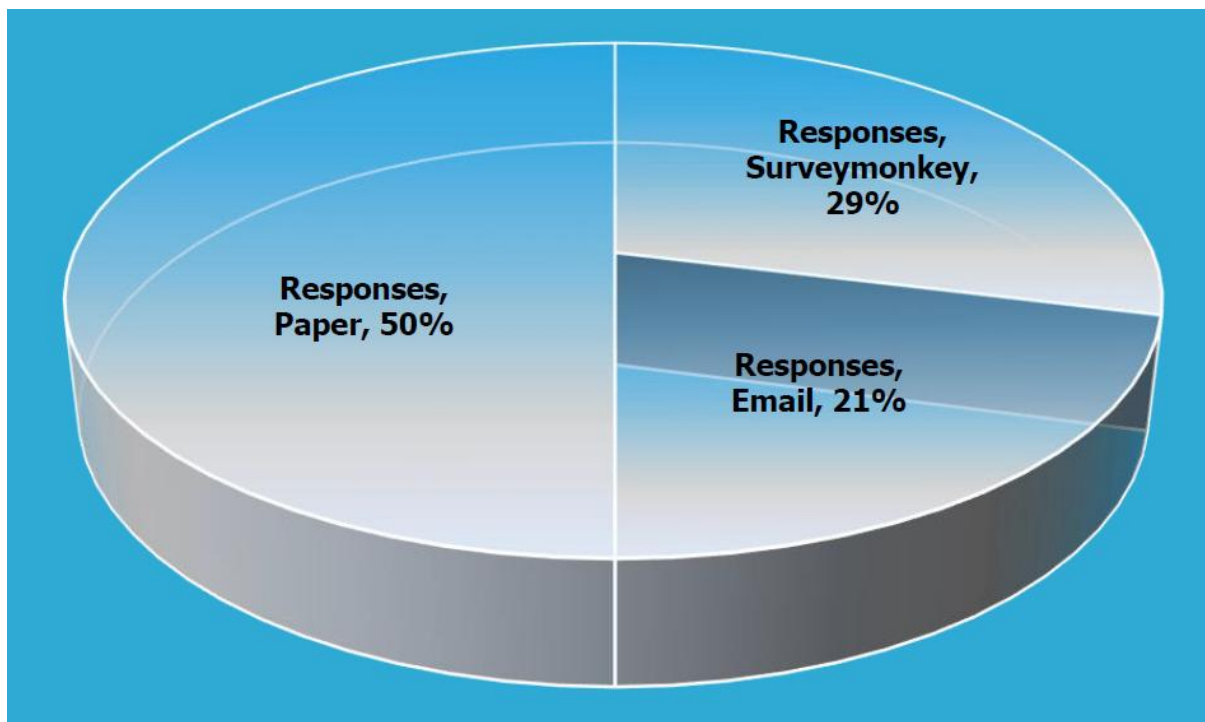
- There is wide acceptance that improvement is needed in both Golden lane and Barbican estates. Proposals are welcome.
- There is a tension between the needs and desires of the residents and the drive to promote a Cultural Hub.
- Strong support exists for proposals to enhance the area with greenery or improved landscaping
- Strong concerns that some proposals might compromise the architectural integrity and listed status of the Barbican and Golden Lane estates.
- Proposal to make Beech St 'access only' were widely welcomed with the caveat that residents must not lose their car parking spaces or access to their concierge service.
- General view that Silk Street currently works well for residents, workers, students and visitors. Concerns were expressed over the proposal to use car parks in Speed Street for other more animated features.
- Some confusion over the future of MoL site, if it will be moving what will replace it?
- Strong concerns expressed over proposal to install a temporary bridge over the lake to connect Lakeside Terrace with St Giles' Terrace. This is seen as a "direct affront" to the architectural integrity of the Barbican estate which would impede on the current views of the lake as well as causing unnecessary additional footfall.
- Signage seen as a key to resolving issues of access and routing through the estate
- Unease with vague terms such as 'animate' and 'introduce active uses'. Some concern that new 'cultural activities' might lead to noise, increased congestion and disturbance to residents.
- Strong support for removing the 'yellow shed'

- Strong support for improving the Barbican station entrance to the estate and Beech St tunnel as a welcome for visitors and a device for guiding people to Arts Centre and beyond
- Residents are anxious that any increases in the popularity and ‘activity density’ Crossrail and other initiatives in the area is managed effectively.
- Many respondents made a plea for more ‘ongoing maintenance’ to both estates which might solve many issues

Scale of response:

The following Table and pie chart describe the proportions and numbers of responses received.

Response	Total
Survey Monkey online	112
E-mail	82
Paper	194
TOTAL	388



Submissions were received from the following key representatives:

- Living Streets
- Barbican Association
- Gilbert House Group, Barbican Estate
- Seddon House Group, Barbican Estate
- Andrewes House Group, Barbican Estate
- Mountjoy House Group, Barbican Estate
- Willoughby House Group, Barbican Estate
- Lauderdale Tower House Group, Barbican Estate
- Speed House Group, Barbican Estate
- Cromwell Tower House Group, Barbican Estate
- Thomas More House Group, Barbican Estate
- Heron Residents' committee
- Barbican Centre
- Guildhall School of Music and Drama

A record of all the changes made to the final version of the Barbican and Golden Lane Area Strategy is set out on the following pages:

FINAL STRATEGY PROPOSALS NOTE OF AMENDMENTS - PUBLICA and CoL 20.8.15

Original draft strategy text	Notes: CoL instruction (blue) Consultant's comments (black)	New project numbers	Updated text
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A: Beech Street

<p>A1 PRIORITISE PEDESTRIANS AND CYCLISTS Explore opportunities to transform and resurface Beech Street to create a pedestrian and cycle-friendly street and to reduce current levels of air pollution. Consider removing through-traffic to make Beech Street an access-only street (subject to detailed traffic studies), ensuring resident access is maintained. Explore options to retain the 153 bus route along Beech Street, but seek opportunities to relocate the bus stop from Beech Street to a more appropriate and pedestrian- friendly location, for example on Chiswell Street.</p>	<p>Area strategy wording amended to clarify that residents will continue to have clear access to their car parks. Concerns about rerouted traffic will be addressed as part of a strategic transport assessment.</p>	A1	<p>PRIORITISE PEDESTRIANS AND CYCLISTS <i>Explore opportunities to transform and resurface Beech Street to create a pedestrian and cycle-friendly street and to reduce current levels of air pollution. Consider removing through-traffic to make Beech Street an access-only street (subject to detailed traffic studies), ensuring that clear resident car park access is maintained and considering the impact of any re-routed traffic through a strategic transport assessment. Explore options to retain the 153 bus route along Beech Street, but seek opportunities to relocate the bus stop from Beech Street to a more appropriate and pedestrian- friendly location, for example on Chiswell Street.</i></p>
<p>A2 ANIMATE BLANK EDGES ALONG BEECH STREET WITH ACTIVE USES Investigate options to introduce further active frontages along Beech Street's edges, and in particular, explore opportunities to introduce additional cultural uses (subject to studies of car park spaces). On blank walls, explore options to introduce changing exhibition spaces, public art or screens with curated content, partnering with the area's cultural institutions.</p>	<p>Area strategy wording revised to include reference to acoustic study and clarify what is meant by 'cultural uses and active frontages'.</p>	A2	<p>ANIMATE BLANK EDGES ALONG BEECH STREET WITH ACTIVE USES <i>Investigate options to introduce further active uses along Beech Street's edges to add interest and variety to the street. In particular, explore opportunities to introduce additional, appropriate cultural activity, for example exhibition spaces or creative workspace studios (subject to studies of car park spaces, and acoustic studies to ensure minimum noise impact to residents). On blank walls, explore options to introduce changing exhibition spaces, public art or screens with curated content, partnering with the area's cultural institutions.</i></p>
<p>A3 IMPROVE LINKS TO SURROUNDING STREETS AND SPACES Explore opportunities to improve physical and visual connections from Beech Street to Lauderdale Place, Golden Lane and Bridgewater Street, considering highlighting views to green spaces and greenery. In particular, consider options to open up and accentuate the dramatic views to Lauderdale Place and Thomas More Garden beyond. See also C1</p> <p>A6 IMPROVE THE ARRIVAL EXPERIENCE FROM NEARBY STATIONS Improve the arrival experience from Barbican underground and Farringdon East Crossrail station exits, building on the work undertaken in the West Smithfield Area Strategy. Consider the clarity of views from station exits, particularly to Beech Street and Lauderdale Place. Improve pedestrian crossings at the junction of Aldersgate Street, Long Lane and Beech Street, exploring options for an adequately sized raised table. Consider introducing new signage in appropriate locations as part of a wider way-finding review, audit and strategy. See also D1 D2</p>	<p>Combine A6 into A3. Wording has been revised to clarify what physical changes are proposed (regarding A3). Detailed concerns over noise and extra footfall will be considered during project initiation.</p>	A3	<p>IMPROVE LINKS TO SURROUNDING STREETS AND SPACES AND THE ARRIVAL EXPERIENCE FROM NEARBY STATIONS <i>Explore opportunities to improve physical and visual connections from Beech Street to Lauderdale Place, Golden Lane and Bridgewater Street, through public realm improvement works, considering highlighting views to green spaces and greenery. In particular, consider options to open up and accentuate the dramatic views to Lauderdale Place and Thomas More Garden beyond.</i></p> <p><i>Improve the arrival experience from Barbican underground and Farringdon East Crossrail station exits, building on the work undertaken in the West Smithfield Area Strategy. Consider the clarity of views from station exits, particularly to Beech Street and Lauderdale Place and improve both street-level connections and those to the highwalk network. Improve pedestrian crossings at the junction of Aldersgate Street, Long Lane and Beech Street, exploring options for an adequately sized raised table. Consider introducing new signage in appropriate locations as part of a wider way-finding review, audit and strategy.</i></p> <p><i>Please note that concerns regarding any potential impact on current noise and footfall levels will be considered and addressed during the project initiation stages. See also C1 D1</i></p>

<p>A4 IMPROVE PEDESTRIAN ACCESS TO THE BARBICAN CENTRE FROM BEECH STREET Explore the feasibility and impact of introducing new entrances to the Barbican Centre from Beech Street, in conjunction with the Barbican Centre. Consider improving the route through the Barbican Centre car park to provide a more pedestrian-friendly access point.</p>	<p>Area strategy wording revised to clarify that a new entrance off Beech Street could mean an entrance at Silk Street is no longer required.</p>	<p>A4 IMPROVE PEDESTRIAN ACCESS TO THE BARBICAN CENTRE FROM BEECH STREET Explore the feasibility and impact of introducing new entrances to the Barbican Centre from Beech Street, in conjunction with the Barbican Centre, also considering how this might affect the use of and need for the current Silk Street entrance. Additionally consider improving the route through the Barbican Centre car park to provide a more pedestrian-friendly access point.</p>
<p>A5 IMPROVE CONNECTIONS TO THE HIGHWALKS Existing connections Explore opportunities to improve existing connections between Beech Street and the highwalks. Consider using lighting and special architectural treatments to ensure these connections are distinctive and welcoming. In particular, consider ways to improve the quality of the existing stair connecting Barbican station and the upper podium, ensuring it is clearly visible from the station exit.</p> <p>New connections Consider opportunities to introduce new, clearly visible access points between Beech Street and the upper and lower podium, reviewing potential locations along the full length of the street. Ensure fully accessible alternatives are considered. Explore the feasibility of introducing a new, direct access point connecting Beech Street and Lauderdale Place to Defoe Place on the lower podium, leading directly to the Barbican Centre's western entrance (provided this is re-opened). See also D2</p>	<p>No changes are proposed. Review of signage will be considered as part of way finding strategy project (D1).</p>	<p>A5 IMPROVE CONNECTIONS TO THE HIGHWALKS Existing connections Explore opportunities to improve existing connections between Beech Street and the high walks. Consider using lighting and special architectural treatments to ensure these connections are distinctive and welcoming. In particular, consider ways to improve the quality of the existing stair connecting Barbican station and the upper podium, ensuring it is clearly visible from the station exit.</p> <p>New connections Consider opportunities to introduce new, clearly visible access points between Beech Street and the upper and lower podium, reviewing potential locations along the full length of the street. Ensure fully accessible alternatives are considered. Explore the feasibility of introducing a new, direct access point connecting Beech Street and Lauderdale Place to Defoe Place on the lower podium, leading directly to the Barbican Centre's western entrance (provided this is re-opened). Consider introducing new signage in appropriate locations as part of a wider way-finding review, audit and strategy.</p> <p>See also A3 B6 D1</p>
<p>A7 IMPROVE LIGHTING AND MAXIMISE NATURAL LIGHT IN BEECH STREET Consider commissioning an ambitious and distinctive lighting scheme for Beech Street, that reflects its importance as an arrival route to many of the area's cultural venues. Additionally, explore options to improve natural light levels on the street and investigate the feasibility of introducing light wells in carefully considered locations along Ben Jonson Place (directly above Beech Street), appraising the impact on the listed landscape. See also A1</p>	<p>[A7 not included in the CoL table, assume no changes to text. However A7 becomes A6 in new numbering]</p>	<p>A6 IMPROVE LIGHTING AND MAXIMISE NATURAL LIGHT IN BEECH STREET Consider commissioning an ambitious and distinctive lighting scheme for Beech Street, that reflects its importance as an arrival route to many of the area's cultural venues. Additionally, explore options to improve natural light levels on the street and investigate the feasibility of introducing light wells in carefully considered locations along Ben Jonson Place (directly above Beech Street), appraising the impact on the listed landscape. See also A1</p>

Original draft strategy text	Notes: CoL instruction (blue) Consultant's comments (black)	New project numbers	Updated text
B. Spaces outside the Barbican and Golden Lane Estates			
<p>B1 ENHANCE GOLDEN LANE AS A PEDESTRIAN-FRIENDLY NEIGHBOURHOOD LINK Golden Lane is an important neighbourhood link, connecting schools, parks and community facilities to residential areas. Explore opportunities to resurface the street to signal pedestrian and cyclist priority, or alternatively consider widening footways and narrowing the carriageway, subject to detailed traffic studies. Investigate opportunities to introduce further greening, street trees and benches to treat this street as a linear park. Discuss proposals with the London Borough of Islington to ensure a joined-up approach that considers Golden Lane in its entirety, and the opportunities to extend proposals to the northern end of the street. See also A3 D7</p> <p>B2 CELEBRATE AND ENHANCE FANN STREET AS A LOCAL GREEN LINK Fann Street is a pleasant and well used pedestrian and cycle route. Consider further greening Fann Street to reinforce its neighbourhood character and consider options to continue this treatment east along Fortune Street (a continuation of Fann Street) through discussions with the London Borough of Islington, also exploring options to mark and celebrate the site of the Elizabethan Fortune Theatre. Consider relocating the Fann Street Wildlife Garden entrance to Fann Street, from its current position on a side, access road, in order to increase the visibility and presence of the garden in the public realm.</p> <p>B3 ENCOURAGE THE INTRODUCTION OF ACTIVITY AND PLAY ON CRIPPLEGATE STREET Consider introducing greenery, playable areas and seating on Cripplegate Street, which is currently lined by blank frontages and hosts little activity. Consider introducing a coffee kiosk or similar daytime focal point.</p> <p>B4 IMPROVE THE PEDESTRIAN ENVIRONMENT ON BALTIC STREET WEST Explore options, with the London Borough of Islington, to improve the pedestrian environment on Baltic Street West. Consider introducing further greening and seating.</p> <p>D10 IMPROVE ARRIVAL FROM THE NORTH Consider improving the arrival experience south into the area from Golden Lane and Whitecross Street, carefully considering the treatment of junctions and views. Additionally, explore</p>	<p>Combine B2, B3, B4 and D10 into B1 and rename as Golden Lane improvements for the purpose of planning and outline design. Implementation would need to be in phases due to expansive scope and resource constraints. Wording in area strategy amended to:</p> <p>1) Highlight residents' concerns over drug use.</p> <p>2) Recognise Baltic Street West is expected to provide secondary access to Richard Cloudsley development site.</p> <p>Other detailed concerns will be considered during project initiation.</p> <p>Combine B2, B3, B4 and D10 into B1 and rename as Golden Lane improvements for the purpose of planning and outline design. Implementation would need to be in phases due to expansive scope and resource constraints.</p> <p>Wording in area strategy amended to:</p> <p>3) Highlight residents' concerns over drug use.</p> <p>4) Recognise Baltic Street West is expected to provide secondary access to Richard Cloudsley development site.</p> <p>Other detailed concerns will be</p>	<p>B1</p>	<p>GOLDEN LANE IMPROVEMENTS PROJECT: ENHANCE GOLDEN LANE AS A PEDESTRIAN-FRIENDLY NEIGHBOURHOOD LINK <i>Golden Lane is an important neighbourhood link, connecting schools, parks and community facilities to residential areas. Explore opportunities to resurface the street to signal pedestrian and cyclist priority, or alternatively consider widening footways and narrowing the carriageway, subject to detailed traffic studies. Investigate opportunities to introduce further greening, street trees and benches to treat this street as a linear park. Discuss proposals with the London Borough of Islington to ensure a joined-up approach that considers Golden Lane in its entirety, and the opportunities to extend proposals to the northern end of the street.</i></p> <p>CELEBRATE AND ENHANCE FANN STREET AS A LOCAL GREEN LINK <i>Fann Street is a pleasant and well used pedestrian and cycle route. Consider further greening Fann Street to reinforce its neighbourhood character and consider options to continue this treatment east along Fortune Street (a continuation of Fann Street) through discussions with the London Borough of Islington, also exploring options to mark and celebrate the site of the Elizabethan Fortune Theatre. Consider relocating the Fann Street Wildlife Garden entrance to Fann Street, from its current position on a side, access road, in order to increase the visibility and presence of the garden in the public realm. Ensure any changes to the garden consider residents' concerns regarding its misuse at night, and seek to mitigate opportunities for occurrences of antisocial behaviour.</i></p> <p>ENCOURAGE THE INTRODUCTION OF ACTIVITY AND PLAY ON CRIPPLEGATE STREET <i>Consider introducing greenery, playable areas and seating on Cripplegate Street, which is currently lined by blank frontages and hosts little activity. Consider introducing a coffee kiosk or similar daytime focal point.</i></p> <p>IMPROVE THE PEDESTRIAN ENVIRONMENT ON BALTIC STREET WEST <i>Explore options, with the London Borough of Islington, to improve the pedestrian environment on Baltic Street West, taking into account that the street is likely to provide secondary access to the new school currently planned for the former Richard Cloudsley School site on Golden Lane. Consider introducing further greening and seating.</i></p> <p>IMPROVE THE ARRIVAL EXPERIENCE FROM THE NORTH <i>Consider improving the arrival experience south into the area from Golden Lane</i></p>

<p>opportunities to improve the route south from Goswell Road along Aldersgate Street, considering the important view to the Museum of London rotunda. Consider introducing new signage in appropriate locations as part of a wider way-finding review, audit and strategy.</p> <p>See also A3 B1 D</p>	<p>considered during project initiation</p>	<p>and Whitecross Street, carefully considering the treatment of junctions and views. Additionally, explore opportunities to improve the route south from Goswell Road along Aldersgate Street (taking into consideration the important view to the Museum of London rotunda). Consider introducing new signage in appropriate locations as part of a wider way-finding review, audit and strategy.</p> <p>Please note that detailed concerns relating to the future implementation of these proposals will be addressed during the project initiation stages.</p> <p>See also A3 B1 B8 D1 D5</p>
<p>B5 DISTINGUISH SILK STREET AS AN IMPORTANT CULTURAL ROUTE Silk Street is an important route for cultural visitors, with entrances to the Barbican Centre, GSMD and Milton Court located here. Seek to highlight the presence of existing cultural venues on this street and improve their visibility. Review options to better highlight the approach and access to the GSMD from Silk Street and consider an alternative parking location for service vehicles often stationed in front of its main entrance. Investigate options to resurface vehicle entrance ways along Silk Street for pedestrian priority. See also C10</p>	<p>Rename B5 as B2. Area strategy wording will be amended to clarify there will be no loss of car parking or concierge service. Illustration on p85 replaced with an alternative that shows less impact on residents. Any future uses will be carefully considered in relation to residents' amenity.</p> <p>Other detailed concerns will be considered during project initiation.</p> <p>[Future uses included in C9 about animating blank facades – have added here.]</p>	<p>B2 DISTINGUISH SILK STREET AS AN IMPORTANT CULTURAL ROUTE Silk Street is an important route for cultural visitors, with entrances to the Barbican Centre, GSMD and Milton Court located here. Seek to highlight the presence of existing cultural venues on this street and improve their visibility. Review options to better highlight the approach and access to the GSMD from Silk Street and consider an alternative parking location for service vehicles often stationed in front of its main entrance. Investigate options to resurface vehicle entrance ways along Silk Street for pedestrian priority. In implementing this proposal, careful consideration will be given to current resident parking access and associated facilities, to ensure no overall loss of provision. Other detailed concerns relating to the future implementation of this project will be addressed during the project initiation stages.</p> <p>See also C9</p>
<p>B6 OPEN AND IMPROVE NEW UNION STREET New Union Street has the potential to become an important link from the planned Liverpool Street West Crossrail station exit on Moorfields. Currently a private street, it is dominated by service vehicles and blank frontages, but provides a useful cut-through for pedestrians moving west from Moorgate station and Moorfields. Seek opportunities to open New Union Street as a fully public street and to improve its quality for pedestrians. Consider resurfacing, greening and animating the street with active uses and public art along its edges, where possible. See also D3</p> <p>D11 IMPROVE STREET-LEVEL ARRIVAL FROM MOORGATE Improve the arrival experience from Moorgate underground station and Crossrail Liverpool Street West, which will be located on Moorfields. In particular, seek opportunities to improve the pedestrian environment of New Union Street, currently a well-used, cut-through route, which has the potential to become an important direct link into the area from the exit of the new, Crossrail Liverpool Street West station. Consider improving the visibility of the route east along Fore Street and connections beyond. Likewise, seek opportunities to improve the visibility and clarity of the route eastwards along Silk Street. Consider introducing new signage in appropriate locations as part of a wider way-finding</p>	<p>Combine B6 with D11 into B3 Moorgate Quarter initiative. Wording in area strategy changed to clarify that New Union Street is currently a private road and used for servicing only. Reference to podium level access has been updated to reflect the provision in proposals for the development of 21 Moorfields. [There is no reference in b6 or d11 proposal to the 21 Moorfields development. However, addressed in amalgamation of d12 and d13 into b3, as suggested by Publica – see below]</p> <p>Wording also revised to include mention of a strategic transport assessment to address concerns about displaced traffic.</p>	<p>B3 MOORGATE QUARTER INITIATIVE OPEN AND IMPROVE NEW UNION STREET New Union Street has the potential to become an important link from the planned Liverpool Street West Crossrail station exit on Moorfields. Currently a private street used for servicing purposes, it is dominated by service vehicles and blank frontages, but provides a useful cut-through for pedestrians moving west from Moorgate station and Moorfields. Seek opportunities to open New Union Street as a fully public street and to improve its quality for pedestrians. Consider resurfacing, greening and animating the street with active uses and public art along its edges, where possible. Further details in relation to the commissioning of public art and any concerns raised regarding placement or appearance will be considered during the project initiation stages.</p> <p>IMPROVE STREET-LEVEL ARRIVAL FROM MOORGATE Improve the arrival experience from Moorgate underground station and Crossrail Liverpool Street West, which will be located on Moorfields (subject to a strategic transport assessment to ascertain any implications of displaced traffic). In particular, seek opportunities to improve the pedestrian environment of New Union Street (at present a private road, used for servicing purposes) a well-used, cut-through route, which has the potential to become an important direct link into the area from the exit of the new, Crossrail Liverpool Street West station. Consider</p>

<p>review, audit and strategy. See also B6</p> <p>D12 IMPROVE ARRIVAL FROM LIVERPOOL STREET STATION The route into the district from Liverpool Street is relatively direct but poorly signed, and ends in Milton Court, a quiet back street. Consider enhancing the setting of Milton Court, exploring alternatives to highlight and celebrate the GSMD Milton Court stage door as a way to announce the presence of cultural activity from a distance. Consider introducing signage, as part of a wider way-finding review, audit and strategy, to help visitors get to Silk Street from Liverpool Street and Ropemaker Street.</p> <p>D13 IMPROVE PODIUM-LEVEL ARRIVAL FROM MOORFIELDS The existing podium-level route eastwards from Moorgate station and Moorfields to the Barbican estate, via an escalator on Moorfields, is indirect and confusing. Consider options to reconfigure Moorfields Highwalk to provide a more direct route between this escalator and the estate, as part of/subject to plans for the development site at 21 Moorfields. Additionally explore options to remove the roof structure over Brandon Mews, a later addition to the original design, to improve way-finding and visibility from Moorfields Highwalk across the Barbican lake. See also C11</p>	<p>Other detailed concerns about the appearance of public art will be considered during project initiation.</p> <p><i>[Publica has decided to also add D12 and D13 to B3. Area strategy wording revised to remove specific reference to stage door of Milton Court and mention project will be included within a wider programme of work relating to the Moorgate Quarter.</i></p> <p><i>Detail concerns about signage will be considered as part of the way finding strategy (D1) and can be delivered as part of the Liverpool Street Crossrail improvements.</i></p> <p><i>Detailed concerns about privacy and noise insulation will be considered during project initiation]</i></p>	<p>improving the visibility of the route east along Fore Street and connections beyond. Likewise, seek opportunities to improve the visibility and clarity of the route eastwards along Silk Street. Consider introducing new signage in appropriate locations as part of a wider way-finding review, audit and strategy.</p> <p><i>The existing podium-level route eastwards from Moorgate station and Moorfields to the Barbican estate, via an escalator on Moorfields, is indirect and confusing. However, plans for the recently (2015) approved 21 Moorfields development scheme include an aligned route that will create a more direct pedestrian link between the exit of Crossrail Liverpool Street West and the estate. Seek to ensure this new highwalk route connects seamlessly into the estate and considers views, point of access, the introduction of public art in appropriate locations (partnering with the area's cultural institutions) and any further opportunities that may arise. Additionally, explore options to remove the roof structure over Brandon Mews, a later addition to the original design, to improve way-finding and visibility from Moorfields Highwalk across the Barbican lake.</i></p> <p><i>Please note, concerns regarding any impact on residents' privacy and quiet enjoyment of their homes will be considered and addressed during the project initiation stages.</i></p> <p>IMPROVE ARRIVAL FROM LIVERPOOL STREET STATION The route into the district from Liverpool Street is relatively direct but poorly signed, and ends in Milton Court, a quiet back street. Consider enhancing the setting of Milton Court, exploring alternatives to highlight and celebrate GSMD's Milton Court facility as a way to announce the presence of cultural activity from a distance. Consider introducing signage, as part of a wider way-finding review, audit and strategy, to help visitors get to Silk Street from Liverpool Street and Ropemaker Street, also exploring the potential to deliver improved signage as part of the Liverpool Street Crossrail improvement works.</p> <p>See also D1 D2 C10</p>
<p>B7 ENCOURAGE ACTIVE USES ALONG MOOR LANE Investigate options to introduce active uses along Moor Lane, to improve its quality as a pedestrian route and to mitigate the impact of blank and service frontages that currently line the street. Consider introducing a focal point in order to highlight the sight line to Moor Lane along New Union Street and from Moorfields. See also C10</p>	<p>Area strategy revised to clarify what "active uses" means. Detailed concerns over noise impacts will be considered during project initiation.</p>	<p>B4 ENCOURAGE ALTERNATIVE USES ALONG MOOR LANE Investigate options to introduce alternative uses along Moor Lane that would add interest and variety to the street, improve its quality as a pedestrian route and mitigate the impact of blank and service frontages that currently line this route. Consider introducing a focal point in order to highlight the sight line to Moor Lane along New Union Street and from Moorfields. Please note, concerns regarding any impact on residents' quiet enjoyment of their homes will be considered and addressed during the project initiation stages.</p> <p>See also C9</p>

<p>B8 DEVELOP A STRATEGY TO RECONFIGURE LONDON WALL AND ALDERSGATE STREET TO IMPROVE THE ENVIRONMENT FOR PEDESTRIANS AND CYCLISTS Explore opportunities to reconfigure London Wall and Aldersgate Street to create two pedestrian and cycle-friendly streets, and an environment consistent with the City of London's 20mph speed limit. Consider widening footways and narrowing carriageways, and seek opportunities to introduce raised tables at main junctions and pedestrian crossings in appropriate locations. Explore opportunities to remove and redesign the area of the rotunda around the Museum of London and to reconfigure its eastern section into a pedestrianised area (in conjunction with/subject to the Museum of London master plan).</p> <p>See also D10 D14</p> <p>B11 DEVELOP A STRATEGY TO CHAMPION LONDON WALL AS THE GREENEST STREET IN THE CITY Building on proposals to narrow London Wall's carriageways, explore options to improve connections between the green spaces along and adjacent to London Wall, including (among others) Postman's Park, the Barber-Surgeons' Garden, St Alphage Garden, Noble Street and London Wall Place (currently under construction), in order to create a pleasant network of green spaces along its length. Also consider the addition of street trees and the introduction of further greenery. Seek opportunities to improve visual and physical links between visible remains of the Roman and medieval wall, marking and celebrating its location. Partner with the Museum of London in order to best celebrate the area's heritage.</p> <p>See also B13 B14</p>	<p>Combine B11 with London Wall related aspects of B8 and rename as B5 London Wall Improvements project.</p> <p>Area strategy wording revised to reference need for strategic transportation assessment in order to identify what levels of capacity exist within road network currently.</p> <p>Other detailed concerns about the appearance of public art will be considered during project initiation</p> <p><i>[There is no reference to public art within these proposals. Publica has decided to also add D14 into B5 (non-Wood Street aspects, relating to arrival from the south)]</i></p>	<p>B5 LONDON WALL IMPROVEMENTS PROJECT</p> <p>DEVELOP A STRATEGY TO RECONFIGURE LONDON WALL TO IMPROVE THE ENVIRONMENT FOR PEDESTRIANS AND CYCLISTS <i>Explore opportunities to reconfigure London Wall and to create a pedestrian and cycle-friendly street, and an environment consistent with the City of London's 20mph speed limit (subject to detailed strategic transport studies assessing feasibility and road network capacity). Consider widening footways and narrowing carriageways, and seek opportunities to introduce raised tables at main junctions and pedestrian crossings in appropriate locations. Explore opportunities to remove and redesign the area of the rotunda around the Museum of London and to reconfigure its eastern section into a pedestrianised area (in line with/subject to the scope of any future plans for the Museum of London site and acknowledging that escalators and access points outside of the estates are privately owned and managed). Please note, concerns relating to pedestrian crossings, their location and number will be considered and addressed during the project initiation stages.</i></p> <p>DEVELOP A STRATEGY TO CHAMPION LONDON WALL AS THE GREENEST STREET IN THE CITY Building on proposals to narrow London Wall's carriageways, explore options to improve connections between the green spaces along and adjacent to London Wall, including (among others) Postman's Park, the Barber-Surgeons' Garden, St Alphage Garden, Noble Street and London Wall Place (currently under construction), in order to create a pleasant network of green spaces along its length. Also consider the addition of street trees and the introduction of further greenery. Seek opportunities to improve visual and physical links between visible remains of the Roman and medieval wall, marking and celebrating its location. Partner with the Museum of London in order to best celebrate the area's heritage.</p>
<p>D14 IMPROVE ARRIVAL FROM THE SOUTH The route north into the district from St Paul's station, St Paul's Cathedral, the river and the Southbank is a vital link for the area's cultural institutions, particularly highlighted within the City of London's Local Plan (2015). Explore opportunities to remove and redesign the area of the rotunda around the Museum of London and to reconfigure its eastern section into a pedestrianised area that could serve as a key gateway visible when approaching from the south along St Martin's le Grand. Consider widening footways and further greening St Martin's le Grand, in line with recommendations in the Cheapside and Guildhall Area Strategy, and explore options to improve the clarity of views northwards. Seek opportunities to increase the presence and visibility of cultural uses and activity along this route. Consider also improving the arrival experience along other north-south routes including Wood Street, leading to St Giles' Terrace, Fore Street and Gilbert Bridge; and along Noble Street, leading to the Barber-Surgeons' Garden.</p> <p>See also B8 B13 B15</p>	<p>Combine Wood Street related aspects from D14 with B15 and rename project as B7 Wood Street area improvements. Revise wording in area strategy to note that escalators and other points of access outside the estate are on privately owned land and maintained privately. Proposals will depend on scope of any changes to MOL site. Potential visitor routes will be considered as part of the way finding strategy project (D1). Other detailed concerns about pedestrian crossing will be considered during project initiation.</p>	

<p>B9 IMPROVE FOOTWAYS AND INCREASE ACTIVITY AND GREENERY ALONG ALDERSGATE STREET Aldersgate Street is punctuated by several vehicle entrance ways that interrupt the pavement line. Investigate possibilities to resurface these entry points to give pedestrians priority over vehicles, and additionally seek opportunities for further greening along the street. Explore opportunities to introduce additional active uses at ground level to animate the street along its length.</p> <p>See also B8</p> <p>B2 IMPROVE ARRIVAL FROM THE WEST Consider improving east–west connections from the St Bart’s area, west of Aldersgate Street. Consider introducing new signage in appropriate locations as part of a wider way-finding review, audit and strategy.</p> <p>See also A6</p>	<p>Combine B9 and D2 with Aldersgate related aspects of B8 into B6 Aldersgate streetscape improvements project. Area strategy wording revised to reference need for strategic transportation assessment in order to identify what levels of capacity exist within road network currently.</p> <p><i>[Note added re concerns about pedestrian crossings, as per London Wall improvements project]</i></p>	<p>B6 ALDERSGATE STREETSCAPE IMPROVEMENTS PROJECT</p> <p><i>DEVELOP A STRATEGY TO RECONFIGURE ALDERSGATE STREET TO IMPROVE THE ENVIRONMENT FOR PEDESTRIANS AND CYCLISTS</i> <i>Explore opportunities to reconfigure Aldersgate Street to create a pedestrian and cycle-friendly street, and an environment consistent with the City of London’s 20mph speed limit (subject to detailed strategic transport studies assessing feasibility and road network capacity). Consider widening footways and narrowing carriageways, and seek opportunities to introduce raised tables at main junctions and pedestrian crossings in appropriate locations. Please note, concerns relating to pedestrian crossings, their location and number will be considered and addressed during the project initiation stages.</i></p> <p>IMPROVE FOOTWAYS AND INCREASE ACTIVITY AND GREENERY ALONG ALDERSGATE STREET <i>Aldersgate Street is punctuated by several vehicle entrance ways that interrupt the pavement line. Investigate possibilities to resurface these entry points to give pedestrians priority over vehicles, and additionally seek opportunities for further greening along the street. Explore opportunities to introduce additional uses at ground level to animate the street along its length.</i></p> <p>IMPROVE ARRIVAL FROM THE WEST <i>Consider improving east–west connections from the St Bart’s area, west of Aldersgate Street. Consider introducing new signage in appropriate locations as part of a wider way-finding review, audit and strategy.</i></p> <p>See also B5 D1.</p>
<p>B10 IMPROVE THE SETTING OF THE IRONMONGERS’ HALL Explore options to enhance the setting, entrance and visibility of the Ironmongers’ Hall on Aldersgate Street. Consider opening views to its entrance and improving paving, lighting and signage.</p>	<p>Area strategy wording revised to clarify that these proposals will be subject to confirmation of plans for the Museum of London site.</p>	<p>B7 IMPROVE THE SETTING OF THE IRONMONGERS’ HALL <i>Explore options to enhance the setting, entrance and visibility of the Ironmongers’ Hall on Aldersgate Street area (in line with/subject to line confirmation of future use for the Museum of London site and scope of associated plans). Consider opening views to its entrance and improving paving, lighting and signage.</i></p>
<p>B12 ENCOURAGE ACTIVE USES ALONG LONDON WALL Seek to improve the presence of buildings along London Wall, encouraging active uses at street level. In particular, explore alternatives to improve the Museum of London’s relationship with London Wall at ground level (or that of any alternative cultural uses, in the case that the museum is relocated).</p>	<p>Area strategy wording revised to clarify that these proposals will be subject to confirmation of plans for the Museum of London site.</p>	<p>B8 ENCOURAGE ACTIVE USES ALONG LONDON WALL <i>Seek to improve the presence of buildings along London Wall, encouraging active uses at street level. In particular, explore alternatives to improve the Museum of London’s relationship with London Wall at ground level (in line with/subject to confirmation of future use for the Museum of London site and scope of associated plans).</i></p>

B13 IMPROVE ACCESS TO THE BARBER-SURGEONS' GARDEN Review options to improve the connections to and from the Barber-Surgeons' Garden, particularly from London Wall and Monkwell Square, also investigating a possible direct connection from Aldersgate Street. Explore options to remove the car park access ramp from London Wall and to replace this with an attractive pedestrian access route to the garden and the Roman and medieval city wall remains (subject to detailed surveys of car parks and subterranean spaces). Subject to further studies, consider alternative uses for the subterranean car park beneath London Wall, partnering with the Museum of London to highlight the Roman wall remains within it. Seek opportunities to improve the physical relationship between the Museum of London and the Barber-Surgeons' Garden (or of any alternative cultural uses, in the case that the museum is relocated), considering new access points as part of the museum's master plan. Consider introducing more appropriate uses along the western edge of the garden currently occupied by a car park, taking care not to disturb the calm nature and biodiversity of the garden.

See also B11

B14 CREATE A WELL CONNECTED, PEDESTRIAN-FRIENDLY MONKWELL SQUARE

Monkwell Square is part of a wider network of green spaces along London Wall. Explore options to remove and relocate car parking spaces and to soften the landscaping of the square, considering options for further greening. Consider improving physical pedestrian connections from Monkwell Square to the Barber-Surgeons' Garden and to Wood Street.

See also B11

Combine B13 and B14 into B9 Monkwell Square pedestrian access improvements. Other detailed concerns about the appearance of public art will be considered during project initiation

[There is no mention of public art in these proposals]

B9 MONKWELL SQUARE PEDESTRIAN ACCESS IMPROVEMENTS
CREATE A WELL CONNECTED, PEDESTRIAN-FRIENDLY MONKWELL SQUARE
Monkwell Square is part of a wider network of green spaces along London Wall. Explore options to remove and relocate car parking spaces and to soften the landscaping of the square, considering options for further greening. Consider improving physical pedestrian connections from Monkwell Square to the Barber-Surgeons' Garden and to Wood Street.

IMPROVE ACCESS TO THE BARBER-SURGEONS' GARDEN
Review options to improve the connections to and from the Barber-Surgeons' Garden, particularly from London Wall and Monkwell Square, also investigating a possible direct connection from Aldersgate Street. Explore options to remove the car park access ramp from London Wall and to replace this with an attractive pedestrian access route to the garden and the Roman and medieval city wall remains (subject to detailed surveys of car parks and subterranean spaces). Subject to further studies, consider alternative uses for the subterranean car park beneath London Wall, partnering with the Museum of London to highlight the Roman wall remains within it. Seek opportunities to improve the physical relationship between the Museum of London and the Barber-Surgeons' Garden, also considering new access points (in line with/subject to confirmation of future use for the Museum of London site and scope of associated plans). Consider introducing more appropriate uses along the western edge of the garden currently occupied by a car park, taking care not to disturb the calm nature and biodiversity of the garden.
 See also B5, B6 B10

<p>B15 IMPROVE THE PEDESTRIAN ENVIRONMENT ON WOOD STREET AND HIGHLIGHT CONNECTIONS TO THE BARBICAN ESTATE Explore options to improve visibility along this important north– south route and better highlight connections into the Barbican estate, both to St Giles’ Terrace and onto the highwalk network, additionally considering views from Fore Street. Consider widening footways and narrowing carriageways on Wood Street, as well as opportunities to highlight activity to draw pedestrians along the route. Seek to improve the quality of the covered space under 125 London Wall Place, considering the introduction of art or a distinctive light installation on the soffit, which could also help to increase the prominence of Wood Street when approached via London Wall. Additionally consider options to improve the pedestrian crossing of Wood Street over London Wall, to better connect the street’s northern and southern sections and strengthen this key north–south connection. See also C12 D14</p> <p>D14 IMPROVE ARRIVAL FROM THE SOUTH The route north into the district from St Paul’s station, St Paul’s Cathedral, the river and the Southbank is a vital link for the area’s cultural institutions, particularly highlighted within the City of London’s Local Plan (2015). Explore opportunities to remove and redesign the area of the rotunda around the Museum of London and to reconfigure its eastern section into a pedestrianised area that could serve as a key gateway visible when approaching from the south along St Martin’s le Grand. Consider widening footways and further greening St Martin’s le Grand, in line with recommendations in the Cheapside and Guildhall Area Strategy, and explore options to improve the clarity of views northwards. Seek opportunities to increase the presence and visibility of cultural uses and activity along this route. Consider also improving the arrival experience along other north–south routes including Wood Street, leading to St Giles’ Terrace, Fore Street and Gilbert Bridge; and along Noble Street, leading to the Barber-Surgeons’ Garden. See also B8 B13 B15</p>	<p>Combine Wood Street related aspects from D14 with B15 and rename project as B10 Wood Street area improvements.</p> <p>Revise wording in area strategy to note that escalators and other points of access outside the estate are on privately owned land and maintained privately. Proposals will depend on scope of any changes to MOL site.</p> <p>Potential visitor routes will be considered as part of the way finding strategy project (D1)</p> <p>Other detailed concerns about pedestrian crossing will be considered during project initiation.</p>	<p>B10 WOOD STREET AREA IMPROVEMENTS IMPROVE THE PEDESTRIAN ENVIRONMENT ON WOOD STREET AND HIGHLIGHT CONNECTIONS TO THE BARBICAN ESTATE <i>Consider improving the arrival experience along the north–south route along Wood Street, and across London Wall, leading to St Giles’ Terrace, Fore Street and Gilbert Bridge (in line with/subject to scope of future plans for the Museum of London site and acknowledging that escalators and access points outside of the estates are privately owned and managed) Explore options to improve visibility along this route and better highlight connections into the Barbican estate, both to St Giles’ Terrace and onto the highwalk network, additionally considering views from Fore Street. Consider widening footways and narrowing carriageways on Wood Street, as well as opportunities to highlight activity to draw pedestrians along the street. Seek to improve the quality of the covered space under 125 London Wall Place, considering the introduction of art or a distinctive light installation on the soffit, which could also help to increase the prominence of Wood Street when approached via London Wall. Additionally consider options to improve the pedestrian crossing of Wood Street over London Wall, to better connect the street’s northern and southern sections and strengthen this key north–south connection. Consider visitor routes and the introduction of new signage in appropriate locations as part of a wider way-finding review, audit and strategy. Please note, concerns relating to pedestrian crossings, their location and number will be considered and addressed during the project initiation stages.</i></p> <p>See also D1 B5 B9 C11</p>
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Original draft strategy text	Notes: CoL instruction (blue) Consultant's comments (black)	New project numbers	Updated text
C: Within the estates			
<p>C1 ENCOURAGE DAYTIME USE OF LAUDERDALE PLACE Consider introducing temporary, movable seating in Lauderdale Place during the summer months (in the daytime only), to animate the space outside the existing retail unit. Explore the potential to introduce a playable art installation/sculpture in the space. Investigate opportunities to introduce active uses or otherwise animate the Barbican estate office's blank frontages.</p>	<p>Area strategy wording amended to provide clear justification for this proposal. Concerns about noise impacts will be considered during project initiation.</p>	C1	<p>ENCOURAGE DAYTIME USE OF LAUDERDALE PLACE <i>Introduce further daytime uses to Lauderdale Place, a gateway into the Barbican estate from the east, to strengthen the current arrival experience from Barbican underground station (via Beech Street). Consider introducing temporary, movable seating during the summer months (in the daytime only), to animate the space outside the existing retail unit. Explore the potential to introduce a playable art installation/sculpture in the space. Investigate opportunities to introduce active uses or otherwise animate the Barbican estate office's blank frontages. Please note, concerns regarding any impact on residents' quiet enjoyment of their homes will be considered and addressed during the project initiation stages. See also A3</i></p>
<p>C2 IMPROVE THE CONDITION OF HARD SPACES WITHIN THE ESTATES Explore ways to improve the condition of hard surfaces within both the Barbican and Golden Lane estates, ensuring the use of appropriate materials and craftsmanship that reflect their listed status and heritage value.</p>	<p>Concerns about noise related impacts or disturbance of residents will be considered during project initiation.</p>	C2	<p>IMPROVE THE CONDITION OF HARD SPACES WITHIN THE ESTATES <i>Explore ways to improve the condition of hard surfaces within both the Barbican and Golden Lane estates, ensuring the use of appropriate materials and craftsmanship that reflect their listed status and heritage value. Please note, concerns regarding any impact on residents' quiet enjoyment of their homes will be considered and addressed during the project initiation stages.</i></p>
<p>C3 CONSIDER REMOVING THE 'YELLOW SHED' Investigate the feasibility of removing the 'Yellow Shed' (the unused entrance to the Barbican Exhibition Halls from Ben Jonson Place) to open up views across Ben Jonson Place and to aid way-finding across the upper podium.</p>	<p>Area strategy wording revised to clarify that the yellow shed is included within the listing.</p>	C3	<p>CONSIDER REMOVING THE 'YELLOW SHED' <i>Investigate the feasibility of removing the 'Yellow Shed' (the unused entrance to the Barbican Exhibition Halls from Ben Jonson Place) to open up views across Ben Jonson Place and to aid way-finding across the upper podium. Please note that although a later addition, the 'Yellow Shed' forms part of the Barbican estate's Grade II listing.</i></p>
<p>C4 IMPROVE CONNECTIONS BETWEEN FROBISHER COURT AND SURROUNDING SPACES AND BUILDINGS Explore options to improve Frobisher Court's physical and visual relationship with surrounding buildings and spaces. Consider improving and celebrating the presence and visibility of the Barbican Conservatory and Barbican Art Gallery in Frobisher Court. Consider improving existing entrances and/or creating new links between Frobisher Court and Ben Jonson Place, ensuring entrances are clearly visible when approached at upper podium level, in particular from Barbican station and the west.</p>	<p>Area strategy wording amended to provide more clarity on what kinds of cultural events are proposed. Concerns about potential disturbance to residents will be considered during project initiation.</p> <p><i>[Addressed in C5 which specifically relates to cultural activity]</i></p>	C4	<p>IMPROVE CONNECTIONS BETWEEN FROBISHER COURT AND SURROUNDING SPACES AND BUILDINGS <i>Explore options to improve Frobisher Court's physical and visual relationship with surrounding buildings and spaces. Consider improving and celebrating the presence and visibility of the Barbican Conservatory and Barbican Art Gallery in Frobisher Court. Consider improving existing entrances and/or creating new links between Frobisher Court and Ben Jonson Place, ensuring entrances are clearly visible when approached at upper podium level, in particular from Barbican station and the west.</i></p>

<p>C5 ANIMATE FROBISHER COURT WITH CULTURAL ACTIVITY Consider partnering with a cultural institution such as the Barbican Centre to programme Frobisher Court with cultural activities that are compatible with a residential environment, such as silent summer cinema screenings, art installations and temporary architectural commissions.</p>	<p>Area strategy wording revised to clarify what is meant by 'appropriate cultural activities'.</p> <p>Detailed concerns about noise related impacts and disturbance to residents will be considered during project initiation.</p>	<p>C5 ANIMATE FROBISHER COURT WITH CULTURAL ACTIVITY <i>Consider partnering with a cultural institution such as the Barbican Centre to programme Frobisher Court with cultural activities that are compatible with a residential environment and have minimal impact on noise levels. For example, art installations, temporary architectural commissions or silent summer cinema screenings. Please note, concerns regarding any impact on residents' quiet enjoyment of their homes will be considered and addressed during the project initiation stages.</i></p>
<p>C6 IMPROVE THE RELATIONSHIP BETWEEN THE BARBICAN CONSERVATORY AND CROMWELL HIGHWALK Consider reopening the Barbican Conservatory's closed entrances and programming the adjacent space on Cromwell Highwalk with suitable, temporary cultural activities. Consider improving the presence and visibility of the conservatory at night with sensitive and distinctive lighting, carefully considering any impact on the planting within and on neighbouring flats, as well as energy efficiency.</p>	<p>Area strategy wording amended to clarify what types of cultural events might be potentially considered. Concerns about noise and light pollution will be considered during project initiation.</p>	<p>C6 IMPROVE THE RELATIONSHIP BETWEEN THE BARBICAN CONSERVATORY AND CROMWELL HIGHWALK <i>Consider reopening the Barbican Conservatory's closed entrances and programming the adjacent space on Cromwell Highwalk with suitable, temporary cultural activities that are compatible with a residential setting, for example art installations and temporary architectural commissions. Consider improving the presence and visibility of the conservatory at night with sensitive and distinctive lighting, carefully considering any impact on the planting within and on neighbouring flats, as well as energy efficiency. Please note, concerns regarding any impact on residents' quiet enjoyment of their homes, disturbance and/or light pollution will be considered and addressed during the project initiation stages.</i></p>
<p>C7 CONSIDER ANIMATING THE EASTERN FRONTAGES OF RETAIL UNITS IN CRESCENT HOUSE The majority of retail units in Crescent House have closed their east-facing access from the Golden Lane estate. Encourage retailers to reinstate these eastern entrances where possible, or alternatively consider using shop windows as exhibition spaces, to be programmed for example by a local gallery or cultural institution.</p>	<p>Detailed concerns about noise related impacts and disturbance to residents will be considered during project initiation.</p>	<p>C7 CONSIDER ANIMATING THE EASTERN FRONTAGES OF RETAIL UNITS IN CRESCENT HOUSE <i>The majority of retail units in Crescent House have closed their east-facing access from the Golden Lane estate. Encourage retailers to reinstate these eastern entrances where possible, or alternatively consider using shop windows as exhibition spaces, to be programmed for example by a local gallery or cultural institution. Please note, concerns regarding any impact on residents' quiet enjoyment of their homes will be considered and addressed during the project initiation stages.</i></p>

<p>C8 TRANSFORM GREAT ARTHUR HOUSE EASTERN FORECOURT INTO A SPACE FOR PEDESTRIANS Explore options to remove and relocate parking spaces from the Great Arthur House eastern forecourt, returning this space to pedestrian use in line with Chamberlin, Powell and Bon's original designs for the space. Examine options to improve the setting of the Golden Lane community centre and its relationship with the forecourt. Consider introducing seating and greenery and resurfacing with appropriate materials, in accordance with the Golden Lane Listed Building Management Guidelines.</p> <p>C9 IMPROVE THE PLAY OFFER IN THE GOLDEN LANE ESTATE Consider improving the play offer in the Golden Lane estate and making the estate's spaces more welcoming to children. Strive to introduce play spaces that are imaginative and distinctive, considering partnering with cultural institutions to commission specialist playscape designs. Additionally consider options to improve the quality and setting of the estate's community facilities.</p>	<p>Combine C9 with C8 and rename Golden Lane Estate improvements.</p> <p>Concerns about preserving residents' disabled car parking spaces and potential disturbance will be considered during project initiation.</p>	<p>C8 GOLDEN LANE IMPROVEMENTS PROJECT TRANSFORM GREAT ARTHUR HOUSE EASTERN FORECOURT INTO A SPACE FOR PEDESTRIANS <i>Explore options to remove and relocate parking spaces from the Great Arthur House eastern forecourt, returning this space to pedestrian use in line with Chamberlin, Powell and Bon's original designs for the space. Examine options to improve the setting of the Golden Lane community centre and its relationship with the forecourt. Consider introducing seating and greenery and resurfacing with appropriate materials, in accordance with the Golden Lane Listed Building Management Guidelines.</i></p> <p><i>Please note, concerns regarding any impact on residents' quiet enjoyment of their homes and the current location of disabled car parking spaces will be considered and addressed during the project initiation stages.</i></p> <p>IMPROVE THE PLAY OFFER IN THE GOLDEN LANE ESTATE <i>Consider improving the play offer in the Golden Lane estate and making the estate's spaces more welcoming to children. Strive to introduce play spaces that are imaginative and distinctive, considering partnering with cultural institutions to commission specialist playscape designs. Additionally consider options to improve the quality and setting of the estate's community facilities.</i></p>
<p>C10 ENCOURAGE ACTIVE USES ALONG SILK STREET Explore opportunities to introduce active uses along Silk Street's blank frontages, particularly in the spaces occupied by the Barbican estate car park (subject to detailed surveys of car parks and subterranean spaces). Ensure that any new introductions are coherent with the vision for a street with a cultural focus. Consider, for example, rehearsal spaces, exhibition spaces or permanent installations curated by local cultural institutions. Explore options to continue this treatment along Moor Lane. See also B5</p>	<p>Replace Illustration on p85 with a more appropriate alternative.</p> <p><i>[Amended to show general activation only]</i></p> <p>Area strategy wording revised to clarify there will be no loss of residents' car parking or concierge service and that potential uses will be carefully considered in relation to residential amenity.</p>	<p>C9 ENCOURAGE ACTIVE USES ALONG SILK STREET <i>Explore opportunities to introduce active uses along Silk Street's blank frontages, particularly in the spaces occupied by the Barbican estate car park (subject to detailed surveys of car parks and subterranean spaces). Ensure that any new introductions are coherent with the vision for a street with a cultural focus. Consider, for example, rehearsal spaces, exhibition spaces or permanent installations curated by local cultural institutions. Explore options to continue this treatment along Moor Lane. In implementing this proposal, careful consideration will be given to current resident parking access and associated facilities, to ensure no overall loss of provision. Other detailed concerns relating to the future implementation of this project will be addressed during the project initiation stages.</i></p> <p><i>See also B2</i></p>
<p>C11 CONSIDER REMOVING THE ROOF STRUCTURE OVER BRANDON MEWS Explore the feasibility of removing the roof structure over Brandon Mews (a later addition to the original Chamberlin, Powell and Bon design) to open the important view across the Barbican lake from Moorfields Highwalk and aid the navigation of visitors arriving to the area via the escalator to the podium level of the Barbican estate at Moorfields. It is anticipated that the use of this route will increase significantly once Liverpool Street West Crossrail station opens on Moorfields. See also D13</p>	<p>Area strategy wording revised to clarify that the roof structure was not part of the original proposal and was installed to address a problem with a leaking roof.</p> <p>Detailed concerns about noise impacts and privacy will be considered during project initiation.</p>	<p>C10 CONSIDER REMOVING THE ROOF STRUCTURE OVER BRANDON MEWS <i>Explore the feasibility of removing the roof structure over Brandon Mews (a later addition to the original Chamberlin, Powell and Bon design, installed to address issues of water ingress) to open the important view across the Barbican lake from Moorfields Highwalk and aid the navigation of visitors arriving to the area via the escalator to the podium level of the Barbican estate at Moorfields. It is anticipated that the use of this route will increase significantly once Liverpool Street West Crossrail station opens on Moorfields. Please note, concerns regarding any impact on residents' privacy and quiet enjoyment of their homes will be considered and addressed during the project initiation stages. See also B3</i></p>

<p>C12 INCREASE VISIBILITY OF CONNECTIONS FROM THE NORTHERN END OF WOOD STREET Explore options to make the views and existing connections at the northern end of Wood Street more prominent and visible from approaching streets, in order to aid way-finding. Consider reorienting the stair to podium level (the Postern) from St Giles' Terrace so that it is more visible from approaching streets (Wood Street and Fore Street), or otherwise increasing its visibility. See also B15 D14</p>	<p>More clarity needed over what the proposed changes will involve</p> <p>[Already addressed in proposal wording (reorientation the stair) so no amendment made]</p>	<p>C11 INCREASE VISIBILITY OF CONNECTIONS FROM THE NORTHERN END OF WOOD STREET</p> <p>Explore options to make the views and existing connections at the northern end of Wood Street more prominent and visible from approaching streets, in order to aid way-finding. Consider reorienting the stair to podium level (the Postern) from St Giles' Terrace so that it is more visible from approaching streets (Wood Street and Fore Street), or otherwise increasing its visibility. See also B5 B10</p>
<p>C13 IMPROVE THE NORTH–SOUTH ROUTE THROUGH THE BARBICAN ESTATE Explore options to improve the quality and clarity of the north–south route connecting Silk Street to Wood Street through the Barbican. Consider, in particular, improving the section of this route through the interior of the Barbican Centre, making appropriate alterations to make this suitable, clear and attractive as a public route. Explore options to ensure a route is available to the public at times when the Barbican Centre is closed.</p> <p>C14 IMPROVE VERTICAL ACCESS BETWEEN LAKESIDE SPACES AND GILBERT BRIDGE Explore options to improve vertical access to and from Gilbert Bridge, particularly north of the lake from the Lakeside Terrace. Review alternatives to improve the visibility of existing connections from both spaces, including the lift from St Giles' Terrace and stair from Wood Street. Consider options to introduce a stair (and lift, if possible) connecting the Lakeside Terrace to Gilbert Bridge, ensuring it has a minimal impact on the listed elements and is fully reversible.</p> <p>See also C1</p>	<p>Combine C14, C16 and C17 into C13 and rename C12 Barbican North-South Access Improvements project.</p> <p>Area strategy wording has been amended to</p> <ol style="list-style-type: none"> 1) Remove specific references to a bridge. 2) Clarify that the need for a north south connection has been established in technical analysis but any physical solution now remains subject to proposals for the Museum of London site. 3) Short term solutions may include improved signage, medium term solutions may include physical access improvements, signage or smartphone technology between street and podium level. Longer term solutions will be clarified once the future of the Museum of London site is confirmed. 	<p>C12 BARBICAN NORTH-SOUTH ACCESS IMPROVEMENTS PROJECT</p> <p>IMPROVE THE NORTH–SOUTH ROUTE THROUGH THE BARBICAN ESTATE Explore options to improve the quality and clarity of the north–south route connecting Silk Street to Wood Street through the Barbican. Consider, in particular, improving the section of this route through the interior of the Barbican Centre, making appropriate alterations to make this suitable, clear and attractive as a public route. Explore options to ensure a route is available to the public at times when the Barbican Centre is closed.</p> <p>IMPROVE VERTICAL ACCESS BETWEEN LAKESIDE SPACES AND GILBERT BRIDGE Explore options to improve vertical access to and from Gilbert Bridge, particularly north of the lake from the Lakeside Terrace. Review alternatives to improve the visibility of existing connections from both spaces, including the lift from St Giles' Terrace and stair from Wood Street. Consider options to introduce a stair (and lift, if possible) connecting the Lakeside Terrace to Gilbert Bridge, ensuring it has a minimal impact on the listed elements and is fully reversible.</p> <p>EXPLORE POTENTIAL CONNECTIONS BETWEEN SILK STREET AND THE LAKESIDE TERRACE</p> <p>As part of a wider review of potential north–south connections, explore the feasibility of introducing a pedestrian route between Silk Street and the Lakeside Terrace through the Barbican Centre's car park entrance. A direct sightline currently exists between the two, with the underside of Gilbert Bridge visible from Silk Street through the Barbican Centre's car park entrance.</p>

<p>C16 CONSIDER A TEMPORARY BRIDGE ACROSS THE LAKE CONNECTING ST GILES' TERRACE TO THE LAKESIDE TERRACE As part of a wider review of potential north–south connections, consider partnering with a cultural institution to commission an architectural competition for a temporary, lightweight and fully removable bridge or deck across the lake connecting the Lakeside Terrace to St Giles' Terrace, to be tested, for example, over a summer period. Carefully consider landing points so as to have a minimal impact on the listed landscape, to avoid obstructing open views and to minimise disruption to the Lakeside Terrace and St Giles' Terrace.</p> <p>C17 EXPLORE POTENTIAL CONNECTIONS BETWEEN SILK STREET AND THE LAKESIDE TERRACE As part of a wider review of potential north–south connections, explore the feasibility of introducing a pedestrian route between Silk Street and the Lakeside Terrace through the Barbican Centre's car park entrance. A direct sightline currently exists between the two, with the underside of Gilbert Bridge visible from Silk Street through the Barbican Centre's car park entrance. See also C14</p>	<p>Other detailed concerns will be considered during project initiation.</p> <p><i>[Have not included comment re smartphone technology as this is nowhere in the evidence base or prior work. Have clarified that smartphone technology will be considered as part of way-finding audit and strategy D1]</i></p>		<p><i>Please note that the need for improved north-south connection through the area has been established through technical analysis. However, proposed solutions remain subject to proposals for the Museum of London site. Short-term solutions may include improved signage; medium-term solutions may include physical access improvements. Longer-term solutions will be clarified once the future use of the Museum of London site is confirmed.</i></p> <p><i>Please note concerns relating to the future implementation of this project will be considered and addressed during the project initiation stages.</i></p> <p>See also C11</p>
<p>C15 ENCOURAGE FURTHER USE OF ST GILES' TERRACE Encourage St Giles' church and the City of London School for Girls to make further use of St Giles' Terrace by improving the condition of hard surfaces, while respecting and protecting the overall calm, quiet nature of the space.</p>	<p>No changes</p>	<p>C13</p>	<p>ENCOURAGE FURTHER USE OF ST GILES' TERRACE <i>Encourage St Giles' church and the City of London School for Girls to make further use of St Giles' Terrace by improving the condition of hard surfaces, while respecting and protecting the overall calm, quiet nature of the space.</i></p>

Original draft strategy text	Notes: CoL instruction (blue) Consultant's comments (black italic)	New project numbers	Updated text
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D: Way-finding and Arrival (area wide)

<p>D1 COMMISSION AN AREA-WIDE WAY-FINDING REVIEW AND STRATEGY Consider conducting a full review and audit of way-finding and signage across the area. Furthermore, consider commissioning a signage strategy, developed in conjunction with the area's cultural institutions, TfL, Crossrail and neighbouring local authorities. Consider plans to regularly review way-finding, ensuring provision is made for future management and maintenance of signage, in order that it is coherently updated over time.</p>	<p>No changes <i>[Smartphone/technology and yellow line added here. Both to address comments in D3].</i></p>	<p>D1</p>	<p>COMMISSION AN AREA-WIDE WAY-FINDING REVIEW AND STRATEGY Conduct a full review and audit of way-finding and signage across the area (including the Yellow Line) that also considers the potential of technology driven solutions (for example a smartphone mapping application). Furthermore, consider commissioning a signage strategy, developed in conjunction with the area's cultural institutions, TfL, Crossrail and neighbouring local authorities. Consider plans to regularly review way-finding, ensuring provision is made for future management and maintenance of signage, in order that it is coherently updated over time.</p>
<p>D3 IMPROVE THE VISIBILITY OF THE AREA'S CULTURAL VENUES Explore ways to improve the visibility and setting of cultural venues and their entrances. Improve the visibility of the GSMD Museum of London and Barbican Centre's entrances, taking into consideration the views along approaching streets. Ensure any potential designs create improved, clear and direct connections to the highwalks.</p>	<p>No change but concerns about light pollution will be considered during project initiation.</p>	<p>D2</p>	<p>IMPROVE THE VISIBILITY OF THE AREA'S CULTURAL VENUES Explore ways to improve the visibility and setting of cultural venues and their entrances. Improve the visibility of the GSMD, Museum of London and Barbican Centre's entrances, taking into consideration the views along approaching streets. Ensure any potential designs create improved, clear and direct connections to the highwalks. Please note, concerns regarding any potential increase in light pollution levels will be considered and addressed during the project initiation stages.</p>
<p>D4 CONSIDER REMOVING THE YELLOW LINE Conduct a survey on the perceived usefulness of the Yellow Line, as part of a full review and audit of way-finding and signage across the area. If appropriate, consider removing the Yellow Line — either in part or in full — as part of a wider way-finding strategy, particularly considering the locations where the Yellow Line causes confusion. See also D1</p> <p>D5 HIGHLIGHT ROUTES BETWEEN CULTURAL INSTITUTIONS Explore ways to improve pedestrian access and navigation between the key cultural institutions in the area, including the Museum of London, the Barbican Centre, the GSMD, Milton Court and LSO St Luke's at Old Street. Consider the signage of these cultural venues as part of a wider way-finding review, audit and strategy. See also D1</p>	<p>Combine D5 with D4 and rename D3 Improve way finding between cultural institutions. Area strategy wording amended to 1) Reflect the yellow line will be considered as part of project D1 way finding review. <i>[It says this already]</i> 2) Clarify that better signage in the short term could replace the yellow line and smart phone technology could provide a potential solution in the medium to longer term.</p> <p><i>[Comment on smartphone technology is in D1 way-finding.]</i></p>	<p>D3</p>	<p>IMPROVE WAY-FINDING BETWEEN CULTURAL INSTITUTIONS CONSIDER REMOVING THE YELLOW LINE Conduct a survey on the perceived usefulness of the Yellow Line, as part of a full review and audit of way-finding and signage across the area. If appropriate, consider removing the Yellow Line — either in part or in full — as part of a wider way-finding strategy, particularly considering the locations where the Yellow Line causes confusion.</p> <p>HIGHLIGHT ROUTES BETWEEN CULTURAL INSTITUTIONS Explore ways to improve pedestrian access and navigation between the key cultural institutions in the area, including the Museum of London, the Barbican Centre, the GSMD, Milton Court and LSO St Luke's at Old Street. Consider the signage of these cultural venues as part of a wider way-finding review, audit and strategy.</p> <p>See also D1</p>

<p>D6 EXPLORE OPTIONS TO RE-OPEN THE BARBICAN CENTRE'S WESTERN ENTRANCES Explore alternatives, in conjunction with the Barbican Centre, to re-open the Barbican Centre's podium-level western entrances from Defoe Place. Investigate options to provide a direct east-west route at lower podium level through the Barbican Centre to Gilbert Bridge. See also A5</p>	<p>Area strategy wording revised to clarify that costs will be reviewed and refined as part of the reporting and project management process.</p>	<p>D4 EXPLORE OPTIONS TO RE-OPEN THE BARBICAN CENTRE'S WESTERN ENTRANCES <i>Explore alternatives, in conjunction with the Barbican Centre, to re-open the Barbican Centre's podium-level western entrances from Defoe Place. Investigate options to provide a direct east-west route at lower podium level through the Barbican Centre to Gilbert Bridge. Please note, the cost of this project will be reviewed and refined as part of the reporting and project management process.</i></p> <p><i>See also A5</i></p>
<p>D7 COMMISSION ART ALONG PEDESTRIAN ROUTES As part of an area-wide way-finding strategy, consider commissioning art in conjunction with local cultural institutions to be installed along key routes, near stations and in key spaces, to aid way-finding across the area and reinforce a sense of place. Consider, as an example, the successful installation of the Dorothy Annan murals along Speed Highwalk. See also D1</p>	<p>Opportunities to introduce public art will be considered as part of project initiation.</p>	<p>D5 COMMISSION ART ALONG PEDESTRIAN ROUTES <i>As part of an area-wide way-finding strategy, consider commissioning art in conjunction with local cultural institutions to be installed along key routes, near stations and in key spaces, to aid way-finding across the area and reinforce a sense of place. Consider, as an example, the successful installation of the Dorothy Annan murals along Speed Highwalk. Please note, opportunities to introduce public art (where suggested within a proposal) will be reviewed and considered as part of each project's initiation.</i></p> <p><i>See also D1</i></p>
<p>D8 CELEBRATE THE PROGRAMMES OF THE AREA'S CULTURAL INSTITUTIONS Explore ways to ensure the cultural programmes, events and manifestos of the area's cultural institutions are more evident in the public realm across the area</p>	<p>Area strategy wording revised to clarify what 'celebrate' means in terms of physical improvements. [Celebrate replaced with highlight] Detailed concerns about noise and light pollution will be considered as part of project initiation.</p>	<p>D6 HIGHLIGHT THE PROGRAMMES OF THE AREA'S CULTURAL INSTITUTIONS <i>Explore ways to ensure the cultural programmes, events and manifestos of the area's cultural institutions are more evident in the public realm across the area. Please note, concerns regarding any impact on residents' quiet enjoyment of their homes, disturbance and/or light pollution will be considered and addressed during the project initiation stages.</i></p>
<p>D9 IMPROVE PERMEABILITY THROUGH CULTURAL BUILDINGS Encourage the area's cultural institutions to increase permeability through their buildings, where possible, with clear routes through venues and clearly signed entry and exit points within. Consider the signage of these as part of a wider way-finding review, audit and strategy. See also D1</p>	<p>No change</p>	<p>D7 IMPROVE PERMEABILITY THROUGH CULTURAL BUILDINGS <i>Encourage the area's cultural institutions to increase permeability through their buildings, where possible, with clear routes through venues and clearly signed entry and exit points within. Consider the signage of these as part of a wider way-finding review, audit and strategy.</i></p> <p><i>See also D1</i></p>
<p>D8</p>	<p>[Publica: D8 integrated into new B3]</p>	
<p>D9</p>	<p>[Publica: D13 integrated into new B3]</p>	
<p>D10</p>	<p>[Publica: D14 integrated into new B5]</p>	

Appendix 2: Revised delivery plan

City of London work streams		Project name	Delivery against objectives					Cost range (£000's)	Priority: low, medium, high	Proposed year of Initiation					Project number
			Needs of infrequent visitors	Needs of residents, regular visitors and workers	Improving the quality of outdoor streets and spaces	Preserve existing qualities & values of the estates, including the historic environment	Enhance the presence of the cultural hub			2015-16	2016-17	2017-18	2018-19	2019-20	
A. Beech Street	Prioritise pedestrians and cyclists	✓	✓	✓	✓	✓	2,500-7,000	H	✓	✓	✓	✓	✓	✓	A1
	Improve links to surrounding streets and spaces and the arrival experience from nearby stations	✓	✓	✓	✓	✓	1,000-3,000	H	✓	✓	✓	✓	✓	✓	A3
	Improve connections to the highwalks	✓	✓	✓	✓	✓	250-1,000	H	✓	✓	✓	✓	✓	✓	A5
B. Outside estates	Golden Lane streetscape improvements project	✓	✓	✓	✓	✓	1,000-3,000	M		✓	✓	✓			B1
	Distinguish Silk Street as an important cultural route	✓	✓	✓	✓	✓	750-1,000	L						✓	B2
	Moorgate quarter initiative	✓	✓	✓	✓	✓	750-1,500	H		✓	✓	✓	✓		B3
	London Wall Improvements project	✓	✓	✓	✓	✓	750-1,500	H	✓	✓	✓	✓	✓	✓	B5
	Aldersgate streetscape improvements project	✓	✓	✓	✓	✓	500-1,000	H	✓	✓	✓	✓			B6
	Monkwell Square pedestrian access improvements	✓	✓	✓	✓	✓	100-1,000	L					✓	✓	B9
	Wood Street area improvements	✓	✓	✓	✓	✓	1,000-3,000	M			✓	✓	✓		B10
C. Within estates	Encourage daytime use of Lauderdale Place	✓	✓	✓		✓	250-500	M			✓	✓	✓		C1
	Improve connections between Frobisher Court and surrounding spaces and buildings	✓	✓	✓	✓	✓	500-1,000	M			✓	✓	✓		C4
	Improve the relationship between the Barbican Conservatory and Cromwell Highwalk	✓	✓	✓	✓	✓	250-500	M			✓	✓	✓		C6
	Golden Lane estate improvements project	✓	✓	✓		✓	500-1,000	H	✓	✓	✓				C8
	Increase visibility of connections from the northern end of Wood Street	✓	✓	✓		✓	1,000-3,000	L					✓	✓	C11
	Barbican north-south access improvements project	✓	✓	✓		✓	2,000-4,000	H	✓	✓	✓	✓			C12
	Encourage further use of St Giles' Terrace	✓	✓	✓	✓		250-500	H	✓	✓					C13
D. Wayfinding and arrival	Commission an area-wide wayfinding review and strategy	✓	✓	✓	✓	✓	250-500	H	✓						D1
	Improve wayfinding between cultural institutions	✓	✓	✓	✓	✓	300	M				✓			D3
	Commission art along pedestrian routes	✓	✓	✓	✓	✓	1,000-3,000	M			✓				D5
	Highlight the programmes of the area's cultural institutions	✓	✓	✓		✓	250-500	L				✓	✓	✓	D6
DELIVERY BY OTHERS:															
A	Animate blank edges along Beech Street with active uses	✓	✓	✓		✓	10,000-20,000	M			✓	✓	✓		A2
	Improve pedestrian access to the Barbican Centre from Beech Street	✓	✓	✓		✓	15,000-20,000	M			✓	✓	✓		A4
	Improve lighting and maximise natural light in Beech Street	✓	✓	✓		✓	15,000-20,000	M			✓	✓	✓		A6
B	Encourage alternative uses along Moor Lane	✓	✓	✓	✓	✓	10,000-20,000	M				✓	✓		B4
	Improve the setting of the Ironmongers' Hall	✓	✓	✓	✓	✓	1,000-3,000	L					✓	✓	B7
	Encourage active uses along London Wall	✓	✓	✓	✓	✓	1,500-2,000	L					✓	✓	B8
C	Improve the condition of hard spaces within the estates	✓	✓	✓	✓	✓	1,000-3,000	H	✓	✓	✓				C2
	Consider removing the 'Yellow Shed'	✓	✓	✓	✓	✓	1,000-3,000	M				✓	✓		C3
	Animate Frobisher Court with cultural activity	✓	✓	✓	✓	✓	1,000-3,000	M		✓	✓				C5
	Consider animating the eastern frontages of retail units in Crescent House	✓	✓	✓		✓	1,000-3,000	M			✓	✓			C7
	Encourage active uses along Silk Street	✓	✓	✓	✓	✓	15,000-20,000	L					✓	✓	C9
	Consider removing the roof structure over Brandon Mews	✓	✓	✓	✓	✓	1,000-3,000	M			✓	✓	✓		C10
D	Improve the visibility of the area's cultural venues	✓	✓	✓		✓	250-500	L					✓	✓	D2
	Explore options to re-open the Barbican Centre's western entrances	✓	✓	✓	✓	✓	250	L					✓	✓	D4
	Improve permeability through cultural buildings	✓	✓	✓		✓	250	L					✓	✓	D7

Appendix 3 –Public and stakeholder engagement events during the information gathering work stage.

- 9 Preliminary interviews with key individuals
- 4 guided tours
- 8 themed stakeholder workshops and follow up plenary session were held with the following eight groups
 - Members
 - Cultural institutions
 - Barbican and Golden Lane estate representatives
 - Strategic transportation
 - Business leaders
 - Property developers
 - CoL lead officers
 - Heritage
- Cultural hub workshop with cultural institutions
- 9 detailed user interviews with a variety of users, including residents
- 12 public drop in sessions
- Online pin board map for location specific comments
- Online questionnaire
- Postcard comments
- Dedicated email address for comments
- Printed questionnaire to all residences

Committee(s):	Date(s):
Culture, Heritage and Libraries Committee - For decision	23 September 2015
Policy & Resources Committee - For decision	19 October 2015
Subject: Request for a budget uplift to finance the City's Platinum Membership of London and Partners	Public
Report of: Director of Culture, Heritage and Libraries	For Decision

Summary

In 2013, your Policy and Resources Committee approved funding over three years for a Platinum Membership of London & Partners. The Membership is set to expire in April 2016 and a new proposal to extend the contract for a further three years at £25K p.a. has been received.

Benefits of membership include promotion of our business venues, leisure and cultural offer, and are relevant to a number of departments. Looking ahead, with forthcoming initiatives to promote such as the Cultural Hub, Great Fire 350 commemoration and the Aldgate Arts, Events and Play Programme, on-going membership of L&P is highly desirable.

In the light of the requirement for on-going savings and continuing budget pressures, I am not able to meet the full cost of the annual membership from my local risk budget. A budget uplift of £20K p.a. from 2016/17 is therefore sought, ringfenced for this purpose, on the understanding that the remaining £5,000 p.a. is found from my local risk budget.

Recommendation(s)

Members are asked to approve a permanent budget uplift of £20,000 from 2016/17 for CHL Cultural and Visitor Development for the specific purpose of retaining the City of London's Platinum Membership of London and Partners.

Main Report

Background

1. In February 2013, your Policy and Resources Committee approved a total sum of £75,000 over three years to fund a Platinum Membership of London and Partners (L&P), to be taken annually from its Policy Initiatives Fund and charged to City's Cash in three equal instalments of £25,000.
2. The Membership is set to expire in April 2016 and a new proposal to extend the contract for a further three years has been received from L&P. Two

options have been outlined. One for a £12,500 per annum Gold Membership and one for the same £25,000 cost per annum delivering the full Platinum-level benefits.

3. London & Partners (L&P) is *the* official promotional organisation for London. Created in April 2011, it is a not-for-profit public private partnership, funded by the Mayor of London and a network of commercial partners, which seeks to grow the capital's markets in tourism, foreign direct investment (FDI) and study. As such, it delivers campaigns and activities that target overseas and domestic leisure and business visitors, the international events industry, new businesses looking to set up or expand in London and international students.
4. In 2012, the Chairman of your Policy and Resources Committee became a member of the L&P Board as part of representational arrangements agreed during the establishment of TheCityUK (of which the City Corporation is the founder member and major funder). Like the Deputy Mayor of London, he sits on the board of TheCityUK, as well as the board of L&P. The City Corporation's membership of L&P is not a requirement of his place on the board.
5. In 2013 – when the idea to join L&P was discussed – it was proposed that the City Corporation subscribe to its Platinum level membership package with benefits across all of its functions – visitors, FDI and students. This proposal was considered in some detail by your officers and it was agreed that, while there was no perceived direct value for the City Corporation in the areas of FDI and study, there was probably some significant advantage of a membership attached to L&P's tourism function.
6. A list of priorities was drawn up by your Cultural & Visitor Development Team (CVDT) and sent to L&P, who were asked to consider how they might be included within a membership agreement. This was used as the basis for the contract agreed and remains the foundation of the new Platinum proposal (at £25,000 pa). The Gold Membership option (at £12,500 pa) strips out a good many benefits resulting in a significantly reduced reach for our products as well as severely limits our ability to represent the diverse portfolio of attractions, business event venues and open spaces that we would need to promote under a collective corporate/desitnation type membership.
7. Although some Corporation and City attractions have individual Gold Membership of L&P, Platinum Membership for the City as a destination significantly builds on these individual subscriptions (but could not replace them, as attractions would lose bespoke benefits in favour of collective gain). By bringing our attractions, hotels, retail and business venues together under one City banner and by promoting the City area, its history, services and environment, the City becomes more than the sum of its parts – it is an experience, an itinerary, a voyage of discovery and thus a far more compelling offer for the would-be visitor, who is likely to stay longer and spend more.
8. The detailed membership proposal is available on request from the Head of Cultural & Visitor Development.

Current Position

9. Since April 2013, L&P membership has significantly helped to build our domestic and international profile in the regions and abroad and delivered significant gains for the City in terms of spend and footfall. Headlines include:

	City growth %	London growth %	England growth %	Growth of City's share of London %
Visitor spend 2012-14	20	7	-	0.5
Visitor footfall 2012-14	18	(1.2)	-	0.6
Footfall at attractions 2012-14	21	-	-	-
Footfall at attractions 2014 only	5	2	4	-

Sources: RJS Associates; City Tourism Briefings 2012-14/ VisitEngland Annual Attractions Survey

10. These benefits have been felt across a wide range of City Corporation departments including Open Spaces, Remembrancer's (City business venues marketing), the Barbican Centre, Culture, Heritage and Libraries, Public Relations (eshot data harvest), Economic Development (research), Department of the Built Environment (Sculpture in the City) and by many of our funded and resident attractions and companies including City of London Festival, Museum of London and the London Symphony Orchestra.
11. Collective projects and campaigns in partnership with L&P have included the assets and services listed (as well as wider cultural and tourism stakeholders) and have achieved significant benefits previously unattainable within the limited resources available to the CVDT. Headlines include:
- The formation, development and promotion of the City Corporation Venues Group now run by Remembrancer's, with representation of our venues for hire at L&P trade shows and business referrals as opportunities arise;
 - Significantly enhanced web listings and promotions for all our assets and stakeholders on VisitLondon.com (27m visitors per annum);
 - Inclusion in high profile international campaigns run by L&P including last year's *Guest of Honour* campaign in which Tower Bridge played a headline role (300m reach);
 - Significantly increased reach for our own campaigns including Christmas in the City (retail/ leisure) which, supported by L&P, achieved 3.8m impressions on VisitLondon.com (as a result of these campaigns, City retail recorded up to 4.7% growth above that of London);
 - Data harvest from competitions run by the City through L&P delivering one third of the subscriber base for the City's eshot, run by PRO; and
 - Introductions to London sponsors for major City projects, eg Radisson Blu Edwardian for the City's Magna Carta 800 programme
12. With a number of major corporate projects on the horizon such as the anniversary programmes for Great Fire (350) and Shakespeare (400), the

development of the Cultural Hub, the Aldgate Arts, Events, and Play (AEP) programme, and our Service Based Review with its challenging targets for venue hire and commercial revenues, it is essential that we retain our Platinum Membership with L&P.

13. Whether promoting our assets on a global scale, buying us a seat at the table for London-wide and national initiatives, connecting us with potential partners and sponsors, or delivering the research and advice we need in support of proposed initiatives, L&P are an invaluable resource that will help us to achieve our goals. Without them, the tasks will become harder.

Proposals

14. The Platinum Membership option helps us to build on the work and successes we have achieved over the last three years and delivers real and tangible benefits across City Corporation departments and the City as a destination. This is the preferred route.
15. This is essentially a Corporation-wide subscription channelled through the Culture, Heritage & Libraries Department. It is not something which has previously been within CHL's local risk and in the light of the requirements for efficiencies and on-going SBR savings the annual Membership cost of £25,000 cannot simply be taken over in its entirety within CHL without sacrificing something else. Rather, a split is suggested with a budget uplift of £20K p.a. from 2016/17 being sought, ringfenced for this purpose, and the remaining £5,000 p.a. being found from my local risk budget. Should the L&P Membership lapse in the future, it would be expected that the uplift would be rescinded.

Corporate & Strategic Implications

16. City Corporation membership of London & Partners is aligned with the Corporate Plan 2015-19, Key Policy Priority 5, in that it increases the outreach and impact of the City's cultural, heritage and leisure contribution to the life of London and the nation. Specific deliverables under this priority that would be supported by Membership include:
 - a. Development of proposals for a "cultural hub" centred on the major cultural institutions of the Barbican Centre, Museum of London and Guildhall School of Music & Drama;
 - b. Implementation of the cultural and visitor strategies for the City, including building and enhancing cultural partnerships;
 - c. Promotion of the cultural offering of the City, including the Barbican Arts Centre, the new Heritage Gallery and Tower Bridge; and
 - d. Enhancement of the ability of our leisure facilities to generate additional income in order to maintain quality of content in an era of reduced resource.

17. Membership is also aligned with, and supports, the Vibrant and Culturally Rich theme of *The City Together* strategy; and, most pertinently, many of the aims and objectives within the Cultural Strategy 2012-17 and the Visitor Strategy 2013-17.
18. Funding the proposal will also bring reputational gains for the City Corporation, in that:
 - a. our support of the Mayor of London, London's economy and the City's visitor services stakeholders is publicly demonstrated;
 - b. recognition of the City Corporation as a provider of heritage and cultural assets, of services to London and the nation and as a good neighbour is promoted; and
 - c. the City's profile as a leisure and business destination is significantly increased on the world stage, underpinning the work of the City's CVDT

Conclusion

19. Membership of L&P at Platinum level has already demonstrated significant gains for the City across departments and in supporting the City's visitor economy. With major projects on the horizon such as the anniversary programmes for Great Fire (350), the Cultural Hub, the Aldgate Arts, Events, and Play (AEP) programme, and our Service Based Review with its challenging targets for venue hire and commercial revenues, the value of continuing our Membership is evermore heightened and will be a significant driver in achieving success for these programmes.
20. The CVDT budget has inadequate funds to cover the £25,000 full cost of Membership and would need an uplift of £20,000 per annum from 2016/17.
21. These benefits are enjoyed across departments and throughout the City's tourism and cultural sectors. Termination of Membership will therefore have a negative impact reputationally amongst our internal and external stakeholders and on the City's success in the fields of business and and leisure tourism. A budget uplift and the continuance of a Platinum-level Membership is therefore strongly recommended.

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Committee:	Dated:
Policy and Resources	19 October 2015
Subject:	Public
Bright Blue & Localis ‘Future of London’ Research Proposal	
Report of:	For Decision
Director of Public Relations	

Summary

The think tanks Bright Blue and Localis are proposing to collaborate to compile a collection of short essays on the ‘Future of London’. Each of the contributors would look at an agreed topic and offer some original and radical proposals which they believe could improve London and the lives of Londoners by 2050. They propose that the publication should be launched at a high-profile event before the 2016 Mayoral election as part of a strategy for press, TV and radio coverage.

Bright Blue and Localis have invited the City of London Corporation to be the sponsoring partner for the essay collection, for the cost of £20,000. This would enable the City Corporation to be part of the decision-making process throughout the project, to contribute one of the essays, to comment on the final draft before publication, to have its logo on the publication and on promotional materials and to have a speaking place at the launch event.

Sponsoring this project would accord well with the City Corporation’s aims of supporting London’s communities and promoting London as the world’s leading international financial and business centre, as outlined in the *City Corporation Communications Strategy 2015 -18*. Sponsorship would also help ensure that the City Corporation is involved and is seen to be involved in policy debates around London’s future.

Recommendation

The Committee is recommended to approve that the City of London Corporation sponsors the ‘Future of London’ essay collection by Bright Blue and Localis for the sum of £20,000. This cost is to be met from the Committee’s Policy Initiatives Fund for 2015/16, categorised under the Research section of the Fund and charged to *City’s Cash*.

Main Report

Background

1. Bright Blue is a pressure group and think tank for liberal conservatism considered influential in the ‘modernising’ wing of the Conservative Party. It carries out research under three broad themes: individual power and potential, security and prosperity in a globalised world, and the future of conservatism. Policies suggested by Bright Blue which have been introduced by government include: lifting the cap on university student numbers, relaxing staff-to-child ratios in childcare settings, enabling people to extend their home by one storey without planning permission, and strengthening the minimum wage. Bright Blue holds events throughout the year, including hosting keynote speeches.
2. Localis is an independent think tank which promotes localism and local public service reform. It carries out research in areas such as growth and infrastructure, health and social care, finance reform and the decentralization of power across government. Policies advocated by Localis, which have been pursued by government, include the break-up of the regional planning system, reform of social housing tenure, the abolition of the Comprehensive Area Assessment and the introduction of a social investment bank.
3. In 2014, the City Corporation sponsored a Bright Blue essay collection, ‘The Moderniser’s Manifesto’. This included chapters by numerous Conservative MPs and received coverage in national newspapers including the *Independent*, the *Daily Mail* and the *Daily Telegraph*.

Proposal

4. Bright Blue and Localis are proposing to compile a collection of short essays on the topic of the ‘Future of London’. These will examine the changes and developments that are likely to occur in London over the next thirty years and will put forward ideas for policies which could change London for the better. The collection would consist of approximately 10-15 contributions, each of around 1000 words. Each contributor would write about an agreed topic and give their thoughts on ideas which could change London and the lives of Londoners by 2050. It is intended that each essay would have at least one major original proposal.
5. It is proposed that the publication be launched at a high-profile launch event with a panel and a keynote speaker. Bright Blue and Localis would devise a

media strategy aimed at regional and national press, TV and radio. They would also aim to have the *London Evening Standard* publish a series of extracts.

6. Bright Blue and Localis have invited the City Corporation to be their sole sponsoring partner for the publication. This would enable the City Corporation to have a role in decision-making over contributors and the launch event and to provide comments on the final draft of the report before publication. The City Corporation would also be able to contribute an essay to the collection and a speaker to the launch event. The City Corporation's logo would appear on the report and marketing materials.

Corporate & Strategic Implications

7. Sponsoring this project would accord well with the City Corporation's aims of supporting London's communities by helping to demonstrate the City Corporation's interest in policies affecting the future of London as a whole, as outlined in the *City Corporation Communications Strategy 2015 -18*. Providing a platform for policy ideas to improve London will also help the aim of promoting London as the world's leading international financial and business centre. The chance to provide a chapter in the report is a particularly valuable opportunity for the City Corporation to contribute publicly to the policy debates over London's future and to receive positive coverage.
8. 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 £187,300 prior to any allowance being made for any other proposals on today's agenda.

The breakdown of the total cost of sponsorship is as follows:

• Designing and printing publication:	£9,000
• Organising and hosting launch event:	£4,000
• Editing essays:	£3,000
• Devising and implementing media strategy:	<u>£4,000</u>
	£20,000

Conclusion

9. Members are asked to agree to the City Corporation sponsoring the ‘*Future of London*’ essay collection by Bright Blue and Localis, which are both well-established think tanks. Sponsorship would help ensure that the City of London continues publicly to contribute to the debates about the future of London and would help demonstrate the City Corporation’s interest in the whole of London. The chance to contribute an essay to the publication would help ensure wide readership of the City Corporation’s ideas among policy-makers. The launch event and media strategy would also provide the City Corporation with an excellent opportunity to engage with its key audiences and foster dialogue between politicians, senior officials and academics about the future of London.

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Committee: Policy and Resources	Date: 19 October 2015
Subject: Policy Chairman’s visit to India and Singapore, August 2015	Public
Report of: Director of Economic Development	For Information
<p>Summary</p> <p>This report advises Members of the outcome of the recent visit by your Chairman to India and Singapore, 22 - 28 August 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 India and Singapore. Priorities were to convey key City messages and policy positions in relation to financial market development; advocating greater coordination of international regulatory reform and to understand better development and views in Singapore and India.</p> <p>India</p> <p>Your Chairman’s visit to India strengthened the City’s relationship with Indian financial services leaders and provided a strong work plan for the City of London and City Office for the coming six months – focusing on credit markets, Insurance and reinsurance, the international use of the rupee and improving access for City firms in India. The visit stimulated discussion with the business and media communities on the issues of banking reforms, developing Mumbai as an International Financial Centre, non-life insurance and reinsurance, Indian taxation and UK immigration issues. The visit cemented positive engagement with the Maharashtra Government and reinforced relations with Reserve Bank of India and the Securities and Exchange Board of India. City of London Advisory Council members were well engaged and actively participated at meetings with the Policy Chairman, showing on-going commitment of members.</p> <p>Singapore</p> <p>Your Chairman enjoyed high level engagement with Singaporean Government and business contacts. Key areas for further development include the internationalisation of the RMB, FinTech and the development of ASEAN. City of London Singapore activity will develop in these three areas and look towards developing collaborative opportunities in this space; including sharing best practice, delivering joint position papers about development in ASEAN and the development of international RMB business.</p> <p>Recommendation(s)</p> <p>Members are asked to note the report.</p>	

Main report

Background

1. Your Committee previously approved an annual visit to India by your Chairman. This annual visit builds on the work of the Advisory Council and the City of London Representative Office in Mumbai to promote the interests of the UK-based financial and related business services sector and strengthen trade and investment links between India and the UK. Your Committee further approved the delivery of a Singapore Engagement Strategy, to develop the relationship between the City and Singapore.
2. Your Chairman visited Mumbai 24 – 25 August and Singapore 26 – 27 August; he was accompanied in India by the City of London Mumbai representative and in Singapore by the Head of International Affairs (EDO). The principal objective of the visit was to further develop the City of London's links with the financial and professional services industry in India and Singapore.
3. The visit programme in India included meetings with an Executive Director of the Reserve Bank of India (RBI), a member of the Securities and Exchange Board of India (SEBI) Board, the Chief Minister of Maharashtra and City of London Advisory Council for India members. Key events participated in included an interview as part of a India Banking Association Conference, roundtables on financial deepening and meetings with key stakeholders and inward investment prospects.
4. The visit programme in Singapore included a lunch hosted by the British High Commissioner and senior representatives from UK based firms operating in Singapore, meetings with the head of the Singapore Civil Service and Permanent Secretary to the Ministry of Finance; an Assistant Managing Director (Development and International) of the Monetary Authority of Singapore; and a number of senior business stakeholders.

Further details of the visit are set out in this report and a list of meetings is attached in the annex.

India

5. The Indian economy is growing by 7%, inflation is at an all-time low, and there is a current account surplus. Prime Minister Modi has begun to reduce instances of corruption at the highest levels, by both increasing transparency and utilising technology (using online tendering systems). Prime Minister Modi has instigated initiatives to increase financial inclusion, this has resulted in the opening of over 120 million bank accounts and enhanced provision of insurance and pension schemes to the underprivileged.
6. India has started to progress the opening markets that previously had strict limitations on foreign participation. The Government of India has increased the FDI cap in the insurance sector, taking the threshold to 49%. This

represents a positive change and will stimulate international investment to India and provide further business opportunities for UK based insurers.

7. Banking: The Reserve Bank of India, has recently introduced differentiated bank licences and approved 11 payment banks (Reliance, Airtel, Vodafone and a host of technology and finance companies). This is the first time in the history of the RBI that it has issued differentiated bank licences. Payment banks will complement, and to some extent compete with, the universal banks in India. The RBI will also be issuing licenses for Small Finance Banks next month; the purpose is financing the under-banked Small and Medium business sector. Through the introduction of the new bank licences, the RBI is trying to reduce the risks to bank balance sheets by encouraging them to lend to small and mid-sized corporates, hoping that that this in turn will push the large corporates to tap the corporate bond market for funding. In the long run, the introduction of these new banks may reduce the priority sector lending limits for foreign banks.
8. Mumbai as an International Financial Centre: There is renewed interest in developing Mumbai as an IFC by the new Maharashtra Chief Minister, but the focus is more on developing the physical infrastructure and on the location, rather than opening up of the financial and professional services internationally. The diverse sets of regulatory framework and rules being developed for the IFCs vis-a-vis the rest of India is not conducive for the development of the IFC or the Indian financial sector.
9. Insurance: The Government of India has increased the FDI cap in the insurance sector to 49%. This represents a positive change and will stimulate international investment to India and provide further business opportunities for UK based insurers. There are capacity constraints within the Indian Insurance regulator and no efforts are being made to address this issue. This is a serious concern for the international insurance firms. The City of London recently published a working paper on: Policy and Regulatory Reforms Framework for the Indian Non Life Insurance Industry and Developing an International (Re)insurance Hub. The Policy Chairman handed over a copy of the paper to the Chief Minister of Maharashtra. Copies of the paper will be personally handed to both the Finance Minister and Minister of State for Finance by India Advisory Council members of the City Of London.
10. Legal and Professional services: The government has begun consultations on a gradual opening up of the legal services sector to foreign players with the safeguard that litigation services will remain the exclusive domain of Indian lawyers. Opening up legal services to foreign competition has been a major area of concern for Indian lawyers with Bar Council of India consistently opposing the entry of foreign lawyers into litigation. But legal services are not the only segment of professional services, where foreign players are being opposed as other self-regulatory bodies representing the chartered accountants; have also objected to any liberalisation, arguing that their services are not welcome in most other countries.

11. Taxation particularly retrospective taxation: remains one of biggest hurdles for international firms, there is very little that has changed on the ground since the new government took over.
12. Immigration and visas : The situation with visas for both businesses and students is serious. UK Visas are expensive, cumbersome and a deterrent to Indian firms, who are looking at setting up overseas operations. This applies to work visas as well as business and tourist visas. Decreasing numbers of Indian students are studying at UK universities: In 2007/8, nearly 12,000 students went to study in the UK, today that number is down to 4,000, the prime reason being the restrictions placed on student visas that prevents them from working in the UK.

Singapore

13. The Government of Singapore is strongly committed to maintaining a free and open economy. The Government of Singapore has prioritised developing Singapore as a major international financial centre, with a great deal of success. Singapore has attracted substantial investment from international financial and professional services firms, seeking to secure business from the ASEAN and wider Asia markets.
14. Singapore, like London is focusing on developing new areas of financial and professional services business, The authorities have strongly supported the development of international Renminbi (RMB) business market and are further strongly pursuing the development of Financial Technologies as the next stage of growth for the Singaporean economy.
15. Internationalisation of the RMB – this was a key topic for discussion throughout the visit, as Singapore seeks to develop its RMB denominated business lines. Development in this area has strong parallels to development in London. The Singaporean authorities are keen to diversify their RMB business base and there have been a series of innovations with the development of RMB hedging tools, including derivatives. Liquidity dropped following the opening of the Shanghai Hong Kong Stock Connect; however market conditions have bounced back. Like London there is a need for investment product development.
16. The development of Association of Southeast Asian Nations (ASEAN) – Economic Integration across the ASEAN region has slowed, the stated ambition of economic integration by the end of the year will only have succeeded in name. It is likely that a new development blueprint will be drawn up, focusing on closed economic integration by 2020. There are large opportunities across ASEAN for international financial and professional services firms, including education, training and qualifications providers.
17. China's financial markets – Throughout the visit interlocutors stated that we had reached a watershed moment in China's impact on the global economy. This was the first time that large scale volatility in China's markets had directly

affected international equity exchanges – though the response was more about challenges in the world’s second largest economy and not international direct exposure to China’s markets. Commentators were divided about the medium term impact of volatility; some saw that Chinese authorities would slow liberalisation, whilst others believed that the challenges would stimulate liberalisation to move towards a more market orientated economy.

18. Fintech – The Singaporean authorities are actively developing Singapore into a global FinTech centre, with policy responses including funds to encourage major financial institutions to develop FinTech incubators. Singapore is seeking to develop a ‘Smart Financial city’ a cross between a smart city and a FinTech centre. Opportunities exist to increase interaction between the FinTech communities in London and Singapore, the British High Commission has been working to bring UK FinTech firms to Singapore to explore business opportunities.
19. Business environment – The business environment in Singapore is tightening, with international firms commenting that it has become harder to attract global talent as a result of immigration policy. Singapore, like the UK has political challenges surrounding immigration policy.

Corporate & Strategic Implications

20. The visit to India and Singapore by your Chairman supported the vision of the City of London’s 2013-2017 Corporate Plan and the strategic aim: “To support and promote The City as the world leader in international finance and business services”.
21. It also met the strategic aim of the Economic Development Office to “promote the City as Europe’s and the world’s preeminent financial and business centre, supporting City interests in global markets, attracting inward investment and building stronger links with other parts of the UK”.

Implications

22. The visit builds upon City of London high level India engagement and further built upon the Singapore engagement strategy as approved by your committee in May 2014. The visit was funded from existing local risk budgets. Travel, accommodation, hospitality and incidental expenses were in accordance with the Business Travel Scheme and totalled circa £11,500 – by combining the India and Singapore visits, efficiency savings were made.

Conclusion

23. The visit provided valuable insights into the current thinking of the City of London’s key public and private sector stakeholders in India and Singapore. The City of London’s efforts in supporting the development of the Indian financial sector was recognised and appreciated by Indian and UK firms, and

by the India's regulators and officials. Singapore officials were keen to further develop collaborative opportunities with the City of London in fields including the development of RMB international business and the development of the ASEAN market.

24. The City of London Corporation will continue to build upon linkages between the City and India and Singapore, for the benefit of the UK based financial and professional services industry. There was strong support for further dialogue between the UK and India and Singapore on financial sector issues, which will be followed up and included in forthcoming India and Singapore engagement.

Appendices

- Appendix – Policy Chairman's India and Singapore visit meetings: 22 – 28 August 2015

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Appendix: Policy Chairman's India and Singapore visit meetings: 22 – 28 August 2015

Monday 24 August

- Breakfast with the Bombay Stock Exchange – Ashish Chauhan, CEO and Nehal Vora, Chief Regulatory Officer
- Attend the Federation of Indian Chambers of Commerce and Industry (FICCI) and Indian Banks' Association (IBA) Conference
- Lunch with Deepak Parekh, Chairman of Housing Development Finance Corporation
- Chief Minister of Maharashtra meeting – in association with Mumbai First
- Meeting with the Reserve Bank of India R. Gandhi, Executive Director, RBI
- Meeting with V.S. Parthasarathy Group Chief Financial Officer , Group CIO, President - Group Finance and M&A-Mahindra Group
- Dinner with Advisory Council for India members

Tuesday 25 August

- Breakfast meeting with Ajay Srinivasan, Chief Executive, Financial Services & Director – Corporate Strategy & Business, Aditya Birla
- Meeting with R Chandrasekaran Secretary General, General Insurance Council of India
- CFA – City of London Roundtable and working lunch - *Role of Financial Deepening in India for Stability and Growth*
- Meeting with SEBI - Mr Rajeev Kumar Agarwal, Wholetime Member SEBI
- London & Partners and City of London Dinner meeting with Ambit Capital –Ashok Wadhwa Group CEO of Ambit Holdings, Rahul Gupta, Joint Group CEO of Ambit Group, Saurabh Mukherjea CEO, Institutional Equities

Wednesday 26 August

- Lunch with key financial and professional services stakeholders, Hosted by the British High Commissioner
- Meeting with Steven Billiet, Chief Executive Officer, J.P. Morgan Asset Management (Singapore) Ltd
- Meeting with Lloyd's Singapore - Kent Chaplin, Lloyd's General Representative, Singapore and Pavlos Spyropoulos, Market Development Manager
- Dinner with Andrew Naylor, Cicero

Thursday 27 August

- Meeting with Manju Dalal India Editor, IFR Thomson Reuters
- Meeting with Ho Kok Yong, Financial Services Industry Leader for Southeast Asia and Singapore and Ms Giam Ei Leen, Partner of Financial Services, Deloitte
- Meeting with Mr Peter Ong, Permanent Secretary of the Ministry of Finance
- Lunch with Ms Guo Ningning, General Manager of the Bank of China – Singapore
- Meeting with the senior management team of CME, Asia, Alan Bannister - Exec Director, Energy Products, Ravi Pandit - Exec Director, Interest Rate & FX Products, Yvonne Zhang - Director, Metals Products
- Meeting with Assistant Managing Director (Development and International) Mr Leong Sing Chiong, Monetary Authority of Singapore
- Meeting with Paul Landless, Partner, Clifford Chance

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Committee: Policy and Resources	Date: 19 October 2015
Subject: Policy Chairman's visit to Washington DC, United States of America, September 2015	Public
Report of: Director of Economic Development	For Information

Summary

This report advises Members of the outcome of the recent visit by your Chairman to Washington DC from 17 to 18 September 2015. The purpose of the visit was to meet with senior US policy and business stakeholders to convey messages of the City and discuss key regulatory and competitiveness issues affecting transatlantic financial markets. Key meetings included: senior representatives of US congressional committees (financial services-related), regulators, firms, associations, think tanks, US-headquartered international development organisations and the British Embassy.

The political situation in the US and UK was of high interest in meetings, highlighted by the US presidential election campaign, the UK Labour Party leadership election, and the looming EU referendum in the UK. On the regulatory front, interlocutors reiterated concerns about the scale of new regulation hindering business on both sides of the Atlantic, and the need for a more holistic and cooperative approach by rule-makers to ensure regulation is measured and internationally coherent. Your Chairman also had the opportunity to discuss the RMB's internationalisation and recent volatility in China's financial market at the US launch event for the Atlantic Council's new report 'Renminbi Ascending: How China's Currency Impacts Global Markets, Foreign Policy, and Transatlantic Financial Regulation', which was developed in partnership with the City of London Corporation, Standard Chartered and Thomson Reuters.

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 February 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 Washington D.C. from 17 - 18 September 2015. 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 Washington included meetings with senior representatives of US congressional committees (financial services-related), the Commodities and Futures Trading Commission, the International Monetary Fund, the International Finance Corporation, and the British Embassy, as well as firms, associations and think tanks. Your Chairman also spoke at the US launch event of the Atlantic Council's new report on the Chinese currency - 'Renminbi Ascending: How China's Currency Impacts Global Markets, Foreign Policy, and Transatlantic Financial Regulation' - which was developed in partnership with the City of London Corporation, Standard Chartered and Thomson Reuters.
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 in full swing. The visit coincided with the second televised Republican Party presidential debate, which had attracted a lot of attention in Washington and was a key talking point in meetings. Views on who would likely be the Republican and Democratic presidential candidates had shifted quite significantly since the previous visit in April, just five months earlier. Jeb Bush and Hillary Clinton, who were then widely considered stand-out frontrunners for nomination, are now being seriously challenged within their parties.
6. On the Republican side, your Chairman heard that Bush and other candidates are now trailing behind Donald Trump, whose anti-illegal immigrant positions have received enthusiastic support. There were mixed views however on whether he was a real contender for the nomination come voting time. Many thought it inevitable that Trump's appeal would eventually fade as discussions become more policy focused, and well-positioned candidates, such as Marco Rubio, Carly Fiorina or Ted Cruz, could stand to benefit from this. Others, however, had the view that Trump had as good a chance as any, arguing that his anti-establishment stance had revealed real weakness among his fellow candidates and the Republican Party as a whole.
7. On the Democratic side, your Chairman heard that Bernie Sanders, the senator from Vermont, is posing a serious challenge to Clinton, attracting wide support for his critiques on income inequality and big money politics. The perceived mismanagement of Clinton's recent email scandal, along with her perceived lack of connection with voters, were viewed as contributing to

difficulties with her campaign. Indeed, it was commented that the rise of the more extreme left and right candidates within both the Democratic and Republican parties, respectively, reflected strong anti-establishment sentiment among voters and general dissatisfaction with the state of US politics. This, it was recognised, mirrored political developments throughout Europe, particularly in the UK where Jeremy Corbyn had just been announced as leader of the Labour party.

8. Your Chairman heard that the high-level of attention on the 2016 presidential campaign has reinforced views that there is no real appetite in Congress to get significant policy work done. It was recognised however that the President now had a freer hand to finalise trade deals having recently being granted Trade Promotion Authority (TPA) by Congress. It was the view however that the focus of the administration is on concluding negotiations for the Transpacific Partnership (TPP), and that the Transatlantic Trade and Investment Partnership (TTIP) would make significant progress only following this, and almost certainly after the new administration is in office.
9. Your Chairman heard that US attitudes towards the financial services industry remain sour and that this has made tackling the issue of regulatory relief for financial services difficult politically, particularly as popular politicians such as Elizabeth Warren have been vocal on the need for tighter rules on banks. This difficulty was illustrated by the recent lack of success in Republican-led efforts to 'water down' Dodd Frank legislation. Industry is similarly afraid to speak-up on the issue of relief due to the potential backlash, and reported that they feel they are on the defence on all fronts, with all regulatory asks being constantly rebuffed. This has left them uncertain on how to proceed and it was suggested there was now a greater need for associations to educate and raise awareness of the importance of financial services to the real economy.
10. There was a particularly high-level of interest in UK politics on this visit, largely driven by Jeremy Corbyn's recent election as Labour Party leader receiving a high degree of media coverage in the states. Interlocutors were keen to understand the drivers behind his decisive election win, the policy positions he represented and what this could mean for the UK political and business environment over the coming years. There was also keen interest in the 'surprise' result of the UK general election earlier in the year and the priority positions of the Conservative Party, including the EU referendum situation in the UK.
11. Your Chairman heard that it is strongly in the interest of US business for the UK to remain in the EU. There was growing concern that the UK could 'sleepwalk' out of the EU, making the UK a less desirable destination in which to invest and do business. There was some confusion over what the UK government hopes to get from negotiations on reforms with the EU, and it was commented that the UK's response to the ongoing refugee crisis could further damage its bargaining power and reputation among EU peers.
12. Your Chairman heard from businesses that London's success is built on mobility and open doors, and that a growing 'Fortress Britain' mentality posed

a threat to the UK's future competitiveness. There were concerns about UK government efforts to reduce skilled non-EU migration (including US) into the UK, which it was claimed could hurt their operations and potentially damage the UK's business climate. High housing costs, and the challenges it poses to talent availability, was also highlighted as a key risk to London's competitiveness as an international financial centre.

13. Your Chairman heard much praise for the structure and operation of the new Juncker European Commission. Lord Hill was viewed to have been highly effective to date as the Commissioner for Financial Stability, Financial Services and Capital Markets Union, with his efforts on the Capital Markets Union project and his open engagement with the US on various issues receiving particularly high praise.

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 there is ongoing concern about the growing regulatory burden on the global financial services industry, and the negative impact this is having on business and the real economy. It was reported that the high volume of new regulation implemented in both the US and Europe has drastically increased compliance costs and effort for the industry, which has resulted in firms paring back operations and product offerings. Correspondent banking was highlighted as a prime example where business has reduced. Interlocutors in Congress emphasised that it was the small and medium-sized enterprises that have been hit hardest by this environment, owing to their difficulties in raising finance, which has contributed to the tepid US economic recovery. The IMF shared that they have been trying to assess the overall impact of new regulatory reforms on the economy but have found this to be a challenging task. It was noted that officials in government and regulators are increasingly acknowledging that regulation may have gone too far but that the political environment has made it difficult for any action to be taken.
15. Your Chairman heard that the intense regulatory environment for banks is raising concerns about reduced liquidity in financial markets, particularly the global bond market. The liquidity of global debt markets has become a hot topic over the past year, with economists and the heads of various firms warning that this could leave markets less able to absorb major shocks and could trigger or exacerbate a financial crisis. Industry welcomed the recent report by PwC analysing the deteriorating bond market trading conditions, which urged regulators to ameliorate a liquidity crunch by revisiting parts of the post-financial crisis supervisory framework.
16. Your Chairman heard that persistent divergences in areas of US and EU financial regulation/reform continue to pose issues for many firms engaged in cross-border business due to the resulting burden of having to deal with duplicate, extraterritorial and conflicting regulatory requirements from both regimes. Such divergences were attributed to the poor cooperation and coordination of US/EU regulators in forming and implementing reforms. Firms

also reiterated their dissatisfaction with the effectiveness of the US-EU Financial Markets Regulatory Dialogue (FMRD) to date in addressing such issues.

17. On TTIP, your Chairman heard that the EU and the US still disagree on the point of including financial regulatory cooperation/coordination in the agreement, with the EU maintaining its position for and the US against. Despite this, it was noted that in recent months the US side has been more open to discussing the possibility of developing a stronger FMRD, outside of TTIP, to better address US-EU regulatory frictions. Several industry representatives, however, warned against the EU accommodating/accepting this diversion of focus at the current time, arguing that TTIP negotiations were now at a critical stage and that TTIP still presented the best opportunity to get US-EU regulatory coordination in financial services right.
18. Your Chairman heard that the OTC derivatives market, which is inherently international in nature, is a key area where EU-US divergences in rules and standards persist, particularly in approaches to margin rules and recognition of clearing houses and trading platforms. During his meeting with the Chairman of the Commodities and Futures Trading Commission (CFTC), your Chairman was assured that the CFTC is working closely with EU counterparts to harmonise rules/standards and that good progress was being made. It was acknowledged however that there was still work to do to bring both sides closer together.
19. There was keen interest in regulatory developments in the EU, particularly the progress on the Financial Transaction Tax (FTT) and the likelihood of a deal being finalised. The previous weekend had seen renewed focus on the FTT with discussions taking place around the Eurogroup meetings. Whilst the Germans and French were seen to be actively pushing for a deal, your Chairman heard mixed views on whether there was real political will and momentum to get a deal done between the countries signed up to the concept, yet alone the twenty-eight Member States.
20. Interlocutors were interested to understand the current situation at the Financial Conduct Authority (FCA) in the UK, following the recent departure of Martin Wheatley as CEO. There was the view that the FCA has been a difficult regulator to work with in the UK and that it lacked a cohesive overarching strategy. Your Chairman heard that a key issue with the FCA was that it had been pigeon-holed as retail-only and that it needed more wholesale market expertise to be effective. It was hoped this situation would be remedied with the appointment of a new head.
21. Your Chairman heard that there remained concern over the perceived arbitrary process of regulators issuing institutional fines to banks in both the US and UK, and how this approach was only really punishing shareholders. It was commented that the Tom Hayes trial in the UK (Libor scandal) had received a lot of attention in the US and would likely lead to more scrutiny of the individuals involved in financial crime.

22. Your Chairman heard that cybercrime is considered a rising threat to the financial services industry, one that firms, regulators and policymakers are all paying close attention to. Firms were positive about the close cooperation of the US and UK governments in tackling the issue, and welcomed the announcement the same week that the City of London Police, Manhattan District Attorney and Center for Internet Security (CIS) were jointly establishing the Global Cyber Alliance (GCA), an international, cross-sector, non-profit organisation designed to confront, address, and prevent malicious cyber activity through the establishment of a strong network of cyber experts and sharing of key information.

Foreign Relations

23. Your Chairman spoke at the US launch event of the Atlantic Council's new report on the Chinese currency - 'Renminbi Ascending: How China's Currency Impacts Global Markets, Foreign Policy, and Transatlantic Financial Regulation' - which was developed in partnership with the City of London Corporation, Standard Chartered and Thomson Reuters. This report examines the increasing role played by the currency in international payments and global finance, and advocates a measured policy response to the currency's availability, including stronger macroprudential and regulatory protections, proactive multilateral engagement, and heightened involvement by private market participants in the process of Chinese capital account liberalisation. Drawing on the City's strong engagement with China and efforts in promoting increased levels of RMB business in London, your Chairman discussed, alongside a panel of leading RMB/China policy experts, key issues surrounding the RMB's internationalisation, as well as views on the recent volatility in China's financial markets. Set in the context of President Xi's then imminent visit to the US, the event was extremely well received and successfully rounded off the global roll-out of the report, which included launches in London, Brussels, Hong Kong and Singapore earlier in the year.
24. During the event and other meetings, your Chairman heard the view that, while there were significant short-term economic challenges for China, there was also reason for optimism about the country's long-term growth. The recent devaluation of the currency was considered by several commentators as being predominantly motivated by a desire for it to be included in the IMF's special drawing rights (SDR) and would therefore promote further internationalisation of the currency even if it represented a short-term economic setback. It was commented that the devaluation had provoked a disproportionate response from financial markets, given that China still has significant currency reserves, desires currency stability, and is beginning to liberalise its capital account. It was argued that the devaluation was actually a sign of the RMB's ascendance in global payment systems, though it was cautioned that the currency's inclusion in SDR should be accompanied with further regulatory reforms. There was a strong view that the process of RMB internationalisation is a long one that the Chinese government will try to manage carefully, and that China is likely to play an increasing role in financial systems both regionally and globally.

25. The US relationship with China was a prominent discussion topic in meetings. Your Chairman heard that US-China relations are inherently complicated due to their historic tensions and the multitude of sensitive issues the two nations have to navigate, ranging from security to trade. There was a sense that the US still largely views China's rise with suspicion and a challenge to its political and economic leadership in the world. As such, several people were of the opinion that economic issues would likely take a back seat to issues such as cybersecurity, the South China Sea and climate change during President Xi's visit to the US. Your Chairman heard that, in many ways, the US's preoccupation and difficult relationship with the Middle East had negatively impacted its approach to foreign engagement in recent years, including its openness to strengthening relations with China.
26. The US nuclear deal with Iran was an issue of high attention in Congress – just a few days before the visit Senate Democrats had blocked a Republican resolution to reject the six-nation accord (US, UK, France, Germany, Russia and China) that had been recently announced with Iran. The Republicans your Chairman met in Congress voiced strong disapproval of the deal and were keen to understand the UK and other European positions towards it, particularly sentiment of the business community.

Corporate & Strategic Implications

27. 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".
28. The timing of this visit allowed your Chairman to update interlocutors on current political environment in the UK, particularly the dynamics and implications of the recent election of Jeremy Corbyn as Labour Party leader. This was welcomed by those he met.
29. The next visit of your Chairman to the US is planned for February 2016.

Implications

30. 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). This was a relatively short visit and travel, accommodation, hospitality and incidental expenses were in accordance with the Business Travel Scheme and totalled circa £11,000.

Conclusion

31. 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.

32. 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: 17 – 18 September 2015

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

- Roundtable discussion with Financial Services Forum and member firms
- Launch event for Atlantic Council report 'RMB Ascending: How China's Currency Impacts Global Markets, Foreign Policy, and Transatlantic Financial Regulation'
- Timothy Massad, Chairman, CFTC
- Congressman Jeb Hensarling, Chairman of House Committee on Financial Services
- Senator Bob Corker, Chairman of Senate Committee on Foreign Relations, Member of Senate Banking Committee
- Senator Richard Shelby, Chairman of Senate Banking Committee
- Ken Bentson, CEO, SIFMA
- Steve Field, UK Executive Director, IMF
- Anshul Krishan, IFC Chief of Staff, and Directors of IFC Treasury & Syndication
- James Kariuki, Counsellor for Global and Economic Policy, and Benedict Wagner-Rundell, First Secretary (Economic), British Embassy Washington D.C.
- Marc Jarsulic, Vice President of Economic Policy, and Ken Gude, Senior Fellow, Center for American Progress
- Simon Rosenberg, President/Founder of NDN
- Jon M. Huntsman, Jr., Chairman, and Dr. Chris Brummer, C. Boyden Gray Fellow, Global Business and Economics Program, Atlantic Council
- Dr. Jin Zhongxia, Executive Director for China, IMF
- Dr. Wenjian Fang, Executive Vice President, Bank of China New York
- Abel Clark, Global Managing Director, Thomson Reuters
- Shuang Ding, Chief China Economist, Standard Chartered
- Matthew Kulkin, Partner, Steptoe & Johnson LLP

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Committee: Policy and Resources	Date: 19 October 2015
Subject: Renewal of Memorandum of Understanding with the Shanghai Municipal Government	Public
Report of: Director of Economic Development	For Information
<u>Summary</u>	
<p>This paper seeks to inform your committee of the renewal of the non-binding Memorandum of Understanding (MoU) with the Shanghai Municipal Government, People's Republic of China for the period 2015 - 2018.</p> <p>The MoU underpins the City of London's relationship with Shanghai, and the Shanghai Municipal Government is keen to renew the agreement. It is a high level expression of the City of London's commitment to working with this emerging financial centre and supporting City firms to do business in the region. This MoU would have no legal or cost implications for the City of London. The MoU will be signed by the Lord Mayor during his visit to Shanghai in September 2015.</p>	
Recommendation(s)	
Members are asked to note the report.	

Main Report

Background

1. In recognition of its growing importance to the UK financial and professional services sector, the City of London has been working to strengthen links with China for a number of years. This work is principally delivered through high level visits by the Lord Mayor and your Chairman, the City of London's representative offices in Beijing and Shanghai, and the City of London Advisory Council for China. The City of London also regularly hosts senior visitors to London, including the forthcoming visit by President Xi in October 2015.
2. China's initiative to develop Shanghai as an international financial centre is a priority for the City of London's engagement with China. This has assumed additional importance since the 2010 mandate from the State Council (China's cabinet) to develop Shanghai as mainland China's international financial centre.
3. The City of London has formally worked with the Shanghai Government for over a decade, first under the 1996 City of London-Shanghai General Protocol and then under the 2007-10 and 2010 - 2014 Memorandum of Understanding. These agreements have framed the engagement between the two centres through support for Shanghai's development as a financial centre and by enhancing commercial ties between the two centres. The Shanghai Municipal Government is keen to renew the agreement, and does not have any other agreements of this nature relating to financial services

collaboration. The MoU is the only agreement that the City of London has of this nature with another financial centre.

4. The Lord Mayor Alderman Alan Yarrow, will have signed a revised MoU Yarrow, during his visit to Shanghai in September 2015. This MoU will cover the period 2015-2018. Shanghai presents significant opportunities for UK-based financial services firms, and strengthening the relationship through the MoU will support City firms to do business in the region.
5. The draft text of the MoU as submitted to the Shanghai government is attached in the annex. It follows the pattern of previous MoUs.
6. The MoU is afforded significant importance by Chinese counterparts in Shanghai, as it provides a formal mechanism for cooperation which Chinese partners find useful for example in facilitating high-level event and other activities. From the City of London's perspective it is an expression of goodwill and provides a framework which City firms find helpful. It is not legally binding, and has no cost implications for the City of London.

Financial Implications

7. The proposal to sign an MoU with Shanghai does not have any specific financial implications.

Legal Implications

8. The City of London will have no express or implied contract with the Shanghai Municipal government.

Strategic Implications

9. The signing of a revised MoU with Shanghai conforms to the Corporate Plan vision: "The City of London Corporation will support and promote the City of London as the world leader in international finance and business services, and will maintain high quality, accessible and responsive services benefiting its communities, neighbours, London and the nation". It also supports the strategic aim "To support and promote 'The City' as the world leader in international finance and business services."
10. Equal opportunities considerations have been taken into account in the preparation of this report and we are content that there will be no negative impacts.

Consultees

11. The Comptroller & City Solicitor have been consulted to assess the possible legal implications; in the preparation of this report.

Conclusion

12. In order to build on the strong relationship between the City of London and Shanghai, the MoU between the City of London and the Shanghai Municipal Government is of strategic importance. The document will be signed by the Lord Mayor and the Mayor of Shanghai.

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ANNEX

Memorandum of Understanding for the Exchange and Cooperation between Shanghai and the City of London (2015-2018)

Recalling the 1996 General Protocol and the 2007 and 2011 Memorandum of Understanding between Shanghai and the City of London, the two parties wish to reaffirm their friendly relations and commitment to strengthening understanding and promoting common prosperity and development based on the principles of equality and mutual benefit. Shanghai and the City of London will further deepen their exchange and collaboration in financial and professional services to support the development of these two international financial and shipping centres.

In support of these goals the Shanghai and the City of London hereby agree to focus their co-operation in the following areas:

1. Visit support and bilateral cooperation

- 1) To support the development of Shanghai as an international financial centre and the development of China (Shanghai) Pilot Free Trade Zone, the two parties will support visit from each side and promote exchanges between financial and professional services sectors, including attending forums and meetings in relevant professional areas.
- 2) The City of London will maintain its close relations with major financial and shipping services areas in Shanghai, to facilitate the development of industry clusters, business innovations and development of supporting industries.

2. Financial and professional services industry cooperation

- 1) Shanghai and the City of London will continue to facilitate further engagement between Shanghai-based and UK-based financial markets.
- 2) Shanghai and the City of London will encourage local financial and professional services firms to consider the relative merits of doing business and establishing a presence in each other's market. Both parties will continue to offer support to UK-based or Shanghai-based firms newly setting up or expanding their presence in each other's market.
- 3) The City of London will continue to share the UK's practices and experience in legal services, accountancy, auditing, credit rating, financial consultancy, financial talent training and professional qualifications, by providing market information, facilitating research, and assisting Shanghai to make contact with UK-based firms and associations with relevant expertise.
- 4) Shanghai and the City of London will continue to facilitate the personnel exchange between financial and professional services institutions and firms in Shanghai and the UK. The City of London will continue to give positive consideration to Shanghai-based candidates for the Mansion House Scholarship.

- 5) The City of London will assist Shanghai's research on the development of the right environment for the financial and professional services sectors. The City of London will make available to Shanghai its research reports on international markets, the competitive position of financial centres and other related subjects.

3. Development of shipping financial service industry

- 1) Shanghai and the City of London will seek to facilitate increased participation by shipping and maritime services firms in each other's market, and encourage collaborations in areas such as maritime insurance, ship broking, ship financing, freight derivatives, legal services and qualifications.
- 2) The City of London will facilitate Shanghai's links with world-class qualification bodies and education and training programmes from the UK to support Shanghai's plans to improve the comprehensive skills of the local shipping financial service industry talents.

This memorandum signed on 23 September 2015, shall enter into force on the date of its signature, in both Chinese and English in two copies. Both texts are equally authentic.

Mayor of Shanghai

the Lord Mayor of the City of London

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Committee: Policy and Resources	Dated: 19 October 2015
Subject: Public Relations Office Activities Report, July - September 2015	Public
Report of: Director of Public Relations	For Information

Summary

This report updates Members on Public Relations Office activities since the report submitted to your Committee in July 2015. Activities in this report relate to the *Communications Strategy 2015-2018* and *Public Relations Office Business Plan 2015-16*; it covers the period July to September 2015.

Recommendation

The Committee is recommended to receive this report on Public Relations Office activities during the period July to September, 2015.

OVERVIEW

1. This report highlights the activities undertaken by the Public Relations Office in the period July to September 2015, in support of the organisation's medium-term communications objectives, as detailed respectively in the *Communications Strategy 2015-18* and the *Public Relations Office Business Plan 2015-16*, and new or enhanced areas of work not necessarily covered by the *Strategy/Plan*. The highlights of the quarter and the forthcoming plans are set out below. Fuller details are contained in the attached annex.

Media coverage

2. During this quarter, media coverage was extremely positive with senior City Corporation figures reported in depth, both internationally and domestically. Major coverage achieved relates to City competitiveness (such as in Latin America and China), the UK Budget, the Airports Commission report, our research on RMB, and joint working between the

City Corporation and the City of London Police on Operation Broadway, which appeared on the front page of the *Financial Times*.

3. Among the non-financial areas in which we are involved, education featured prominently, with London-wide coverage of our academies' GCSE and A-level results, and major national coverage on the skills and employability agenda - including a full page feature in *The Times*. The culture and heritage side also received substantial national coverage, including a two-page spread in the *Sunday Times*. Our work on air quality also achieved national and London-wide coverage.

Work on new/social media

4. In respect of new media, we are developing the Lord Mayor's Show social media strategy and conducting a review of each website cluster's social media offer, with a view to consolidating/merging feeds, removing redundant ones, launching new feeds and encouraging better cross-promotion across platforms. We have also held a number of 'insight lunches' to help improve the skills of social media editors in terms of taking better pictures (events and services), and improving marketing and cross-promotion of core messaging.

Political Contact Programme

5. The City Corporation remains engaged with relevant politicians on key issues including financial services, social mobility, transatlantic trade, the European Union and education.
6. The City Corporation has hosted events in the last quarter with the Secretary of State for Education, Nicky Morgan MP; City Minister Harriet Baldwin MP; and Chief Secretary to the Treasury Greg Hands MP.
7. The City's participation and engagement in the Party Conferences is currently underway. Future activity includes breakfast with Lord Ahmad (Under Secretary for Transport); breakfast with Business, Innovation and Skills Minister Anna Soubry MP; and the London Councils Summit with the Secretary of State for Communities and Local Government, Rt Hon Greg Clark MP.

Publishing

8. The latest edition of Cityview magazine is due in December, with contents to include an update on superfast broadband coverage; the City

Corporation's position on Heathrow expansion and the role of the organisation in increasing the supply of homes. The latest City Resident is due for publication in mid-October, including the City Police Talkback. Lord Mayor's Show promotional material was published at the end of September and the associated marketing campaign has begun including posters on London Underground sites from the end of October.

9. The web team continue to assist the Housing team in Community and Children's Services with restructuring their section of the site, following similar work on Visit the City which is now complete. They have also assisted with a review of the Parking content, specifically to make this more mobile-friendly as most of this content is now accessed via a mobile device.

Public Relations Office working environment and future arrangement

10. The PR Office has continued to work closely with the Economic Development Office, the Remembrancer's Department and Mansion House, as well as other Departments across the organisation, to ensure successful improved coordination of work. In addition, the PR Office has worked closely with EDO and the Remembrancer's Department on political developments in the UK and EU, and their impact on the City.
11. On 1 November, coinciding with the retirement of Tony Halmos as Director of Public Relations, a reconfiguration of the Town Clerk's Department comes into effect. This will entail a Communications Team in the Town Clerk's office (including the current media team, as well as social media and film location work), to be headed by the newly appointed Communications Director Bob Roberts; the transfer of the corporate affairs team (including related events management) to the Economic Development Office (with the database section being transferred to the Town Clerk's office), and the transfer of the publishing team (including the website and internal communications) to the Customer Services function in the Town Clerk's office. From this date, the public Relations Office in its current form will cease to exist.

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**PUBLIC RELATIONS OFFICE ACTIVITIES
JULY – SEPTEMBER 2015**

- 1. Promoting and supporting London as the world’s leading international financial and business centre and attracting new business to the capital and the whole UK.**
- 1.1 The City Corporation has interacted with a number of key relevant politicians in this period including the City Minister Harriet Baldwin, the European Commissioner Lord Hill, the then Shadow Chancellor Chris Leslie, the Shadow Europe Minister Pat McFadden and the Chair of EU sub Committee A Baroness Falkner. Future activity is already planned with the Chief Secretary Greg Hands, the Europe Minister David Lidington and Enterprise Minister Anna Soubry.
- 1.2 The Lord Mayor/Policy Chairman’s CityAM Monday columns are posted on the corporate Facebook page along with other issues of relevance to a City audience such as the latest Economic Research reports. This remains the most ‘Liked’ City Corporation Facebook page.
- 1.3 Media coverage in this area:
 - The Lord Mayor’s visit to South America was covered in EL Financiero, [Terra](#), [La Jornada en linea](#), [Azteca Noticias](#), [El Universal](#), [AlianzaTex](#), [Proyecto 40](#), and [Escrito por Redacción](#), [La Republica](#), [Entorno Inteligente](#), [El Tiempo](#), [AlcalorPolitico](#), [IP News](#), [Economia](#), [Segs](#) and [El Tiempo](#), [Portal Fator Brasil](#), [Conteúdo Empresarial](#), [DCI](#), [Segs](#), [Globo TV](#), [Pulzo](#), [DCI](#), [Evento](#) and an interview was published in [Portafolio](#).
 - Lord Mayor Alan Yarrow was interviewed on [Radio 4’s Today](#) programme ahead of his business delegation visit to China.
 - Lord Mayor Alan Yarrow talked to Bloomberg TV’s [The Pulse](#) programme on the recent Chinese market turbulence and Jeremy Corbyn’s election as Leader of the Labour Party.
 - Coverage of the Lord Mayor’s China visit appeared in [21st century business herald](#), [Xinhua News](#) ([i](#) and [ii](#)), [People’s Daily TV](#), [China News](#),

[China News TV](#) , [Shanghai Securities Journal](#), [China Business News](#), [Shenzhen News](#), [South China Daily](#), [Shenzhen Daily](#), [China Radio International](#), [CRI English](#), [Global RMB](#), [Global Capital](#), [Hong Kong China News](#), [Treasurers](#), [Apple Daily](#), [China Business News](#), [Singtao Daily](#), [ET Net](#), [Hong Kong Commercial Daily](#) and [Guangming Daily](#).

- The Policy Chairman's China visit and his view on the RMB, Chinese stock market swing, Greece, Brexit and the UK economy, was covered by media including [BBC World Service](#), [Sky News](#), [Global Times](#), [Economic Daily and Shanghai Daily](#).
- The Lord Mayor featured in a full-page interview in the business section of the [Daily Mail](#) about his role as Lord Mayor, the City's reputation, UK banking, and the global economy.
- The Lord Mayor and Policy Chairman were quoted in the [Daily Telegraph](#) in reaction to the Budget.
- The Lord Mayor and Policy Chairman were quoted extensively in the [Evening Standard](#) following the publication of the Airports Commission.
- The Policy Chairman was quoted in [The Daily Telegraph](#), [Reuters](#), [South China Morning Post](#), [Bloomberg's 'Countdown'](#) on the City's two RMB reports.
- The [Financial Times](#) ran a front page and page 3 story on Operation Broadway, the joint City Corporation/City of London Police crackdown on investment fraud in the Square Mile. Jon Averbs, City Corporation Public Protection Director, and Detective Inspector Teresa Russell, City of London Police's Economic Crime Directorate, were interviewed.
- The [Guardian](#)'s Patrick Collinson wrote a piece on Operation Broadway after accompanying the City Police and Trading Standards on investment fraud disruption raids. The article followed an [earlier piece](#) on the same issue. Articles also appeared in the [Daily Telegraph](#) and [Financial Times](#).

2. Working in partnerships with local communities to increase skills and opportunities for all Londoners, including through the City Bridge Trust

- 2.1 The City Corporation has interacted with the Labour and Liberal Democrat candidates for Mayor, namely Sadiq Khan and Caroline Pidgeon. Similar activity with the Conservative candidate will be conducted once they are selected. The annual Party Conference activity has allowed for interaction with a range of London politicians including over 10 London MPs and a dozen Borough Leaders. Future activity in this area is planned with the Skills Minister Nick Boles and the Employment Minister Priti Patel.
- 2.2 The *Working Together* publication, bringing together case studies from the website, has been published. Libraries and communities centres in the City's surrounding boroughs have been contacted to see if their users would be interested in them stocking the publication. Response has been positive with over 1,000 copies being distributed. A new fact card using infographics to illustrate the organisation's work with local communities is also now available. It joins the City financial and culture, history and green spaces infographic cards to cover the organisation's three priorities. Copies of all three were made available at the party conferences and, together with the Working Together publication, will also be available at the London Councils event in November.
- 2.3 Media coverage for this communications priority included:
- The Policy Chairman wrote for [Telegraph Education](#) on the need to start building employability skills from primary school age.
 - Coverage of our academies' GCSE and A-level results included full page [Evening Standard](#) feature and stories in [Southwark News](#), [Islington Gazette](#), [Hackney Gazette](#), [Guardian Online](#) x 2, [BBC News Online](#), [Islington Tribune](#).
 - [The Times](#) ran a full page feature on the City of London Corporation's butchery apprenticeship programme at Smithfield Meat Market.

- The *Financial Times* included a story about the Corporation's City Business Traineeship programme.
- Wendy Mead, Chairman of the Port Health & Environmental Services Committee, was quoted in the *Financial Times* and [BBC](#) in a story on a report from the Mayor of London, which stated that up to 9,400 people died prematurely in 2010 due to air pollution.
- Port Health & Environmental Services Chairman Wendy Mead was quoted in an *Evening Standard* article as the City Corporation signs a deal with Addison Lee to go 'electric only' in four City zones.
- The Heathrow Animal Reception Centre was featured on *ITVI's Britain's Busiest Airport*.

3. Enhancing the capital as a hub of culture, history and green spaces for Londoners – residents, workers and visitors

- 3.1 A dinner discussion on archives in London is being planned.
- 3.2 A Rugby World Cup fixture card was produced in September, similar to the one produced for the Football World Cup. It included text on the City Corporation's main work and priorities including culture and green spaces and was given out at key City stations and bridges with takeup being brisk.
- 3.3 Media coverage for this communications priority included:
 - Sir Peter Blake's exclusive artwork, which commemorates 800 years of The Lord Mayor's Show, featured in a large double-page spread in the [Sunday Times](#).
 - Caroline de Stefani and Philippa Smith, conservation studio manager and principal archivist at London Metropolitan Archives, were quoted in major [Observer](#) feature on conserving old newspapers and documents.

- The [Times Educational Supplement](#) reported on a visit by children and teachers from Barham Primary School in Wembley to Guildhall to view the City of London's 1623 First Folio.
- Richard Brooks wrote in *The Sunday Times* 'Culture' supplement on the City of London Heritage Gallery's display of 7/7 tribute notes, poems and a Book of Condolence.
- *Time Out* ran a whole page feature on an Epping Forest arborist as part of its 'Quit your job and become an...' series.
- The [Evening Standard](#) interviewed Sue Ireland, Director of Open Spaces and Epping Forest arborist Thomas Izod, in an article on Love Park's Week.

4. Other PRO activities/updates

4.1 'Embedding Communications'

Director of Public Relations has continued, through August and the first half of September, to hold a series of meetings with Chief Officers across the City Corporation to discuss how to extend and enhance the embedding of communications across the organisation in order to improve the implementation of the *Communications Strategy*. The *Embedding Communications Progress Report* will be submitted to the October Chief Officers' Group Meeting.

4.2. Online

Implementing outcomes from the Customer Carewords project continues. All fixes recommended by this year's SOCITM Better Connected have now been made. Accessibility compliance is now complete for content and we await technical compliance prior to re-test. Additionally, we are about to run a pilot on the use of Google AdWords and are starting to investigate best practice around Google business listings. The corporate Twitter feed has passed 20,000 followers and the Cleansing feed has combined with @SquareHighways to provide a one-stop 'shop' for getting core messaging out and dealing with comments and complaints. We are auditing and taking ownership of the listings information with which Google, Apple and Microsoft presents users when searching for

City Corporation property or services (which can remove the need for users to go to our website).

4.3 Events

Annual City wide residents' meetings, July 6th

The annual City wide residents' meetings took place at Guildhall on 6 July with two sessions (repeated at lunch and evening), offering residents an opportunity to meet Corporation officers and members. Guests had the opportunity to visit Corporation stalls offering advice and information on libraries, air quality, mental health, adult social care, recycling and personal safety. The Chairman of Policy summarised issues of concern from last year's meeting, the Town Clerk briefed the guests on forthcoming City challenges, the Commissioner updated with the latest crime statistics and areas of focus for the City of London Police in the coming year, and Jon Avern presented on air quality in the City. Residents had the opportunity to question members of the panel on more specific areas of concern.

Women's Business Council 'Two Years On' conference and lunch, 9th July

The Government established the Women's Business Council (WBC) in 2012 to look at ways to maximise women's contribution to the UK economy. The Council published its original report in June 2013 and two years on, the WBC and the City of London hosted a conference to share thinking on progress so far and set out the strong economic case for reform, as well as celebrate the efforts of companies and individuals who have been supporting the advancement of women over the last two years. Catherine McGuinness welcomed guests to the event, Ruby McGregor-Smith, Chair of the Women's Business Council, delivered a speech setting out the work being driven forward by the WBC over the last two years, and The Rt Hon Nicky Morgan MP, Secretary for Education and Minister for Women and Equalities set out the Government's priorities for women and the critical role they have to play in the UK's economic growth. The event concluded with a lunch reception.

AIMA pre conference dinner and annual conference, 23/24 September

The City of London again hosted the annual Alternative Investment Management Association's (AIMA) conference and pre conference dinner at Guildhall on 23 and 24 September. The Policy Chairman was a guest at the 25th anniversary dinner and then welcomed guests to the conference. The conference offered over 300 hedge fund managers, prime brokers, legal and accounting firms, investors, fund administrators and independent fund directors an opportunity to hear from the Chief Secretary to the Treasury Greg Hands MP, and from speakers discussing diverse topics such as global regulation, institutional investment in hedge funds, and sound practices in relation to cyber security.

4.4 Filming

The City Film Team has been contributing, as part of a working party of central boroughs and agencies, to guidelines and an application process for film-makers wishing to film with drones, requests for which are increasing weekly. After a hectic Spring, filming activity in the months July – September has been quieter than the same period last year but still busy and many interesting productions have come in. Jamie Oliver has filmed at Billingsgate, as has BBC Breakfast; the Royal Academy of Dance carried out a photo shoot on Tower Bridge and TV dramas 'Guilt' and 'Lucky Man' have both filmed at road level on Tower Bridge; Billingsgate Market has provided large scale parking for several productions, and St Dunstan's-in-the-East Gardens has hosted several fashion shoots. Impending productions include 'War Machine', starring Brad Pitt which is filming in the City in October and the Film Team are currently working on the next Bourne Film, Jackie Chan Film, and Bridget Jones – all due to film later this year or early next year.

4.5 Internal communications

PRO continues to coordinate internal communications activities across the City Corporation. This has included continuing communications around the Service Based Reviews, City Learning Live, assisting the Cheapside Business Alliance and promoting Magna Carta-related events. The team is also working with IT on a campaign to help resolve ongoing performance issues called 'Making IT right together' to get staff to play their part. The design of the e-Leader has also been refreshed.

4.6 **Database**

The annual ward survey for the City Occupiers Database has been completed and the worker voter registration process is underway, with the first mailing of City businesses going out in August.

4.7 **Think tank engagement**

The City Corporation has engaged with a wide range of think tanks in this period. These have included the Centre for London, Bright Blue, Chatham House, CentreForum, Reform, the IPPR, Policy Network, the Centre for Policy Studies and the Institute of Economic Affairs.

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Committees	Dated:
Policy and Resources Establishment Committee	19 October 2015 29 October 2015
Subject: Town Clerk's Office (Policy and Democratic Services) Business Plan Progress Report (1 July to 30 September 2015)	Public
Report of: Town Clerk	For Information

Summary

- This report provides an activity update as at 30 September 2015 on progress towards achieving the objectives set out in the Town Clerk's Business Plan.
- Objectives due for delivery within this reporting period such as the work associated with the IIP assessment have been completed.
- Major pieces of work scheduled for the rest of the year such as the continuing program of work associated with the Service Based Review and the Re-configuration of the Town Clerk's Department are proceeding according to plan.
- Performance within the division is mostly at or above the performance level standards set within the Business Plan.
- A financial monitoring statement that covers the period 1 April 2015 to 30 September 2015 can be found at paragraph 19.
- It is expected that the Division will remain within its local risk resources in this financial year.

Recommendation

That Members note the content of this report.

Main Report

Introduction

1. The Town Clerk's Office lies at the centre of the City Corporation's strategic management processes, helping to shape the development of corporate policy and strategy. It provides corporate leadership and co-ordination at officer level. The Town Clerk's Office is also responsible for promoting high standards of corporate governance and providing support to Members and Committees. The section consists of Committee and Member Services, Corporate Policy and Performance, Corporate HR, Resilience and Community Safety, and a Business Support Unit.

Key Developments

- Satisfactory progress has been made towards achieving the actions detailed in the plan. Some of the highlights are listed below.

Leadership, Policy and Strategy

- Reconfiguration of the Town Clerk's department** – The new Director of Communications has been appointed. Bob Roberts joins us on 2 November. He was previously Director of Communications to Labour leader Ed Miliband and the political editor of the Daily Mirror.
- His appointment will coincide with a few changes to the structure of the department. The newly-created Communications Team - comprising media, digital and filming - will be located on the 2nd Floor of the West Wing. The Corporate Affairs Team are joining Economic Development to help to integrate the work promoting the City and our partnerships with communities across London. The internal communications, publishing and website functions will join our evolving Customer Services function. The City Occupiers Database team will join the Democratic Services team and the City Bridge Trust will move to the 1st Floor in the West Wing.
- The Cultural Hub** – The work to develop the complex program of work related to this project has progressed, here are some of achievements and planned activity over the coming period:

Objective	Progress	Completion by
Successful establishment and embedding of Programme Structure	The Structure is now embedded within the work of key departments, coordinated by lead officers.	Autumn 2015
Recruitment of Cultural Hub Property Director	Successfully completed with the Property Director now in post for a two-year fixed term	Spring 2015
Recruitment of Communications Consultant to work on narrative and place of the hub within overall Cultural Strategy	Communications consultant, Rebecca Driver, appointed to work with the Town Clerk's Department and cultural partners in drawing together the key communications narrative for the Cultural Hub. The Narrative is now drafted and agreed by cultural partners + COL. It will be reviewed by the Cultural Hub Working Party on 1 October. Work on a new Cultural Strategy for the Square Mile is also included in the brief and is due to commence later this month.	Feb 2016
Successful procurement of a Property Master plan for the Cultural Hub	Draft master plan has been procured...	Autumn 2015
Exploration of property options along Beech St.	An outline vision for Beech Street has been drafted by the Cultural Hub Property Director for consideration by Members. The next step will be to draft a brief for a substantial feasibility study. The study will explore the opportunities for opening up Beech St, creating more light, a welcoming and pleasant environment and unlocking latent value along the street's frontages.	June 2016

6. **Affordable Housing** -.Housing shortage in London is one of the most pressing economic and social issues that the capital faces. Led by the Director of Community and Children Services, the City Corporation's vision is to deliver an ambitious programme of housing development, providing homes of mixed tenures for those on a range of incomes. Within our social housing estates this programme will be funded through planning gain receipts, grant funding, borrowing within the Housing Revenue Account and cross subsidy from market sale of some new homes. On development sites outside of the HRA the City will explore the potential of private financing, joint ventures, borrowing or disposal to support the development of new homes.
7. The City Corporation will use its close relationship with the finance sector and stability to enable partnership across the private and public sector. The City Corporation will also work to shape and influence policy change that will enable supply and unlock opportunities. By 2025 the City Corporation will deliver 3,700 new homes on sites across the capital.

Corporate Governance and Democracy

8. **Enhancing the Common Council Meetings** – Good progress has been made with this project; proposals will be presented to the November informal meeting of the Members of the Common Council detailing enhancements to the Court agenda and the physical layout of the Court for the meetings. A report is also planned for the agenda of the November Policy and Resources Committee proposing changes to the way that the Chief Commoner is elected.
9. **Report Writing** – The project to improve the quality of report writing across the organisation has been underway since April 2015. Further guidance and advice is planned to be issued over the coming months. It is hoped that practical training sessions and fresh guidance will deliver well written, clear and concise Committee reports.

Organisational and Departmental Development

10. **Investors in People Refresh** –The second of three liP annual reviews concluded on 30 September 2015. The lead liP Assessor will give the Director of HR detailed verbal feedback on 8 October and a detailed written report will be provided on 23 October. The written report will give details of the strengths, weaknesses and development opportunities and will be used to assist us as we move into Year 3 of our three year liP assessment strategy.
11. **Workforce Strategy** - All departments have completed an initial Workforce Plan and these are currently being analysed to identify the main themes that may need a corporate intervention to suggest a collective approach. Once the analysis is complete a report will be taken to the Workforce Planning Steering Group, this is anticipated to be in October or early November. The Departmental Workforce plans have also covered certain aspects in relation to our Pay & Reward structure and this will provide useful input to the review of Pay & Reward scheduled for 2016/17

12. **Equalities and Inclusion Action Plan (EIAP)** – All six networks have been successfully launched. The Networks’ branding and communications campaign is now a standard feature on the intranet.
13. The consultant working with Chief Officer Group has completed his field work and is due to report back with his findings in October. The findings will help to redefine the Equality and Inclusion Action Plan going forward. All department business plans include equalities and inclusion actions and the Corporate Programme Delivery Unit’s Business impact assessment template now includes equalities assessment as part of the standard business impact.

Resilience

14. **Major Incident Exercises** – An exercise is planned to take place next year that will involve all of the major emergency agencies as well as Local Authorities. Exercise ‘Unified Response’ will test Local Authorities response to a declared major incident requiring the implementation of the Pan London strategic co-ordination arrangements. The City of London Corporation will play an active role, exercising its Borough Emergency Coordination Centre.
15. **The Lord Mayors Show** – The Resilience team have been working closely with officers in The Department of the Built Environment and the City of London Police to ensure that plans are in place to guarantee that the Lord Mayors show runs smoothly without incident.

Other Issues

16. **Performance Monitoring** – The Town Clerk’s Office has performed at or above most of the performance level standards that were identified within the Business Plan. One area that has caused concern is the current level of sickness absence in the department as a whole. The monthly average days lost per employee figure has increased to 0.63 in September (CoL average 0.37). A significant proportion of this figure relates to a number of long term sickness absence cases, which are being actively managed.
17. Staff turnover in the department as a whole, for the current rolling year is 22.03%. This compares to a CoL average of 14.6%. This comparatively high turnover figure has been considered by management and as a result actions have been taken in specific areas (for instance in the Committee Team) to help retain high performing staff.
18. **Business Risk** – The assessment of business risk is integrated into the business planning process, the 3 major risks that the Town Clerk is responsible for under this business plan have been reassessed as part of this update process. Currently, there are no changes in the scoring of these risks. A report considering the Town Clerk’s Department business risks in more detail is on the agenda of this Committee meeting
19. **Resources** - A summary of Policy and Democratic Services’ budgetary position, for the quarter ended 30 September, is provided below. It is expected that the division will remain within its local risk resources in this financial year.

Town Clerk's Office – (Policy and Democratic Services)

Local risk budgetary statement for the period ended 30 September 2015

Section	Latest 2015/16 £000	Budget for Year to Date £000	Actual £000	Variance YTD Ad/(Fav) £000
Town Clerk's Office (Committee & Corporate HR)	6,838	3,525	3,314	(211)
Resilience and Community Safety	633	329	317	(12)
Total	7,471	3,854	3,631	(223)

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Committee	Dated:
Policy and Resources Committee	19 October 2015
Subject: Policy and Resources Committee Risk – Town Clerk’s Department	Public
Report of: Town Clerk	For Information

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 a number of risks. In accordance with the Corporate Risk Management Strategy we are obliged to report on our corporate risks and red rated departmental risks. There are currently no red rated departmental risks and two amber rated corporate risks, as follows:

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

Recommendation

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 (until 31 October 2015); 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 Corporate and key risks were last presented to the Policy and Resources Committee in May 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 the Town Clerk's Summary Risk Register since the previous report to the Policy and Resources Committee in May 2015. The Corporate risk related to reputation (CR02) has been re-evaluated by the Chief Officer Risk Management Group and has been removed from the Corporate Risk Register. In future, the reputational risk associated with any service or major project should be evaluated and mitigated by the relevant management team.
9. Five potential risks have recently been identified as part of the business planning process for Policy and Democratic Services, and have been evaluated and added to the relevant risk register. Currently four of these risks are rated as green. These new risks relate to:
 - Succession planning
 - Conduct of elections
 - Workforce availability
 - Delivery of Service Based Review budget reductions
 - Customer Relationship Management system
10. The risk in respect of the Customer Relationship Management System is currently rated as amber whilst further work is undertaken into the robustness of the software etc.

Summary of Key Risks

11. In respect of the Policy and Resources Committee, the Town Clerk's Department is responsible for two 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**)

Details of these risks are contained in Appendix 1.

Conclusion

12. 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:

26 March 2015: Public Relations Office: Business Plan, 2015-18

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

26 March 2015: Town Clerk's Office Business Plan 2015-18

28 May 2015: Policy and Resources Town Clerk's Committee Risks

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TC Detailed risk register

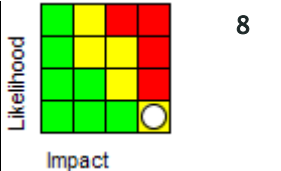
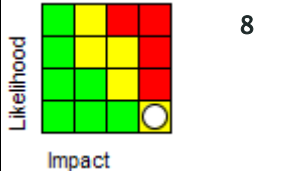
Report Author: Paul Debusse

Generated on: 08 October 2015



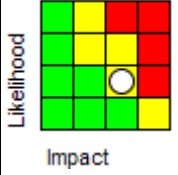
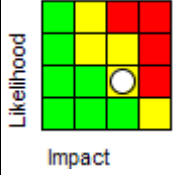
Rows are sorted by Risk Score

Code & Title: CR Corporate Risk Register 2

Risk No. & Title	Risk Description (Cause, Event, Impact)	Risk Owner	Current Risk Rating & Score	Risk Update	Target Risk Rating & Score	Target Date	Risk Trend
CR01 Resilience Risk	<p>Cause – Lack of appropriate planning, leadership and coordination</p> <p>Event – Emergency situation related to terrorism or other serious event/major incident is not managed effectively</p> <p>Effect – Major disruption to City business, failure to support the community, assist in business recovery</p>	John Barradell	 <p>Likelihood</p> <p>Impact</p>	This risk was reviewed by the SMT and the assessment score is rated as unchanged. Preparations are currently underway for the major, multi-agency exercise 'Unified Response' that is planned for next year, dates to be confirmed	 <p>Likelihood</p> <p>Impact</p>	31-Mar-2016	↔

Action Code & Title	Action Description	Action Owner	Due Date	Action Update
CR01A Emergency Exercise	Full exercise (Allovus) to test the emergency and business continuity plans across the organisation. The exercise will involve the emergency services	Gary Locker	11-Jun-2015	The exercise was completed as planned
CR01B Corporate review of Business Continuity planning	Prepare and complete a report for the Summit Group, based on the findings of a review of departmental business continuity planning	Gary Locker	30-Nov-2015	Report was originally planned to be complete in July 2015, but further work was required and the report will now be submitted to Senior Management by the end of November 2015
CR01C Exercise Co-ordinated Response	Large scale multi-agency exercise which will test the CoL's Borough Emergency Co-ordination Centre (BECC)	Gary Locker	01-Jun-2016	Work has started on arrangements for this large scale exercise

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Risk No. & Title	Risk Description (Cause, Event, Impact)	Risk Owner	Current Risk Rating & Score	Risk Update	Target Risk Rating & Score	Target Date	Risk Trend
CR02 Loss of Business Support for the City	<p>Cause – The City Corporation’s actions to promote and support the competitiveness of the business City do not succeed.</p> <p>Event – The City’s position as the world leader in international financial services is adversely affected</p> <p>Effect – The City loses its ability to attract and retain high value global business activity, both as a physical location and in mediating financial and trade flows; the City Corporation’s business remit is damaged and its perceived relevance is diminished.</p>	John Barradell		<p>Following review the risk assessment/scoring is unchanged 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>		31-Mar-2016	↔

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Action Code & Title	Action Description	Action Owner	Due Date	Action Update
CR02A Special Representative of the City to the EU	Appointment of former Foreign Office Minister, Jeremy Browne, to new position to enhance our engagement with EU policy makers.	Giles French	01-Sep-2015	Jeremy Browne is now appointed to this role
CR02B Restructure of the team working on financial and	City, EU and International Affairs teams have been restructured into City Competitiveness and Regulatory Affairs teams to remove geographical boundaries and	Giles French	01-Sep-2015	This action is now complete

professional services	provide greater policy focus to work. Job descriptions have been reviewed for same purpose.			
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Committee: Policy and Resources Committee	Date: 19 October 2015
Subject: Review of Business Plan 2015/18	Public
Report of: City Remembrancer	For Information

Summary

This report provides Members with an overview of the activities of the Remembrancer's Office for the period 1 April to 30 September 2015.

Significant progress has been made against the objectives included in the latest business plan and highlights are provided in this report. An update of the Office's local risk position for the six month period ending 30 September is also included.

Recommendation

Members are invited to receive this report.

Main Report

Background

1. The Remembrancer's Office Business Plan for 2015/18 was approved by this Committee on 28 May 2015. The plan sets out the strategic direction of the Office and demonstrates how the work of the Office supports the policy priorities described in the corporate plan. This report provides an update on performance in the six month period leading up to 30 September 2015.

Parliamentary

2. With the General Election falling at the beginning of the reporting period, the Parliamentary team has been busy analysing the Government's legislative programme and building its knowledge of the new MPs, and new appointments to the Government and Shadow Front Benches. Working with the corporate affairs branch of the Public Relations Office, the team facilitated the annual reception on the Parliamentary Terrace in June, shortly after the new Parliament commenced and MPs started work, providing an opportunity for Members, Officers and City practitioners to meet the new intake.
3. The Office has been engaged in drafting a private Bill to amend the legislation governing the City Corporation's Open Spaces. This will be deposited in the Autumn, if the Court of Common Council gives its approval. This has necessitated close working with the Open Spaces Department, consideration

by the Management Committees and Consultative Committees, and consultation with local bodies interested in specific Open Spaces.

4. The Remembrancer's Office's other legislative activity over the previous six months has included:
 - a. Providing analysis and reports on the Cities and Local Government Devolution Bill, working closely with Central London Forward and London Councils to identify how the City and the Boroughs could benefit from the Bill;
 - b. Examining the provisions of the EU Referendum Bill, in particular the scope of the restrictions on campaigning and voting qualifications;
 - c. Assessing the effects of the Psychoactive Substances Bill on the Corporation's trading standards powers and on the Police and reporting to committees;
 - d. Examination and reporting of the Charities (Protection and Social Investment) Bill as it relates to the City's social investment activities and City Bridge Trust;
 - e. Reporting on the Welfare Reform and Work Bill and its consequences for the City Corporation;
 - f. Reporting on the new duties placed on the City Corporation's educational institutions by the Counter-Terrorism and Security Act 2015;
 - g. Monitoring the progress of and reporting on the Education and Adoption Bill;
 - h. Monitoring the progress of proposed new secondary legislation to grant permanent planning rights to convert offices into homes, and advising the Department of Built Environment on the City Corporation's approach.
5. Evidence has been prepared for the following inquiries:
 - a. House of Commons Home Affairs Select Committee's inquiries into psychoactive substances and into immigration and skills shortages;
 - b. House of Lords inquiry into national policy on the built environment;
 - c. Business Innovation and Skills Committee inquiry into productivity;
 - d. Culture, Media and Sport Select Committee inquiry into connectivity.
6. In liaison with Mansion House, the Economic Development Office and other Corporation Departments, the Office has maintained an active programme of engagement with MPs and peers through briefings on matters of interest to the City, including air quality, trade and investment, broadband connectivity, immigration and the creative industries.
7. A number of themes have already emerged in this Session which are likely to remain high on the agenda for the remainder of the Parliament. Key among these is the continuing debate over whether the UK remains in the EU. Other areas include devolution, housing (especially in London), planning and productivity. Aviation is also likely to be a key policy issue in this session, and in the run up to next year's Mayoral elections, once the Government responds formally to the conclusions of the Airports Commission.

8. The Office continues to maintain its dialogue with officers at City Hall. Since April 2015 the Office has responded to committee inquiries on preventing extremism in London and the role of the third sector in employment and skills programs.
9. Team members work with officers from across the Corporation including in particular over the past six months, Departments of the Built Environment, City Surveyor, Open Spaces and Town Clerk's and the Police. Team members have regular and detailed interaction with officers from Public Relations Office, Economic Development Office, and the Comptroller and City Solicitor.
10. A member of the Office has attended the three main Party Conferences to monitor proceedings on the Conference fringe and identify policy developments. Full reports on each conference have, as usual, been circulated with the Parliamentary Brief.

City Events

11. The Office has organised in the past six months a number of events to mark occasions of national importance, including receptions following Services at St Paul's Cathedral commemorating the 75th anniversary of the Battle of Britain and the 200th anniversary of the Battle of Waterloo, and an early evening reception following a lecture to mark the 70th anniversary of the end of World War II. The City also provided hospitality to survivors and relatives attending Remembrance Services across London on the 10th anniversary of the 2005 London Bombings.
12. The City Corporation partnered the second Conference on Inclusive Capitalism which took place at Mansion House followed by a reception at Guildhall. The event attracted world business leaders and included a closing address by former US President Bill Clinton. The City Corporation continues to support the Commonwealth, hosting the 17th Commonwealth Lecture on Youth, Innovation and Sustainable Development and a dinner to mark the 600th anniversary of the Association of Commonwealth Serjeants at Arms.
13. The Office delivered a varied programme of hospitality in support of the Corporation's cultural strategy, including a City of London Festival musical performance; the second public performance in Guildhall Yard by the City's two Reserve Forces orchestras from the Honourable Artillery Company and the Royal Yeomanry; a reception to mark the Guildhall and City Business Libraries' Philately Exhibition; and an early evening reception marking the 150th anniversary of the Royal College of Organists following a recital in St Lawrence Jewry Church.
14. The City once again marked its support for HM Armed Forces by staging a flag-raising ceremony in Guildhall Yard on Armed Forces Day.
15. The Corporate Events Management Group continues to meeting regularly as part of the "joining up" initiative to increase cross-departmental co-ordination. It has considered and commented on the developing proposals emerging from

the 'effectiveness of hospitality' service based review. The group includes representatives from EDO, PRO, Remembrancer's, Barbican Centre, Mansion House, Museum of London and Culture, Heritage and Libraries.

16. In addition to the City's hospitality programme, the Office has organised 14 Committee events during the six months ending 30 September including this Committee's dinner at which two EU Commissioners spoke. Other Committee events have included dinners for the City Bridge Trust and the Health & Wellbeing Board, visits to Open Spaces' Burnham Beeches and West Ham Park and Port Health and Environmental Services' annual inspection of the Port.

Private events

17. The number of private events for the six month period ending 30 September 2015 of approximately 190 is at a similar level to last year but income has increased by £148,000 when compared to the same period last year. This is in line with the drive to attract events charged at the commercial rate.
18. Further initiatives to promote Guildhall and increase income include;
 - attracting new clients – the departmental performance indicator to identify ten new clients each year has been achieved in the first six months. New clients have included Championships Wimbledon, the International Association of Young Lawyers and the Advertising Producers Association;
 - updating our literature in relation to use of Guildhall for private lettings. The Guildhall brochure is being revamped and the website updated. The team are also looking to increase use of social media;
 - production of a joint brochure with the Barbican Centre;
 - liaising with other venues to identify areas of best practice; and
 - an improved procedure for obtaining customer feedback to identify areas of good practice and those for improvement.
19. As well as attracting new business, the Guildhall continues to accommodate many returning clients. These include the British Food and Beverage Industry, Clearview, London Platinum and Palladium Market, London School of Economics, PiXL (Partners in Excellence) Club and the Embassy of Israel.
20. The City Venues Group continues to help share best practice across City venues. Where possible, event enquiries are referred between City venues so as to keep business within City owned venues. Systems have been put in place to enable referrals between the venues to maximise the opportunities to offer accommodation.

Resources

21. Indications are that the Office's local risk budget position will remain within its local risk resources for this financial year. Following the Corporate Service Based Reviews and as agreed by this Committee in September 2014, the Office has made £50,000 savings from the Corporate Hospitality budget,

effective from this financial year, and income will as agreed increase by £50,000 in the estimates next year.

22. Proposals arising from the 'effectiveness of hospitality' review will be submitted to this Committee later this year, having first been considered by the Hospitality Working Party.
23. The Office has engaged with the cross-cutting review on income generation and has put forward suggestions to increase income for the City. Based on current bookings of Guildhall to the end of 2015/16, the estimated income of £1.4m has been exceeded by approximately £150,000 compared to the same period last year. As part of the initiative to generate additional income, a full review of the charging structure for Guildhall lettings will take place later this year and will be reported to this Committee by March 2016.
24. The Office has also commented on the tender for the new cleaning contract at Guildhall. To ensure we are able to provide a first class service and facilities to clients hiring Guildhall, the Office has requested a number of improvements to cleaning within and around the lettable areas.
25. A number of staffing changes have taken place and recruitment exercises undertaken.

Learning and development six-monthly review

26. A departmental workforce plan has been produced which will identify potential issues regarding staffing, resources and skills. A departmental workforce group has been created to discuss matters in relation to the workforce.
27. Training has been undertaken by a number of staff. This has included training to use the upgraded Artifax diary system and induction training for new members of staff.
28. The Office has provided information for the corporate reaccreditation of the Investors in People (IIP) Standard. Three staff from the Remembrancer's Office were selected and interviewed by the IIP Assessors at the second stage of the process in September and feedback is awaited.

Responsible Officer: Paul Double,
City Remembrancer

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Committee(s):	Date(s):
Policy and Resources Committee	19 October 2015
Subject: Policy Initiatives Fund/Committee Contingency	Public
Report of: Chamberlain	For Information

Summary

1. The purpose of the Policy Initiatives Fund (PIF) 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 PIF 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. The balances that are currently available in the PIF and the Committee contingency for 2015/16 are £97,300 and £129,700 respectively.

Recommendations

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 05/10/15</u>	<u>TO BE SPENT</u>	
			<u>£</u>	<u>£</u>	<u>£</u>	
	Events					
21/11/13	London Councils' London Summit - the City is to host the annual conference for 3 years	DPR	15,400	13,507	1,893	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	3,600	8,400	
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	13,737	4,263	
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	19,993	7	
30/04/15	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	15,025	(25)	
28/05/15	Proposed Project on the Impact of Immigration on the UK: City of London to sponsor a project to improve public understanding on evidence on the economic impacts of immigration	DED / DPR	30,000	30,000	0	
23/06/15	Institute for Government - Programme on "Government and Regulation": City of London to sponsor a series of public seminars and private roundtables to be held in partnership with the Institute	DPR	25,000	0	25,000	
24/09/15	City of London Corporation Aviation Policy: CoL providing financial support to the "Let Britain Fly campaign" to make the case for expansion of airport capacity in London and the South East	TC	10,000	0	10,000	
24/09/15	Renewal of City of London Corporation Think Tank Subscriptions 2015-16: renewal of membership for 8 Think Tanks: - Centre for the Study of Financial Innovation (CSFI) £5,000 - Chatham House £12,500 - European Policy Forum (EPF) £7,500 - Foreign Policy Centre (FPC) £10,000 Institute for Public Policy Research (IPPR) £12,500 - Local Government Information Unit (LGIU) £10,000 - New Local Government Network (NLGN) £12,000 - Reform £7,500	DPR	77,000	0	77,000	

<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 05/10/15</u>	<u>TO BE SPENT</u>	
			<u>£</u>	<u>£</u>	<u>£</u>	
24/09/15	Centre for European Reform: Sponsorship of Annual Ditchley Park Conference - City of London to support the major CER conference "Has the euro been a failure" taking place on 6-7 November 2015	DPR	20,000	0	20,000	
	Promoting the City					
02/05/13	TheCityUK: CoL's additional funding	DED	100,000	75,000	25,000	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	125,000	125,000	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	20,000	25,000	2 year funding: £45,000 final payment in 2016/17
24/09/15	Additional Events and Topical Issues Programme: continuation of the extended contact programmes to ensure that the City of London Corporation remains fully engaged with key audiences and strategic issues, both in the UK and abroad	DED / DPR	55,000	0	55,000	
	Communities					
22/03/13	Continued sponsorship of Teach First through support of its Higher Education Access Programme for Schools (HEAP)	DED	18,000	15,000	3,000	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	21,500	3,500	The Director of Economic Development has reviewed the phasing, £25,000 has been deferred from 2014/15
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	25,000	25,000	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	7,500	2,500	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	18,326	41,574	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

<u>ALLOCATIONS FROM PIF</u>					<u>STATUS OF BALANCE</u>	
<u>COMMITTEE DATE</u>	<u>DESCRIPTION</u>	<u>RESP OFFICER</u>	<u>ALLOCATION</u> £	<u>ACTUAL PAID</u> TO 05/10/15 £	<u>BALANCE TO BE SPENT</u> £	<u>NOTES</u>
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	25,000	25,000	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	7,247	17,753	
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
28/05/15	Support for a Study to Strengthen the City's Role in working with London's Communities: City of London to undertake a study on the challenges facing unemployed young Londoners	DED	30,000	0	30,000	
	Research					
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
28/05/15	Sponsorship of New Local Government Network (NLGN) research project: Social Capital - How Public Investment Can Drive Public Value: City of London's sponsor to host and shape events relating to NLGN's project including the launch	DPR	15,000	0	15,000	
28/05/15	Sponsorship of Centre for London Commission on Housing for Londoners on Low-to-Middle Incomes: City of London's sponsor to host and shape events relating to the Commission's project including the launch	DPR	20,000	20,000	0	
16/07/15	Sponsorship of the King's Commission on London: City of London Corporation to be one of 4-6 core outside sponsors of a two-year research project on the future challenges and issues facing London.	TC	50,000	0	50,000	2 year funding - £50k in 2016/17

ALLOCATIONS FROM PIF			STATUS OF BALANCE			
COMMITTEE DATE	DESCRIPTION	RESP OFFICER	ALLOCATION £	ACTUAL PAID TO 05/10/15 £	BALANCE TO BE SPENT £	NOTES
	Attracting and Retaining International Organisations					
19/09/13	International Valuation Standards Council (IVSC) - City of London to support the accommodation costs of the IVSC	CS	50,000	12,500	37,500	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	90,240	30,460	4 year funding - £124,500 in 2016/17 & £31,300 in 2017/18
	New Area of Work					
24/09/15	Housing & Finance Institute (HFi) - CoL becoming a founding member of HFi, a hub designed to increase both the speed and number of new homes built across all tenures in the UK by working with local authorities and the private sector	TC	40,000	0	40,000	3 year funding - £40k per year until 2017/18
			0	-	0	
	BALANCE REMAINING		1,308,700	582,474	726,226	
	TOTAL APPROVED BUDGET		187,300			
	ANALYSIS OF TOTAL APPROVED BUDGET		1,496,000			
	ORIGINAL PROVISION		750,000			
	APPROVED BROUGHT FORWARD FROM 2014/15		193,000			
	TRANSFERRED FROM CONTINGENCY		253,000			
	APPROVED ADDITIONAL RESOURCES		300,000			
	TOTAL APPROVED BUDGET		1,496,000			

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

POLICY AND RESOURCES COMMITTEE - POLICY INITIATIVES FUND

		2015/2016
		<u>£</u>
POLICY INITIATIVES FUND		
- Balance remaining prior to this meeting		187,300
<u>Less possible maximum allocations from this meeting</u>		
- Bright Blue & Localis 'Future of London' Research Proposal	20,000	
- Support for Co-Exist House	70,000	
	<hr/>	90,000
Balance		<hr/> <hr/> 97,300

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</u>	<u>BALANCE</u>	<u>NOTES</u>
<u>DATE</u>			<u>£</u>	<u>TO 05/10/15</u>	<u>TO BE SPENT</u>	
			<u>£</u>	<u>£</u>	<u>£</u>	
14/02/13	Platinum Partnership with London & Partners - the official promotional organisation for London	DCHL	25,000	25,000	0	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	42,000	0	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	12,000	0	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	3,750	11,250	£179,800 originally allocated from 2014/15, £15,000 deferred to 2015/16
23/01/14	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	15,535	9,965	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	107,429	(429)	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</u> TO 05/10/15 £	<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	12,593	12,407	
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	25,000	0	
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	11,219	61,781	
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	106,000	19,000	
			598,300	367,626.50	230,674	
	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

		2015/2016
		£
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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