



Policy and Resources Committee

Date: THURSDAY, 18 FEBRUARY 2016

Time: 1.45 pm

Venue: COMMITTEE ROOMS, 2ND FLOOR, WEST WING, GUILDHALL

Members:

Mark Boleat (Chairman)	Deputy the Revd Stephen Haines (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
Alderman Sir Michael Bear	Deputy Alastair Moss (Ex-Officio Member)
Deputy John Bennett	Deputy Joyce Nash
Sheriff & Alderman Charles Bowman	Alderman Dr Andrew Parmley
Deputy 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 (Chief Commoner, Ex-Officio Member)	Deputy Dr Giles Shilson
Simon Duckworth	Jeremy Simons
The Rt Hon the Lord Mayor, The Lord Mountevans	Sir Michael Snyder
Stuart Fraser	Deputy John Tomlinson
Marianne Fredericks	Michael Welbank (Ex-Officio Member)
George Gillon	Alderman Sir David Wootton

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 21 January 2016.

For Decision
(Pages 1 - 12)

- b) To note the draft public minutes of the Resource Allocation Sub-Committee meeting held on 14 January 2016.

For Information
(Pages 13 - 16)

- c) To note the draft public minutes of the joint Resource Allocation and Efficiency and Performance Sub-Committee meeting with Committee Chairmen held on 14 January 2016.

For Information
(Pages 17 - 18)

- d) To note the draft public minutes of the Projects Sub-Committee meeting held on 26 January 2016.

For Information
(Pages 19 - 26)

- e) To note the draft minutes of the Business Rate Payers Consultation meeting held on 3 February 2016.

For Information
(Pages 27 - 34)

4. **WARD NEWSLETTERS**

To consider a resolution from the Standards Committee meeting held on 29 January 2016 concerning the production of guidance on Ward Newsletters.

For Decision
(Pages 35 - 36)

5. **EUROPEAN UNION UPDATE**

Report of the Town Clerk.

For Information
(Pages 37 - 38)

6. **STATUTORY DISMISSAL PROCEDURES**
Resolution of the Establishment Committee meeting held on 4 February, together with a joint report of the Town Clerk and the Director of Human Resources.
For Decision
(Pages 39 - 50)
7. **DRAFT PAY POLICY STATEMENT 2016/17**
Resolution of the Establishment Committee meeting held on 4 February, together with a report of the Director of Human Resources.
For Decision
(Pages 51 - 62)
8. **INCOME GENERATION - SERVICE BASED REVIEW**
Report of the Chamberlain.
NB: This report will have been considered by the Finance Committee.
For Decision
(Pages 63 - 74)
9. **THAMES FESTIVAL TRUST - RIVERS OF THE WORLD**
Report of the Director of Economic Development.
For Decision
(Pages 75 - 78)
10. **NEW ECONOMICS - LECTURE BY YANIS VAROUFAKIS**
Report of the Director of Economic Development.
For Decision
(Pages 79 - 82)
11. **CITY OF LONDON CORPORATION'S WORK ON EMPLOYABILITY**
Report of the Director of Economic Development.
NB: the Committee will receive a short presentation from the Co-Chairs of the Study Panel, Alderman and Sheriff Bowman and Debby Ounsted CBE (Annex A of the report).
For Decision
(Pages 83 - 96)
12. **POLICY INITIATIVES FUND AND COMMITTEE CONTINGENCY**
Report of the Chamberlain.
For Information
(Pages 97 - 106)
13. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**
14. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT**

15. **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

16. **NON-PUBLIC MINUTES**

To consider non-public minutes of meetings as follows:-

- a) To agree the non-public minutes of the meeting held on 21 January 2016.

For Decision
(Pages 107 - 114)

- b) To note the draft non-public minutes of the Resource Allocation Sub-Committee meeting held on 14 January 2016.

For Information
(Pages 115 - 120)

- c) To note the draft non-public minutes of the joint Resource Allocation and Efficiency and Performance Sub-Committee meeting with Committee Chairmen held on 14 January 2016.

For Information
(Pages 121 - 122)

- d) To note the draft non-public minutes of the Projects Sub-Committee meeting held on 26 January 2016.

For Information
(Pages 123 - 132)

- e) To note the draft non-public minutes of the Hospitality Working Party Minutes held on 28 January 2016.

For Information
(Pages 133 - 138)

- f) To note the draft non-public minutes of the Ceremonials Working Party meeting held on 29 January 2016.

For Information
(Pages 139 - 144)

17. **ACADEMY EXPANSION PROGRAMME**

Report of the Director of Community and Children's Services

For Decision
(Pages 145 - 150)

18. **PROMOTING THE CITY REVIEW**

Report of the Town Clerk.

For Decision
(Pages 151 - 156)

19. **THE TOWN CLERK TO BE HEARD ON THE PROMOTING CITY REVIEW**

For Information

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

21. **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, 21 January 2016**

Minutes of the meeting of the Policy and Resources Committee held at Committee Rooms, 2nd Floor, West Wing, Guildhall on Thursday, 21 January 2016 at 1.45 pm

Present

Members:

Mark Boleat (Chairman)
Jeremy Mayhew (Deputy Chairman)
Deputy Catherine McGuinness (Deputy Chairman)
Hugh Morris (Deputy Chairman)
Deputy Douglas Barrow
Deputy John Bennett
Alderman Sir Michael Bear
Deputy Roger Chadwick (Ex-Officio Member)
Deputy Alex Deane
Deputy Billy Dove (Ex-Officio Member) The Chief Commoner
Simon Duckworth
Stuart Fraser
Marianne Fredericks
George Gillon
Deputy the Revd Stephen Haines (Ex-Officio Member)
Wendy Hyde
Vivienne Littlechild (Ex-Officio Member)
Edward Lord
Wendy Mead
Deputy Joyce Nash
Dhruv Patel (Ex-Officio Member)
Deputy Henry Pollard (Ex-Officio Member)
Alderman Dr Andrew Parmley
Deputy Dr Giles Shilson
Jeremy Simons
Sir Michael Snyder
Michael Welbank (Ex-Officio Member)
Alderman Sir David Wootton

In Attendance

Keith Bottomley
Tom Sleigh

Officers:

John Barradell	- Town Clerk and Chief Executive
Peter Kane	- The Chamberlain
Michael Cogher	- Comptroller and City Solicitor
Paul Double	- City Remembrancer
Peter Bennett	- City Surveyor
Carolyn Dwyer	- Director of Built Environment

Caroline Al-Beyerty
William Chapman

Damian Nussbaum
Bob Roberts
Nigel Lefton
Mark Emmerson
Gerald Mehrtens
Simon Murrells
Peter Lisley
Iain Simmonds
Sam Cooke
Neil Davies
Angela Roach

- Financial Services Director
- Private Secretary and Chief of Staff to the Lord Mayor
- Director of Economic Development
- Director of Communications
- Remembrancer's Department
- Education Strategy Manager
- Early Years Manager
- Assistant Town Clerk
- Assistant Town Clerk
- Assistant Director of Transportation
- Remembrancer's Office
- Town Clerk's Department
- Principal Committee and Members Services Manager

The Chairman welcomed Alderman Sir Michael Bear and Alderman Andrew Parmley as new Members of the Committee.

1. **APOLOGIES**

Apologies were received from Charles Bowman, Henry Colthurst, Baroness Scotland and John Tomlinson.

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

There were no declarations.

3. **MINUTES**

3a. The public minutes of the meeting held on 10 December 2015 were approved.

3b. The draft public minutes of the Projects Sub-Committee meeting held on 1 December 2015 were noted.

3c. The draft public minutes of the Members Privileges Sub-Committee meeting held on 10 December 2015 were noted.

4. **COMMITTEE TERMS OF REFERENCE**

The Committee considered a report of the Town Clerk concerning the Committee's terms of reference.

RESOLVED – That the terms of reference be amended to include a dedicated sub-committee for outside bodies and it be submitted to the Court of Common Council in the usual manner.

5. **HEALTH AND SOCIAL CARE SCRUTINY COMMITTEE**

The Committee considered a report of the Town Clerk concerning the constitution and terms of reference of the new Health and Social Care Scrutiny Committee.

A Member suggested that in the interests of efficiency, should this Committee have an annual Dinner consideration be given to combining it with that of the Health and Wellbeing Board.

RESOLVED – that subject to the approval of the Court of Common Council, the constitution and terms of reference of the Health and Social Care Committee be approved as set out below:-

A non-Ward Committee consisting of:-

- Any 6 Members appointed by the Court of Common Council
- 1 Co-opted Healthwatch representative.

The above shall not be Members of the Community & Children's Services Committee or the Health & Wellbeing Board

To be responsible for:-

- fulfilling the City's health and social care scrutiny role in keeping with the aims expounded in the Health and Social Care Act 2001 and Part 14 of the Local Government and Public Health Act 2007 (Patient and Public Involvement in Care and Social Care);
- agreeing and implementing an annual work programme; and
- receiving and taking account of the views of relevant stakeholders and service providers by inviting representations to be made at appropriate meetings.

6. **RESOLUTION FROM THE EDUCATION BOARD**

This item was withdrawn and it was noted that a report on the funding of Christ's Hospital and King Edward's School Witley would be prepared for consideration in due course.

7. **VOTER REGISTRATION**

The Committee considered a report of the Town Clerk on the City Corporation's voter registration activities for 2016/17.

Reference was made to the programme of activities and the funding earmarked for advertising on the London Underground (approximately £24k). Members' views were sought on whether this expenditure would be better spent on employing an additional member of staff to assist with the City Corporation's canvassing activities. The Committee supported this.

In response to a query about the registration of businesses located in multiple use premises, the Chairman explained that this was a relatively new issue which the Comptroller and City Solicitor would be looking into. There were some legal issues which would need to be addressed but the aim would be to enable as many businesses to register as possible.

Reference was made to the use of a strapline on voter registration in the annual communicating with the 800 licensed premises in the City. Members were advised that, where appropriate, it was already proposed that a strapline should be used on communication with residents and businesses.

It was also suggested that officers look into a mechanism that would allow those who expressed an interest in registering mid-year to do so. Members supported this.

RRSOLVED – That:-

1. the latest provisional results for registration on the 2016/17 Ward Lists be noted;
2. subject to comments and suggestions set out above, the various registration activities proposed during 2016 to ensure that as many people and businesses as possible on the 2017/18 Ward Lists for the 2017 Ward elections be approved as set out in report; and
3. a budget of up to £90,000 be approved to undertake the activities, the cost of which should be met from the Committee's contingency for 2016/17 and charged to City Fund.

8. LONDON COUNCILS GRANTS SCHEME

The Committee considered a report of the Town Clerk concerning the overall expenditure for, and the City Corporation's contribution towards, the London Councils Grants Scheme.

RESOLVED – that:-

1. approval be given to the total amount of expenditure to be incurred in 2016/17 under the London Councils Grants Scheme (£10.486m) as set out in appendices to the report and to the City Corporation's subscription to the Scheme (£8,047) for 2016/17; and
2. subject to the Court of Common Council's approval (as levying body for the Scheme), the levy of £9m be agreed and that it be noted that this

approval would be sought using the urgency procedures and was subject to the agreement before 1 February 2016 to the total expenditure to be incurred of at least two-thirds of the constituent councils.

9. **REGULATION OF INVESTIGATORY POWERS ACT 2000**

The Committee considered a report of the Deputy Town Clerk concerning the outcome of a recent inspection by the Office of the Surveillance Commissioners and other activities undertaken with regard to the Regulation of Investigatory Powers Act 2000 (RIPA).

RESOLVED – that the content of the report be noted and the following be approved-

1. the amended version of the City Corporation's Policy and Procedure manual (Appendix 1 of the report); and
2. RIPA uses/activities now be reported to this Committee on a six monthly basis.

10. **APPOINTMENT OF GOVERNOR OF THE MUSEUM OF LONDON**

The Committee considered a report of the Town Clerk concerning the appointment of a governor on the Board of Governors of the Museum of London.

It was noted that a further report would be submitted on the reappointment/term limits for serving as a governor on the Board.

RESOLVED - that the Rt Hon the Lord Paul Boateng be reappointed on the Board of Governors of the Museum of London for a further term of four years and that a report on the terms for serving on the Board be considered in due course.

11. **REVENUE AND CAPITAL BUDGETS FOR FINANCE COMMITTEE OPERATIONAL SERVICES**

This report was withdrawn having been referred back to the Chamberlain for further work.

12. **ANTI-TERRORISM TRAFFIC REGULATION ORDER**

The Committee considered a report of the Director of the Built Environment proposing the introduction of an Anti-Terrorism Traffic Regulation Order (ATTRO) in the City on a permanent basis.

Members were informed that details of how the Order would operate were still being discussed with Transport for London (TfL) and as a consequence it was suggested that the Order be approved in principle and that the Town Clerk be authorised to settle the details of the protocol. Members also noted that, subject

to the clarification of certain legal aspects, the Police Committee had considered and approved the introduction of the ATTRO earlier that day.

Discussion ensued on the merits of introducing a permanent ATTRO during which:-

- the Committee questioned whether the rank of the police officer required to make the decision on the instigation of the ATTRO was appropriate.
- a Member advised that he was not supportive of the action proposed. He highlighted a number of reasons for this which, amongst other things, included the lack of information on the safeguards to be put in place, there was no information on what other Forces were doing and that no consultation had taken place with central government or relevant agencies about the merits of undertaking such action.
- the Comptroller and City Solicitor referred to the issue of human rights and advised that careful consideration had been given to that aspect. He also highlighted that appropriate consultation would need to take place prior to the use of the Order.
- It was suggested that following the consultation exercise, the decision on whether to proceed with the ATTRO and the approval of the protocol should be dealt with by Committee (the Policy and Resources and Police Committees) rather than under delegated authority.

After further discussion a vote was cast. This resulted in one Member voting against the proposal.

RESOLVED – That:-

1. subject to the applicable statutory processes a permanent City ATTRO be approved in principle;
2. the Director of the Built Environment or her delegated officer be authorised to carry out consultation and publication of Notice of the proposal to make the City ATTRO;
3. the results of the evaluation of the consultation exercise and the Notice be submitted to this Committee and the relevant service committee to determine whether or not to proceed to make the City ATTRO and carry out all associated statutory processes;
4. any unresolved objections to the proposal be reported to the relevant committee to determine the next step;
5. the proposed protocol be considered by this Committee as well as the relevant service committee;

6. subject to the progress of the above recommendations a report on the use of the ATTRO be submitted to Members annually; and
7. in the event of Transport for London (TfL) agreeing to its roads in the City being included in the City ATTRO, and/or any neighbouring traffic authorities agreeing the inclusion of boundary roads within it also:-
 - a) the Comptroller and City Solicitor or his delegated officer be authorised to enter into any necessary agreements under Section 101 of the Local Government Act 1972 (or other joint working agreements) with TfL and/or neighbouring traffic authorities; and
 - b) the Director of the Built Environment or her delegated officer be authorised to amend the ATTRO to include agreed the relevant TfL roads and/or boundary roads with neighbouring traffic authorities.

13. CITY CAREERS OPEN HOUSE PROGRAMME

The Committee considered a report of the Director of Economic Development proposing the extension of the City Careers Open House Programme.

In response to a question on whether Sir John Cass School would be included in the Programme, the Chairman stated his recollection was that the School was already included but nevertheless asked officers to confirm. He added that the Programme should now be seeking to reach beyond the City's neighbouring boroughs; a proposal would be brought to the Committee in due course.

RESOLVED - That the success of the existing programme be noted and that a sum of up to £100,000 be allocated from the training, skills and job brokerage allocation of Section 106 monies to extend the City Careers Open House programme for the academic year 2016/17 to provide visits to City employers.

14. HOUSING AND PLANNING BILL

The Committee considered a report of the Remembrancer concerning the provisions of the Housing and Planning Bill.

It was noted that amongst other things the Bill was seeking to fund the extension of right to buy to housing association tenants through requiring the sale of high-value local authority housing; bringing about a shift away from affordable rental housing towards 'starter homes' for first-time buyers and enabling planning permission to be granted 'in principle' for land identified as suitable for housing.

RESOLVED – that the report be noted.

15. POLICY INITIATIVES FUND AND COMMITTEE CONTINGENCY

The Committee considered a report of the Chamberlain concerning the Policy Initiatives Fund and the Committee Contingency for 2015/16.

RESOLVED – That the report be noted.

16. QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE

There were no questions.

17. ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT

Business Rate Premium

The Committee considered a draft resolution of the joint meeting of the Resource Allocation and Efficiency and Performance Sub-Committees with Committee Chairmen held on 14 January 2016, a copy of which was laid round the table. The resolution recommended the business rate premium for 2016/17 be increased by 0.1p.

The Chairman stated that he had envisaged that consideration would be given to the premium being increased next year and possibly in the two following years with stakeholders being advised this year so that the matter was dealt with in a timely manner. He questioned whether it was wise to consider increasing the rate at this stage, especially as next year's budget for policing had already been settled and no reference to an increase had been included in the letter sent to business ratepayers. The Chairman also reminded the Committee that the Finance Committee was responsible for taxation and that this Committee would merely be forwarding its view regarding an increase based on its deliberations today.

Detailed discussion ensued on whether the business rate premium should be increased during which a number of points were raised:-

- Members were reminded that the premium had been introduced to assist with the funding required to make the City more secure and not for funding other aspects of policing.
- Consideration should be given to raising taxes at a point of need only. The policing budget had already been settled therefore it was now difficult to justify. Furthermore, any funds raised as a result of the increase would not be allocated to the 2016/17 budget but was likely to be held in reserves;
- Reference was made to forthcoming coming discussions with government regarding rates retention and the City Offset. Concern was expressed that increasing the rate at this stage might have an adverse impact on the desired outcome of those discussions;
- In order to make an informed decision it would have been helpful to have a more detailed paper;

- City stakeholders were likely to be more receptive to an increase in the premium in the current climate of heightened security and therefore the timing was appropriate. There was also an expectation by government that local powers would be utilised in order to raise funds for security.
- It was important to ensure that the City was secure and for this to be undertaken urgently. The police budget did not take into account the funding required for the security posts required to fulfil this.

After further discussion a vote was cast which resulted in:-

13 votes for a 0.1p increase in the business rate premium for 2016/17

14 votes against an increase.

RESOLVED – that:-

1. the recommendation of the joint Resource Allocation and Efficiency and Performance Sub-Committee with Committee Chairmen be noted;
2. having discussed the merits of the business rate premium being increased by 0.1p in 2016/17 in detail, and bearing in mind the forthcoming funding discussions mentioned above, this Committee feels that the current rate should be maintained for a further year; and
3. the Finance Committee be advised accordingly.

18. **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
19a-e	3
20 - 29	3

19. **NON-PUBLIC MINUTES**

19a. The non-public minutes of the meeting held on 10 December 2015 were approved.

19b. The draft non-public minutes of the Projects Sub-Committee meeting held on 1 December 2015 were noted.

19c. The draft non-public minutes of the Members Privileges Sub-Committee meeting held on 10 December 2015 were noted.

- 19d. The draft non-public minutes of the Ceremonials Working Party meeting held on 15 December 2015 were noted.
- 19e. The draft non-public minutes of the Hospitality Working Party meeting held on 11 December 2015 were noted.
20. **EFFECTIVENESS OF HOSPITALITY REVIEW**
The Committee considered and agreed a report of the Remembrancer concerning the outcome of a review into the effectiveness on the City Corporation's Hospitality arrangements.
21. **ACADEMY EXPANSION PROGRAMME**
The Committee considered and agreed a report of the Director of Community and Children's Services concerning the expansion of the City Corporation's Academy programme by sponsoring a further two schools.
22. **SERVICE BASED REVIEW SAVINGS PROGRAMME - PROFILING CHANGES**
The Committee considered and approved a report of the Chamberlain on the progress of the service based review savings programme and the changes made to it.
23. **SERVICE BASED REVIEW - TOWN CLERK'S DEPARTMENT**
The Committee considered and received a report of the Town Clerk on the progress in implementing the service based review targets in the Town Clerk's Department.
24. **MUSEUM OF LONDON RELOCATION BUSINESS CASE**
The Committee considered and agreed a report of the Chamberlain concerning the funding of the business case for the relocation of the Museum of London to Smithfield General Market.
25. **OPERATIONAL PROPERTY - SECURITY ENHANCEMENTS**
The Committee considered and agreed a report of the Town Clerk concerning a counter terrorism review of the security arrangements at a number of the City Corporation's operational properties.
26. **ADDITIONAL WORKS PROGRAMME**
The Committee considered and agreed a report of the Chamberlain concerning the additional works programmes (AWP) for 2014/15 and 2016/17.
27. **PROJECT FUNDING UPDATE**
The Committee considered and agreed a report of the Chamberlain concerning the funding of a number projects.
28. **STRATEGIC PROPERTY REVIEWS**
The Committee received annual progress reports of the City Surveyor concerning the following property estates:-

- 28a. Strategic Property Estate.
- 28b. City Fund Strategic Review.
- 28c. City's Estate Strategic Review.
- 28d. Bridge House Estates Strategic Review.

RESOLVED – that the Strategic Reviews as referred to above be noted.

29. 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 Committee noted the action taken concerning the relocation of the Museum of London.

30. QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE

There were no questions.

31. 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 for consideration.

The meeting ended at 3.30pm

Chairman

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RESOURCE ALLOCATION SUB (POLICY AND RESOURCES) COMMITTEE

Thursday, 14 January 2016

Minutes of the meeting of the Resource Allocation Sub (Policy and Resources) Committee held at Committee Rooms, 2nd Floor, West Wing, Guildhall on Thursday, 14 January 2016 at 11.00 am

Present

Members:

Mark Boleat (Chairman)
Deputy Roger Chadwick (Deputy Chairman)
Marianne Fredericks
George Gillon
Deputy the Revd Stephen Haines
Jeremy Mayhew
Deputy Catherine McGuinness
Edward Lord
Hugh Morris
Deputy Joyce Nash
Sir Michael Snyder
Deputy John Tomlinson

In Attendance

Randall Anderson

Officers:

Peter Kane	- Chamberlain
Peter Bennett	- City Surveyor
Susan Attard	- Deputy Town Clerk
Caroline Al-Beyerty	- Chamberlains
Steve Telling	- Chamberlain's Department
Graham Bell	- Chief Information Officer
Paul Nagle	- Chamberlain's Department
Peter Young	- City Surveyor's Department
Peter Lisle	- Assistant Town Clerk
Angela Roach	- Principal Committee and Members Services Manager

1. APOLOGIES

An apology for absence was received from Sir David Wootton.

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

There no declarations.

3. **MINUTES**
The minutes of the meeting held on 19 October 2015 were approved.
4. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE SUB-COMMITTEE**
There were no questions.
5. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT**
There were no items of urgent business.
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.	Paragraph(s) in Schedule 12A
8 - 12	3

7. **NON-PUBLIC MINUTES**
The non-public minutes of the meeting held on 19 October 2016 were approved.
8. **OPERATIONAL PROPERTY REVIEW**
The Sub-Committee considered and agreed a joint report of the Chamberlain and City Surveyor setting out the emerging opportunities arising from the operational property review.
9. **OPERATIONAL PROPERTY - SECURITY ENHANCEMENTS**
The Sub-Committee considered and agreed a report of the Town Clerk concerning a review of the security arrangements at a number of City Corporation operational properties.
10. **ADDITIONAL WORKS PROGRAMME**
The Sub-Committee considered and agreed a report of the Chamberlain concerning the additional works programmes for 2014/15 and 2016/17.
11. **MUSEUM OF LONDON RELOCATION BUSINESS CASE**
The Sub-Committee considered and agreed a report of the Chamberlain concerning the funding of the business case for the relocation of the Museum of London.
12. **PROJECT FUNDING UPDATE**
The Sub-Committee considered and agreed a report of the Chamberlain concerning the allocation of resources for a number of projects.
13. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE SUB-COMMITTEE**
There were no questions.

14. 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 items of urgent business.

The meeting ended at 11.45am

Chairman

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JOINT MEETING OF THE RESOURCE ALLOCATION AND EFFICIENCY AND PERFORMANCE SUB-COMMITTEE WITH COMMITTEE CHAIRMEN

Thursday, 14 January 2016

Minutes of the joint meeting of the Resource Allocation and Efficiency and Performance Sub-Committees with Committee Chairmen held at Committee Rooms, 2nd Floor, West Wing, Guildhall on Thursday, 14 January 2016 at 11.45 am

Present

Members:

Mark Boleat (Chairman)	Deputy Catherine McGuinness
Deputy Roger Chadwick (Deputy Chairman)	Edward Lord
Randall Anderson	Hugh Morris
Nigel Challis	Deputy Joyce Nash
John Fletcher	Sir Michael Snyder
Deputy Jamie Ingham Clark	Alderman Dr Andrew Parmley
Stuart Fraser	Deputy John Tomlinson
Marianne Fredericks	Philip Woodhouse
George Gillon	
Deputy the Revd Stephen Haines	
Jeremy Mayhew	

In Attendance

Alderman Nick Anstee
Deputy John Bennett
Vivienne Littlechild
Alistair Moss
Dhruv Patel
Deputy Henry Pollard
Virginia Rounding
John Scott

Officers:

Peter Kane	- Chamberlain
Caroline Al-Beyerty	- Financial Services Director
Steve Telling	- Chamberlain's Department
Peter Lisley	- Assistant Town Clerk
Angela Roach	- Principal Committee and Members Services Manager

1. APOLOGIES

An apology for absence was received from Nicholas Bensted-Smith and Sir David Wootton.

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

There were no declarations.

3. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE SUB-COMMITTEES**

There were no questions.

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

There were no items of urgent business.

5. **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 1 of Schedule 12A of the Local Government Act.

Item Nos.

Paragraph(s) in Schedule 12A

6

3

6. **OVERALL FINANCIAL POSITION AND MEDIUM TERM FINANCIAL PLANNING**

The Sub-Committees considered and supported a joint report of the Town Clerk and the Chamberlain concerning the City Corporation's overall financial.

7. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE SUB-COMMITTEES**

There were no questions.

8. **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 for consideration.

The meeting ended at 12.20pm

Chairman

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PROJECTS SUB (POLICY AND RESOURCES) COMMITTEE

Tuesday, 26 January 2016

Minutes of the meeting of the Projects Sub (Policy and Resources) Committee held at the Guildhall EC2 at 9.00 am

Present

Members:

Sir Michael Snyder (Chairman)	Deputy Catherine McGuinness
Deputy Roger Chadwick	Hugh Morris
Nigel Challis	Graham Packham
Henry Colthurst	Deputy John Tomlinson

Officers:

Peter Lisle	- Town Clerk's Department
David Bianco	- Town Clerk's Department
Christopher Braithwaite	- Town Clerk's Department
Matthew Pitt	- Town Clerk's Department
Arshi Zaman	- Town Clerk's Department
Caroline Al-Beyerty	- Chamberlain's Department
Christopher Bell	- Chamberlain's Department
Graham Bell	- Chamberlain's Department
Gary Brailsford-Hart	- City of London Police
Martin O'Regan	- City of London Police
Pauline Weaver	- City of London Police
Nicholas Gill	- City Surveyor's Department
Mark Lowman	- City Surveyor's Department
Peter Young	- City Surveyor's Department
Simon Glynn	- Department of the Built Environment
Paul Monaghan	- Department of the Built Environment
Iain Simmons	- Department of the Built Environment
Michael Dick	- Barbican Centre
Mike Saunders	- Community and Children's Services Department
Paul Murtagh	- Community and Children's Services Department
Geoff Pick	- Culture, Heritage and Libraries Department

The Town Clerk informed the Sub-Committee that the Chairman had been in contact to advise that he would be late to the meeting. In the absence of the Deputy Chairman, the Sub-Committee agreed to elect a temporary Chairman to preside over the meeting in the Chairman's absence.

RESOLVED – That Hugh Morris be elected to act as temporary Chairman until the Chairman of the Sub-Committee arrives at the meeting.

1. **APOLOGIES**

Apologies for absence were received from Mark Boleat, Christopher Hayward and Michael Welbank.

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

There were no declarations of interest.

3. **MINUTES**

RESOLVED – That the Committee approves the minutes of the last meeting held on 1 December 2015 as an accurate record.

4. **TOWER BRIDGE HV SYSTEM REPLACEMENT AND INCREASING ELECTRICAL RESILIENCE - GATEWAY 2/ ISSUES REPORT**

The Committee considered a Gateway 2 report of the City Surveyor regarding the Tower Bridge HV System – Replacement and Increasing Electrical Reliance Project. The Sub-Committee had previously considered the Gateway 2 report in October 2015 and had deferred approval, pending confirmation that Option five set out within that report (and provided at the Appendix to this report) would be considered as an option at Gateway 3/4.

RESOLVED – That the Committee approves the Project to proceed to Gateway 3/4 on the Regular Route.

5. **BREAMS BUILDING - GATEWAY 3 OUTLINE OPTIONS APPRAISAL**

The Sub-Committee considered a Gateway 3 report of the Director of the Built Environment which requested approval at Gateway 3 for a project to enhance the public realm in the vicinity of the Breams Buildings.

The Town Clerk advised that at Callover the Chairman of the Sub-Committee had suggested that this project be conditional upon receipt of Section 278 funding. The Sub-Committee agreed that this was appropriate.

RESOLVED – That the Sub-Committee:

- a) Subject to receipt of Section 278 funding, approves the Project to progress to Gateway 4 on the Regular route;
- b) Approve the Scheme Objectives as detailed in Appendix 1 of the report;
- c) Authorises the progression of the project and the release of funds amounting to £32,687, as set out in Section 16 and Appendix 4 of the report;
- d) Authorise officers to enter into a Section 278 agreement with the developer.

6. **LONDON WALL PLACE - SECTION 106 AND SECTION 278 HIGHWAY AND PUBLIC REALM IMPROVEMENT - GATEWAY 4 DETAILED OPTIONS APPRAISAL**

The Sub-Committee considered a Gateway 4 report of the Director of the Built Environment which provided the detailed options appraisal for highway and public realm improvements at London Wall Place, required to integrate the

development into the public highway. The Project would be funded by Section 106 and Section 278 funding.

The Sub-Committee noted that there were currently a number of highways projects which would have impacts upon this scheme (and each other), particularly the Bank Junction and Beech Street Tunnel projects. The Sub-Committee was keen to ensure that officers approached all of these projects in a cohesive and holistic way.

RESOLVED – That the Sub-Committee:

- a) Approves the proposed highway changes shown in Appendix 2 of the report to be progressed to detailed design;
- b) Notes that public consultation on the proposals for Options A and B (kerbside provision) follows this report;
- c) Agrees an increase in budget of £583,300 to complete detailed design as shown in Appendix 9 to the report;
- d) Delegates authority for any adjustments between elements of the £971,300 required budget to the Director of the Built Environment in conjunction with the Chamberlain's Head of Finance provided the total approved budget of £971,300 is not exceeded; and
- e) Authorises Officers to enter into any legal agreements required to progress as proposed.

At this point Sir Michael Snyder arrived at the meeting and took the Chair.

7. CONCRETE TESTING AND REPAIR AT THE BARBICAN ESTATE - ISSUE REPORT

The Sub-Committee considered an Issues report of the Director of Community and Children's Services which requested alteration to the budget structure for the Concrete Testing and Repair Project at the Barbican Estate to allow some of the repair budget (up to £600,000) to be drawn down prior to the Options Appraisal at Gateway 3.

The Chairman noted that for the Middlesex Street concrete repairs project, approval had been given to undertake any emergency repair works after informing the Chairman and Deputy Chairman of these works (to ensure proper monitoring). The Committee agreed that it would be appropriate to apply a similar approach to this project.

RESOLVED – That the Sub-Committee:

- a) approves the alteration of the budget approved at the previous Gateway from £310,000, to £600,000. This will be broken down into two budgets, testing at £262,167 and repairs at £337,833;
- b) agrees that the Chairman and Deputy Chairman should be informed immediately of any emergency works which are to be undertaken.

8. DRAFT CITY PUBLIC REALM SUPPLEMENTARY PLANNING DOCUMENT

The Sub-Committee considered a report of the Director of the Built Environment which set out the background and preparation of the City Public

Realm SPD which is intended to be adopted as a Supplementary Planning Document.

The Chairman requested that, for future versions of documents such as this, the policy implications of the proposals were summarised for Members in a more user-friendly fashion.

A Member asked whether ensuring value for money should be included as one of the key considerations for the City Public Realm SPD, or whether this was already included. The Director of the Built Environment explained that this was not currently included, and agreed that it could be.

The Chairman noted that there was a tendency when projects were funded from Section 106 or Section 278 funding to be less vigilant to value for money concerns on the basis that if the money was not spent, it could not be used on other projects anyway. The Chairman suggested that it might be beneficial for Resource Allocation Sub-Committee to consider whether a wider remit should be sought for the use of such funding to ensure value for money.

RESOLVED – That the Sub-Committee notes the report.

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

There were no questions.

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

There was one item of urgent business.

10 Trinity Square S278 - Gateway 3/4/5 Options Appraisal and Authority to Start Work - request for Delegated Authority

The Sub-Committee considered a report of the Director of Built Environment which had been put around the table which sought delegated authority to the Town Clerk (in consultation with the Chairman and Deputy Chairman) to approve the design proposal and grant approval to start work for Section 278 works at 10 Trinity Square. Approval for this was sought as an item of urgent business to ensure that the works could be completed in time for the opening of 10 Trinity Square in June 2016.

Members commented that they were generally supportive of the proposals, but agreed that, as the report had been put around the table at the meeting, all Members of the Sub-Committee should be given the opportunity to comment upon the decision to be taken under delegated authority before it being taken.

RESOLVED – That delegated authority be granted to the Town Clerk, in consultation with the Chairman and Deputy Chairman, to approve the design proposal and grant approval for Section 278 works at 10 Trinity Square. All Members of the Sub-Committee to be provided the opportunity to comment upon the decision prior to it being taken.

11. **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 item(s) on the grounds that they involve the likely disclosure of exempt information as defined in Part I of Schedule 12A of the Local Government Act.

Item(s)	Paragraph(s)
12-32	3

12. **NON-PUBLIC MINUTES**
The Sub-Committee approved the non-public minutes of the last meeting held on 1 December 2015 as an accurate record.
13. **CITY OF LONDON POLICE - TRANSFORMATION AND ACCOMMODATION PROGRAMMES**
The Sub-Committee noted a joint report of the Commissioner of the City of London Police and the City Surveyor which provided an update on the overall position of the City of London Police Transformation and Accommodation Programmes following the previous Accommodation Project report in November 2015.
14. **CITY OF LONDON POLICE INTRANET UPGRADE - GATEWAY 2 PROJECT PROPOSAL**
The Sub-Committee considered and approved a Gateway 2 report of the Commissioner of the City of London Police which proposed to replace hardware and software for the City of London's IT with a new solution that would deliver an improved and enhanced service.
15. **JOINT NETWORK REFRESH PROGRAMME FOR THE CORPORATION AND CITY OF LONDON POLICE - PROGRAMME UPDATE AND AUTHORITY TO PROGRESS JOINT LAN AND POLICE WAN PROPOSALS - GATEWAY 4 DETAILED OPTIONS APPRAISAL AND GATEWAY 5 AUTHORITY TO START WORK REPORT**
The Sub-Committee considered and approved a Gateway 4/5 report of the Chamberlain requested approval to start work for the City of London Corporation and City of London Police joint Local Area Network Project and provided an update and sought additional resources to reach Gateway 5 of the City of London Police Wide Area Network Project.
16. **END USER DEVICE REFRESH PROGRAMME - GATEWAY 4/5 DETAILED OPTIONS APPRAISAL**
The Sub-Committee considered and approved a Gateway 4/5 report of the Chamberlain which provided a detailed options appraisal of the End User Device Refresh Programme.
17. **UNIFIED COMMUNICATIONS - GATEWAY 2 PROJECT PROPOSAL**
The Sub-Committee considered and approved a Gateway 1/2 report of the Chamberlain which set out proposals for a Unified Communications Project.

18. **LONDON METROPOLITAN ARCHIVES - DIGITISATION - GATEWAY 2 PROJECT PROPOSAL**

The Sub-Committee considered and approved a Gateway 2 report of the Director of Culture, Heritage and Libraries which sought approval for a digitisation project at the London Metropolitan Archives, which would include two large scale digitisation applications to the Heritage Lottery Fund and to the Wellcome Trust. Permission was sought to enter into formal discussions with the funding bodies.

19. **AVONDALE SQUARE ESTATE - WINDOW OVERHAUL - GATEWAY 3/4 OPTIONS APPRAISAL**

The Committee considered and approved a Gateway 3/4 report of the Director of Community and Children's Services regarding window overhauls at Avondale Square Estate.

20. **AVONDALE SQUARE, GOLDEN LANE AND YORK WAY ESTATES, EXTERNAL AND INTERNAL COMMON PARTS REDECORATION - GATEWAY 3/4 OPTIONS APPRAISAL**

The Sub-Committee considered and approved a report of the Director of Community and Children's Services regarding redecoration of External and Internal Common Parts of Avondale Square, Golden Lane and York Way Estates.

21. **CCTV INSTALLATION AT CITY OF LONDON ESTATES - GATEWAY 3/4 OPTIONS APPRAISAL**

The Committee considered and approved a report of the Director of the Community and Children's Services which requested approval to appoint a consultant to draw up detailed specifications of works for CCTV installation at City of London Corporation estates.

22. **BEECH STREET PROJECT - ISSUES REPORT**

The Sub-Committee considered and approved a joint report of the Town Clerk and Director of the Built Environment sought to integrate the Beech Street Tunnel improvement project, which had been identified as a high priority in the Barbican Area Strategy Review, with the Cultural Hub Project's aspirations of transforming Beech Street.

23. **LONDON BRIDGE STAIRCASE - ISSUES REPORT**

The Committee considered and approved an Issues Report of the Director of the Built Environment which requested approval to use the project's contingency fund to increase the project budget so that the work could continue to completion.

24. **CITY OF LONDON FREEMEN'S SCHOOL MASTERPLAN DELIVERY - SWIMMING POOL REPLACEMENT - ISSUES REPORT**

The Committee considered and approved an Issues report of the Headmaster of the City of London Freeman's School and the City Surveyor which requested additional funding for the City of London Freeman's School Swimming Pool replacement project, and approval to conduct works in relation to this project.

25. **THE LORD MAYOR'S STATE COACH: CONSERVATION AND REPAIR - ISSUES REPORT**
The Sub-Committee considered and approved an Issues report of the City Surveyor which requested approval for an increased initial budget for the restoration of the Lord Mayor's State Coach.
26. **123/124 NEW BOND STREET - ISSUES REPORT**
The Sub-Committee considered and approved an Issues report of the City Surveyor which requested approval for an increased budget for the project to refurbish 123/124 New Bond Street.
27. **BARBICAN CENTRE - INTELLIGENT LIGHTING AND SYSTEMS REPLACEMENT (MOVING LIGHTS) - GATEWAY 7 PROJECT OUTCOME REPORT**
The Sub-Committee noted a Gateway 7 Outcome report of the Managing Director of the Barbican Centre which provided information of the outcomes and lessons learnt from the Barbican Centre Intelligent Lighting and Systems Replacement project.
28. **INFORMATION TECHNOLOGY PROGRAMMES - RED, AMBER AND GREEN PROJECT UPDATE**
The Sub-Committee noted a report of the Chamberlain which provided an update on all Red, Amber and Green projects within the Information Technology Programme.
29. **BUILDINGS PROGRAMME (INCLUDING HOUSING) RED AND AMBER PROJECTS**
The Sub-Committee noted a joint report of the City Surveyor and the Director of Community and Children's Services which provided an update on all Red and Amber projects within the Buildings Programme.
30. **CULTURE, HERITAGE AND LIBRARIES PROGRAMME - RED, AMBER, GREEN REPORT UPDATE**
The Sub-Committee noted a report of the Director of Culture, Heritage and Libraries which provided updates on all Red, Amber and Green projects within the Culture, Heritage and Libraries Programme.
31. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**
There were no questions.
32. **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 10.30 am

Chairman

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BUSINESS RATEPAYERS' CONSULTATION MEETING

Minutes of the BUSINESS RATEPAYERS' CONSULTATION MEETING held at Guildhall, EC2 on WEDNESDAY 3 FEBRUARY 2016 at 12.30pm.

Present

Members:

Mark Boleat	- Chairman of the Policy and Resources Committee
Deputy Roger Chadwick	- Chairman of the Finance Committee
Ian Luder JP	- Alderman
Michael Hudson	- Common Councilman
Jeremy Mayhew	- Common Councilman
Deputy Catherine McGuinness	- Common Councilman
Deputy John Tomlinson	- Common Councilman

Also in attendance were representatives from the following companies:

Abrant Ltd	Gestalten
Allenby Capital	GRF Services
Alpina	ILS Word
Alwen Hough Johnson Ltd	KIO Restaurants
ArgusVickers	Lubbock Fine
AXA Insurance	Manchester Airport Group
Bank of Korea	MBA World
Bank of Thailand	Operis Group Plc
Baring Asset Management	Oxford Property Management
Beaumont	Persia International Bank
Brookfield	Providence Row Housing Association
Camino UK	Radcliffes le Brasseur
Catalyst Development Limited	REGUS
CBRE Global Investors	Royal Humane Society
China Council for the Promotion of International Trade	SJC
City and Continental LLP	St Martins Property Corporation
Colville Estate Limited	Studio MA
Cooke, Young and Keidan LLP	TRowePrice
Cystic Fibrosis Trust	Turkish-British Chamber of Commerce and Industry
deVere and Partners	Turkiye Is Bankasi
Endeavour Insurance	Wardour Partners
Evans Hart	Winter Scott
Fincome Limited	WL Bakers
Fxecosystem	Zaiwalla

Officers Present:

John Barradell	- Town Clerk and Chief Executive
Simon Murrells	- Assistant Town Clerk
Fern Aldous	- Town Clerk's Department
Christopher Braithwaite	- Town Clerk's Department
Sabina Johal	- Town Clerk's Department
Simon Latham	- Town Clerk's Department

Peter Kane	- Chamberlain
Heather Adeyemi	- Chamberlain's Department
Caroline Al-Beyerty	- Chamberlain's Department
Carla-Maria Heath	- Chamberlain's Department
Steve Telling	- Chamberlain's Department
Ian Dyson	- Commissioner, City of London Police
Stuart Phoenix	- City of London Police
Claire Holdgate	- Remembrancer's Department
Paul Beckett	- Department of the Built Environment
Ian Hughes	- Department of the Built Environment

The following documents had been circulated to the consultees attending the meeting:

- Finance Position Statement
- Key Facts Sheet

1. Mark Boleat, Chairman of the Policy and Resources Committee, welcomed representatives to the consultation meeting and provided an explanation of the role of the City of London Corporation and his role within it. He explained that the City of London Corporation promoted the City, London and the UK as a world centre for financial services, with the City of London Corporation working with business leaders to promote London as a place to do business. He discussed the current issue of the UK's membership of the EU and stated that the majority of business with which the Corporation had consulted were in favour of the UK remaining within the EU. He explained that the Corporation would continue to support businesses and promote the City as a place for business during the upcoming referendum and beyond, regardless of the decision on EU membership.

The Chairman explained the role of tax, regulation and legislation in ensuring that London and the UK remained an attractive place for companies to do business, and highlighted the need for a decision on increased airport capacity for London. The Chairman also updated Business Ratepayers on progress with improving broadband provision for businesses and residents in the City.

The Chairman highlighted the role that London's culture offering had in attracting businesses and people to the City, and explained the City's specific contribution to the London's culture offering. He particularly highlighted the current work in relation to relocating the Museum of London and the feasibility study for a National Centre for Music.

The Chairman also noted that roadworks continued to be a major issue within the City, in part due to the ongoing Cycle Super Highway works. He explained that the Corporation continued to actively manage the roads in the City, but sought to continue to improve in this area.

2. Deputy Roger Chadwick, Chairman of the Finance Committee, explained that funding for the City of London Corporation's local authority and police functions continued to reduce, although the rate of reduction was slower than had

previously been expected, with cash reductions for 2016/17 of roughly 6% for non-police local authority functions, and 0.5% for Police functions. The Chairman highlighted that the Corporation was already in the process of delivering an £11m annual savings programme.

The Chairman explained that the Government anticipated that local authorities would be able to offset the reduction in central funding through an increase in the retention of business rates. However, he explained that changes in the threshold applied to the City meant that the Corporation's retained rates were likely to reduce, although these losses would be limited to a maximum of £1.2m per annum.

The Chairman explained that the Corporation intended to freeze Council Tax for residents. He explained that the Greater London Authority's draft budget had also indicated a reduced GLA precept for Council Taxpayers.

With regard to the Police funding position, the Chairman explained that uncertainty remained as a number of the grants for specific aspects of the Police's work had not yet been confirmed and the position remained very challenging. The Chairman explained that the majority of Police forces across the country had increased precepts in 2014/15 and all but seven had raised the precept again in 2015/16. He explained that it was anticipated that most forces would increase the precept again for 2016/17.

The Chairman explained that the Corporation was giving serious consideration to increasing the business rates premium, which had been kept at 0.4p in the pound since 2006/07, to address these funding challenges. The Chairman explained that the Corporation sought to minimise as far as possible its direct financial impact on the businesses and residents which it served within the Square Mile and beyond. However, he explained that government funding and tax revenues did not cover the cost of the Corporation's Local Government and Police functions, despite the wide-ranging savings programmes the Corporation and Police had undertaken, and returns from investments and properties.

The Chairman therefore asked the Business Ratepayers present to endorse the proposal to freeze council tax for residents and to note that an increase in the Business Rate premium was being given serious consideration.

3. Ian Dyson, Commissioner of the City of London Police, provided an update on the work of the City of London Police. He explained the challenging budget position faced by the Police, noting that roughly 80% of the budget was spent on staffing, and that staffing levels had reduced from 850 officers down to a target of 700 officers, which would continue to present challenges to deliver the high quality policing services expected by residents and businesses. He explained that the Police was actively pursuing new ways of working to drive efficiency savings to minimise the impact of budget reductions.

The Commissioner explained the impact of the Paris terrorist attacks of November 2015 on the work of the Police to keep the City safe. He explained that both the City of London Police and the Metropolitan Police had undertaken

to increase the number of armed officers to seek to address this threat, which would work alongside a large number of other projects which the Police undertook to protect businesses and residents. The Commissioner particularly highlighted the need to replace the Ring of Steel and the desire to continue to fund Counter Terrorism Security Advisors as particular budget pressures in the Police's counter-terrorism operations.

The Commissioner also explained that the Police was the national lead force for Anti-Fraud, which was an area of crime which had increased significantly over recent years. He explained that cybercrime was another area of increasing activity and this was an area in which the Police was investing.

The Commissioner also discussed road safety, and highlighted a recent operation to address unsafe cycling practices on City streets, which had led to 200 tickets being issued to cyclists. He also explained that the Police was working closely with Transport for London to ensure the safe operation of heavy goods vehicles in the City.

The Commissioner concluded that despite the budget and operational challenges facing the Police, he was confident that the City remained a positive and safe place for people to live and work.

4. John Barradell, the Town Clerk and Chief Executive, explained the Corporation's role in providing civic leadership, and highlighted that he had addressed a local Government conference earlier in the day where he had defined this role as linking people and businesses with prosperity. He explained that the Corporation's role in extended beyond the City, to providing jobs and opportunity to the rest of London and the UK.

The Town Clerk reminded Ratepayers of the upcoming Common Council elections, in March 2017, and urged Ratepayers to ensure that their businesses were properly registered so as to be able to vote in these elections. The Town Clerk highlighted that some Ratepayers may even wish to stand for election.

The Town Clerk explained that the Corporation continued to work with telecommunications companies to improve the provision of broadband to businesses and residents in the City. He also explained that the Corporation would continue to work with Transport for London to mitigate the impact of any roadworks on businesses and residents.

The Town Clerk echoed the comments of the Chairman of the Policy and Resources Committee about the work the Corporation in developing the City's cultural offer. He also advertised to Ratepayers the events to mark the 350th Anniversary of the Great Fire of London, which would take place on 2-4 September 2016.

The Town Clerk concluded by explaining to Ratepayers the full breadth of local authority services provided by the Corporation, including Children's and Adult's Services, education, planning and environmental services.

5. The Ratepayers were given the opportunity to comment on the circulated documents and to ask questions. Many Ratepayers praised the work of the City of London Police. During discussion the following questions were raised:-

Traffic, Transport and Road Use

- A Ratepayer asked what enforcement options were available in relation to delivery vehicles parking on yellow lines. The Director of the Built Environment explained that a number was available for the public to call in the event of vehicles being parked on yellow lines, to allow parking enforcement officers to attend as soon as possible.
- A Ratepayer asked whether any consideration was being given to making certain roads bus only. The Chairman of the Policy and Resources Committee explained that it was something that could be considered in some areas. The Chairman highlighted the Bank Junction as an area where consideration was being given to making an interim scheme in which the junction would be for cyclists and buses only. A Ratepayer asked for clarification as to when the restructuring of Bank Junction might take place. The Chairman of the Policy and Resources Committee explained that an interim measure was expected to be in place by the end of 2016, and appropriate permanent measures would follow two to three years after that. A Ratepayer asked whether shared space was being considered for Bank Junction. The Chairman of the Policy and Resources Committee explained that shared space would be considered where appropriate, but this was not appropriate for a seven-way junction such as Bank Junction.
- Ratepayers discussed the Police's work in addressing dangerous cyclists. The Commissioner explained that the Police had directed dangerous cyclists towards Cycle Safe schemes, and in his opinion the vast majority of cyclists used the road safely.
- A Ratepayer asked what role the Police had in addressing instances of dangerous driving by bus drivers. The Commissioner explained that its role was to investigate such instances and prosecute if appropriate.
- A Ratepayer asked what processes were in place for businesses to request the closure of roads to allow buildings works to be conducted. The Director of the Built Environment explained that in such instances Ratepayers should contact the Department of the Built Environment. However, he cautioned that road closures were challenging at present due to the work at Aldgate Gyratory and for the Cycle Super Highway, which was putting stress on the rest of the road network. The Director of the Built Environment explained that these works were expected to be completed in April 2016, at which point further road closures would be considered.
- A Ratepayer asked whether there was an intention for the extended hours of Cannon Street Station to continue following the completion of the current works at London Bridge Station. The Director of the Built Environment agreed that this could be discussed with Transport for London.

Business Rates and budgets

- A Ratepayer asked whether an increase to the business rates premium would be used solely by the Police. The Chairman of the Policy and Resources

Committee explained that any additional funding from an increased premium would be devoted solely to security, but that would not necessarily mean it was all provided to the Police.

- A Ratepayer asked whether the Police could receive further funding for its Anti-Fraud work, given the national context of this work. The Commissioner clarified that this work was funded by the Government, and was outside of the Police's core budget.
- A Ratepayer, who was also a resident of the City, explained that the reduction in the visible police presence in the City was regrettable, but understood the budgetary situation. He asked whether it would be possible for residents or businesses to voluntarily contribute a greater amount to the Police to assist and ensure a greater visible police presence. Another Ratepayer supported this suggestion. The Town Clerk suggested that this may be problematic from a legal perspective, but agreed to investigate. The Town Clerk also explained that some specific Police programmes, such as the work against Insurance Fraud, was funded by businesses from the industries affected.
- A Ratepayer asked what options were available to the Corporation to share services with local authorities to achieve efficiencies and increase the pool of resources available to all authorities. The Chairman of the Policy and Resources Committee explained that there was plenty of willingness to share services, but much of the Corporation's work was particularly specialised, given the Corporation's different role to a traditional local authority. The Town Clerk noted that the Corporation did provide assistance to local authorities in areas such as planning, emergency planning and secretariat support.

Promotion of the City

- A Ratepayer asked what role the Corporation played in improving the public perception of the City, which appeared to be broadly positive for those who lived or worked there, but was often perceived negatively elsewhere. The Chairman of the Policy and Resources Committee explained that the promotion of the City as a positive environment was a role that the Corporation took very seriously, with successive Lord Mayors actively promoting the City across the UK and the world.

Culture

- A Ratepayer asked whether there was anything that the Corporation could do to stimulate the night-time economy in the City at weekends, particularly on the North Bank of the Thames around Cannon Street. The Commissioner explained that the City did have a thriving weekend and night time economy, but this was focused elsewhere in the City.
- A Ratepayer asked for clarification as to the proposals for the redevelopment of the Smithfield Market area and the Museum of London. The Chairman of the Policy and Resources Committee explained that the proposal was for the Museum of London to be relocated to a currently vacant building at Smithfield Market and no proposals were in place to make any changes to the operational Market buildings. The Chairman explained that the relocation of the Museum provided an excellent opportunity to revitalise the Smithfield Market area.

Littering

- A Ratepayer asked whether more could be done to enforce the Butt It Out campaign against cigarette butt littering, particularly in the area of Austin Friars. The Town Clerk agreed that further work could be done, and informed the Ratepayer that he would ensure that their particular concern regarding Austin Friars was addressed.
6. Following the discussion, the Chairman of the Policy and Resources Committee concluded by thanking those present for attending the meeting and their contributions to the discussion.

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TO: POLICY AND RESOURCES COMMITTEE 18th FEBRUARY 2016

FROM: STANDARDS COMMITTEE 29TH JANUARY 2016

8. **WARD NEWSLETTERS IN THE RUN UP TO THE 2017 COMMON COUNCIL ELECTIONS**

A Member referred to the forthcoming 2017 Common Council elections and questioned whether any guidance currently existed for Members around using publications such as Ward Newsletters for what might be perceived as electioneering.

The Comptroller and City Solicitor reported that the Local Government Act 1986 touched upon this matter with regard to 'promoting political ends'.

A Member commented that this matter did not seem to be within the remit of this Committee and highlighted the fact that guidance around the appropriate use of Corporation resources was normally circulated to all Members nearer the election period.

Members went on to question the publication of the Ward Newsletters and whether there was any oversight of this at officer level given that they were produced at the Corporation's cost. The Comptroller and City Solicitor undertook to ascertain exactly what oversight of these publications was currently in place.

The Chairman suggested that a minute on this item be sent to the Policy and Resources Committee given that it was their decision a number of years ago to create Ward newsletters and to print and post these at the City Corporation's expense. It would then be for them to consider whether or not guidance on the appropriate use of these publications should be issued to Members in the run up to the 2017 elections.

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Committee: Policy and Resources Public Relations and Economic Development Sub-Committee	Date: 18 February 2016 18 February 2016
Subject: European Union Update	Public
Report of: Town Clerk	For Information
Report Author: Angela Roach, Town Clerk's Department	

Summary and Main Report

Prior to holding a referendum on whether or not the UK should stay in or leave the European Union (EU), HM Government is seeking a number of reforms to its membership of the EU. The reforms, or the "the deal" focuses principally on areas of competitiveness, the Eurozone, devolution and immigration/benefits.

Negotiations with the EU Council on the reforms are already underway and will come to a conclusion at the EU Summit in Brussels on 18 February 2016. In the event that a deal is concluded successfully and, in view of the impact of the referendum on the City Corporation's work, particularly in terms of supporting and promoting the City, the City Corporation will need to decide whether it should take a position on the referendum.

In anticipation of this, arrangements have been made to convene a special meeting of the Policy and Resources Committee on **Thursday 25th February at 1pm** to discuss how the matter should be progressed. Any recommendation arising out of that discussion will then be forwarded to the Court of Common Council for it to consider on 3 March 2016.

It is anticipated that the agenda for the special meeting will comprise a joint report of officers on the European Union Referendum Act and a separate report of the Director of Economic Development which will provide information to enable the Policy and Resources Committee to make an informed decision and recommendation on the City Corporation's position on the referendum. Given the close proximity of Government's announcement and the dates of the Committee and the Court the Director's report will be the subject of a late circulation.

Recommendation

Members are asked to note the arrangements currently in place for considering the Government's announcement on the outcome of the UK's negotiations with the EU Council and the date of the referendum.

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Agenda Item 6

TO: **FINANCE COMMITTEE**
POLICY AND RESOURCES COMMITTEE

Tuesday, 16 February 2016
Thursday, 18 February 2016

FROM: **ESTABLISHMENT COMMITTEE**

Thursday, 4 February 2016

STATUTORY DISMISSAL PROCEDURES FOR THE HEAD OF PAID SERVICE (TOWN CLERK AND CHIEF EXECUTIVE), MONITORING OFFICER (COMPTROLLER AND CITY SOLICITOR) AND CHIEF FINANCIAL OFFICER (CHAMBERLAIN)

The Committee considered a joint report of the Town Clerk and the Director of Human Resources which set out proposals for the Statutory Dismissal Procedures for the Head of Paid Service (Town Clerk and Chief Executive), Monitoring Officer (Comptroller and City Solicitor) and Section 151 Officer (Chamberlain).

A Member suggested that, rather than the oversight of the investigation being the responsibility of the Chairman of the Establishment Committee and the Chairman of the appointing Committee (either Policy and Resources Committee or Finance Committee), that the oversight of the investigation relating to any of the Relevant Officers be the responsibility of Chairman of the Policy and Resources Committee, the Chairman of the Finance Committee and the Chairman of the Establishment Committee. This would ensure that there was an odd number of Members involved in the oversight of the disciplinary procedure, and therefore ensure that a majority approach could be followed in the event of any dispute regarding the best way to proceed.

The Committee agreed with this proposal.

A Member suggested that, to ensure a quorum of Independent Persons was achieved, all three Independent Persons be appointed to the Senior Officer Review Panel. The Town Clerk clarified that the creation of the Panel and its composition was a matter for the Policy and Resources Committee. The Committee agreed that this amendment should be recommended to the Policy and Resources Committee.

A Member suggested that the role of the Panel could be fulfilled by the Standards Committee, rather than creating a new Committee for this role. The Town Clerk clarified that this would be a matter for the Policy and Resources Committee to determine, but agreed to investigate the legal position in relation to this in advance of that Committee's consideration of this report.

RESOLVED – That the Committee:

- a) Agrees that the oversight of the investigation of any complaints regarding the Town Clerk, Comptroller and City Solicitor or Chamberlain be the responsibility of the Chairman of the Policy and Resources Committee, the Chairman of the Finance Committee and the Chairman of the Establishment Committee, and requests that the Policy and Resources Committee and Finance Committee agree to an amended recommendation as such in their consideration of this report;

- b) Recommends to the Policy and Resources Committee an amendment to the proposed Terms of Reference for the Senior Officer Review Panel, such that all three Independent Persons appointed to advise the Standards Committee are appointed to the Panel.
- c) Requests that Officers investigate whether the Standards Committee could fulfil the role of the Senior Officer Review Panel.

Further note on resolution c), following investigation by Officers following the meeting
There is no legal constraint on using the Standards Committee, as the legislation that requiring a Standards Committee to be established with a specific role was repealed. However, practically speaking, it would be difficult to use the Standards Committee for this role, as it is too large with 15 Members (eight Common Councilmen or Aldermen, four co-opted Members and three Independent Persons). It may also not be appropriate to involve the co-opted Members in a decision of this nature. Furthermore, Members may wish to specifically reserve this role for senior Members of the Court.

Committee:	Date:
Establishment Committee – for information Finance Committee – for decision Policy and Resources Committee – for decision	4 February 2016 16 February 2016 18 February 2016
Subject: Statutory Dismissal Procedures for the Head of Paid Service, Monitoring Officer and Chief Financial Officer	Public
Report of: Joint Report of the Town Clerk and the Director of Human Resources	For Decision
Authors: Chris Braithwaite and Tracey Jansen	

Summary

The Local Authorities (Standing Orders) (England) (Amendments) Regulations 2015 (“the 2015 Regulations”) amended the process by which disciplinary action can be taken in respect of the Head of Paid Service (Town Clerk), Section 151 Officer (Chamberlain) and Monitoring Officer (Comptroller and City Solicitor) (hereafter referred to as “Statutory Officers”). The Regulations now only cover dismissal of these officers, rather than all formal disciplinary or capability matters.

The Establishment Committee agreed that any complaints regarding the Statutory Officers should be considered by the Chairman of the Appointing Committee (Policy and Resources Committee for the Town Clerk and Chief Executive or Comptroller and City Solicitor; Finance Committee for the Chamberlain) and the Chairman of the Establishment Committee.

These Chairmen would have responsibility for managing and overseeing the investigation of complaints (but no direct role in the investigation itself) and would consider the appropriate action to be taken. The options are to determine that no action is necessary; to determine that some disciplinary action short of dismissal may be necessary; or to determine that dismissal of the Statutory Officer is a possibility.

In the event of dismissal being an action which is considered, the Regulations require that Court of Common Council takes the final decision in the matter. The Court of Common Council is required to consider the findings of any investigation, representations from the Statutory Officer involved and, crucially, the findings of a Panel. Therefore, to comply with the Regulations, a Statutory Officer Review Panel (the Panel) must be created in accordance with requirements set out in the Regulations..

To ensure that the Panel maintains independence from any single Committee, it is proposed that the Panel be created as a Grand Committee of the Court. To ensure that there is no unnecessary delay in convening a meeting of the Panel, it is recommended that appointment to the Panel be by virtue of holding certain offices

(Chief Commoner and certain Committee Chairmanships). Proposed Terms of Reference and composition for the Panel are set out at Appendix 1.

The relevant Standing Order (set out at Appendix 2) was set out by legislation and is silent as to the investigative procedure to follow in the event of such disciplinary action being required. Therefore, it is proposed that an addition be made to the Standing Order to spell out that the procedure to be followed is that which is set out within the Statutory Officer Disciplinary Procedure.

Recommendations

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

- a) Agree that the Chairman of the Policy and Resources Committee, in conjunction with the Chairman of the Establishment Committee, will be responsible for the management of the investigation of complaints or concerns regarding the Head of Paid Service (Town Clerk and Chief Executive) or the Monitoring Officer (Comptroller and City Solicitor).
- b) Recommend to the Court the creation of a Statutory Officer Review Panel, with Terms of Reference as set out at Appendix 1.
- c) Recommend to the Court amendment of Standing Order 63 in line with the terms set out in Appendix 2.

The **Finance Committee** is asked to agree that the Chairman of the Finance Committee, in conjunction with the Chairman of the Establishment Committee, will be responsible for the management of the investigation of complaints or concerns regarding the Section 151 Officer (Chamberlain).

The **Establishment Committee** is asked note the report.

Main Report

Background

1. The Local Authorities (Standing Orders) (England) (Amendments) Regulations 2015 require that all Local Authorities (which the City of London Corporation is considered to be by the legislation) amend Standing Orders to ensure that they state that the 'relevant body' (the Court of Common Council for the Corporation) is responsible for approving dismissal of the Head of Paid Service, Section 151 Officer and the Monitoring Officer. Dismissal of any of these Statutory Officers must be approved by way of a vote at a meeting of the Authority provided it takes into account:
 - any advice, views or recommendations of a Panel
 - the conclusions of any investigation
 - any representations from the relevant officer concerned
2. The Court of Common Council agreed the amendment to Standing Orders in line with the 2015 Regulations in June 2015.

3. The Director of Human Resources has worked with the Town Clerk's Department and Comptroller and City Solicitor's Department to undertake further work into the disciplinary procedure which would be followed in the event of the potential dismissal of these relevant officers and the governance arrangements to facilitate this.
4. Dismissal for the purposes of the 2015 Regulations does not include redundancy, permanent ill health or infirmity of mind or body and does not include failure to renew a contract of employment for a fixed term unless the authority has undertaken to renew such a contract. It does include conduct and capability dismissals.

Current Position

5. A report was submitted to the Establishment Committee for consideration in December 2015, as the Committee responsible for all matters relating to the employment of City of London Corporation employees (where such matters are not specifically delegated to another Committee). This includes responsibility for disciplinary matters until delegated otherwise.
6. The Establishment Committee agreed to specific proposals to comply with the requirements of the 2015 Regulations.

Responsibility for investigation of complaints

7. The Establishment Committee agreed that responsibility for considering the action to be taken in relation to complaints received about these three Officers should be as follows:

“The Chairman of the appointing Committee for the relevant officers (Policy and Resources Committee for the Head of Paid Service and Monitoring Officer; Finance Committee for the Section 151 Officer) and the Chairman of Establishment Committee will take an initial view of any complaints or concerns raised regarding the relevant officer and determine the appropriate course of action, reporting to the Court of Common Council as appropriate where dismissal of the relevant officer is recommended. In the event that there is a conflict of interest for the Chairmen, then an alternative Committee Chairman and/or Deputy Chairman will take on this role.”

8. In the event that a formal investigation is required, it is anticipated that the relevant Chairmen would have responsibility for commissioning the investigation (but have no direct role in the investigation itself), and for considering any appropriate action as a result of the investigation's findings. The options are to determine that no action is necessary; to determine that some disciplinary action short of dismissal may be necessary; or to determine that dismissal of the Statutory Officer is a possibility.
9. In the event of any disagreement between the two Chairmen as to how to proceed, the decision of the Appointing Committee Chairman will be final.

10. The 2015 Regulations require these arrangements to be followed in relation to complaints which may result in dismissal. However, in most situations, preliminary work will need to be undertaken to determine whether a complaint could lead to potential dismissal. Therefore, it is proposed that the relevant Committee Chairman is responsible for the management and oversight of the investigation of all complaints against the Statutory Officers.

Creation of a Statutory Officer Review Panel

11. The 2015 Regulations require that, in considering the dismissal of a Statutory Officer, the Court of Common Council must consider the views or recommendations of a Panel (including Independent Persons), along with the conclusions of any investigations into the proposed dismissal and any representations from the Statutory Officer.

12. Accordingly, the Establishment Committee agreed to propose that:

a) For the purposes of considering dismissal of a Statutory Officer, that the composition of the Panel comprises three current Chairmen and at least two of the three Independent Persons appointed to the Standards Committee.

b) The Panel composition, once agreed, is set up as a Standing Committee and reporting directly to the Court of Common Council.

13. In the event of such disciplinary action being required, it would be wise to ensure that the process is not unnecessarily delayed by needing to wait until the next meeting of the Court to formally appoint Members to the Panel (or requiring the Town Clerk, who may be the officer who is subject of the investigation, to take a decision on the Membership of the Panel under urgency). Therefore, it is recommended that appointment to the Panel be on an ex-officio basis.

14. Upon reflection, Officers believe that it would be more appropriate to appoint the Chief Commoner and four Committee Chairmen to the Panel. This would ensure that, if the investigation of the incident involves the interviewing of any Committee Chairmen, they would be able to be excused from attending the meeting of the Panel without the Panel becoming too small to reasonably consider the issue. Any extension beyond five elected Members (a total panel size of seven) would seem to create too large a panel.

15. It is further recommended that Chairmen of specific Committees are appointed to the Panel. This would ensure that there is no delay in convening the Panel due to the Court first needing to appoint Members to it. The Panel must not include those Chairmen responsible for the management of the investigation of the complaint (Chairmen of Policy and Resources Committee and of Finance Committee) to ensure clarity, transparency and an independent view of the matter.

16. The simplest way to determine the appropriate Chairman is to follow the order of primacy given to Committees in the Members' Pocket Book. It is therefore proposed that the Statutory Officer Review Panel comprises:

- The Chief Commoner;
- Chairman of Planning and Transportation Committee;
- Chairman of Port Health and Environmental Services Committee;
- Chairman of the Markets Committee;
- Chairman of the Police Committee;
- two of the three Independent Persons appointed to the Standards Committee.

17. Proposed Terms of Reference for the Panel are set out at Appendix 1.

18. The Director of Human Resources will be responsible for providing advice on the administration, application and overview in relation to the disciplinary procedures for the three Statutory Officers. Where it is considered that there is a conflict of interest, an external senior human resources and/or legal adviser will be sourced to support the process as appropriate.

19. There is no requirement for the Panel to undertake in person any investigation into the matter of concern. It is recommended that it reviews the findings of the investigator and any representations made by the Statutory Officer before forming a view on the matter.

Statutory Officer Disciplinary Procedure

20. Based on the proposals agreed by the Establishment Committee, and subject to approval of recommendations set out in this report Officers will update the Disciplinary Procedure for the Statutory Officers. The Statutory Officers will be consulted on the revised Procedure before it is referred to the Establishment Committee for approval.

Amendment to Standing Orders

21. The 2015 Regulations required that specific text be included with Standing Orders. The Standing Order does not provide information regarding the process to be followed in the event of disciplinary action being considered against one of the Statutory Officers. Therefore, it is proposed that the following is added to Standing Orders:

“Officers shall ensure that any action to consider the dismissal of a Statutory Officer shall comply with the provisions contained within the City of London Corporation’s Statutory Officer Disciplinary Procedure”

22. This change has been incorporated into the proposed updated Standing Order extract at Appendix 2, and is intended to mirror the process which is applied to Project Management (Standing Order 50(2)).

Representations by Statutory Officer

23. The regulations are clear that the Court of Common Council, in considering the potential dismissal of one of the Statutory Officers, must take into account any representations made by the officer. While it is anticipated that the officer would make written representations to the Court of Common Council, it would not be reasonable to prevent an officer from responding to allegations made against them when dismissal is being considered. Officers are not usually permitted to address the Court. However, an exception would clearly be made in this instance.

Proposals

24. There is a need to finalise the arrangements for taking disciplinary action against the three Statutory Officers in light of the 2015 Regulations. Members are asked to consider and agree the recommendations in order that the revised arrangements can be put in place.

Corporate & Strategic Implications

25. The 2015 Regulations have reduced the statutory requirements in relation to disciplinary matters. This is in line with the City Corporation's HR Strategy to simplify and standardise HR policies and procedures. The 2015 Regulations give us the opportunity to review the current procedures that apply to the Statutory Officers and to bring these in line with our Managing People standards and principles whilst at the same time ensuring compliance with the new statutory requirements.

Implications

26. These are included in the body of the report.

Conclusion

27. There is requirement to comply with the new 2015 Regulations in relation to the statutory dismissal procedures for the Head of Paid Service, Monitoring Officer and Section 151 Officer. The report sets out the proposed decision making structures and roles that need to be put in place to comply with the Regulations.

Appendices

- Appendix 1 – Statutory Officer Dismissal Panel Terms of Reference
- Appendix 2 – Standing Order 63 (amended)

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STATUTORY OFFICER REVIEW PANEL

1. **Constitution**

A Non-Ward Committee consisting of,

- The Chief Commoner for the time being
- The Chairman of the Planning and Transportation Committee for the time being
- The Chairman of the Port Health and Environmental Services Committee for the time being
- The Chairman of the Markets Committee for the time being
- The Chairman of the Police Committee for the time being
- Two of the Independent Persons of the Standards Committee

2. **Quorum**

The quorum consists of any three Members, including one Independent Person.

3. **Terms of Reference**

To make recommendations to the Chairman of the Appointing Committee (who will make subsequent recommendations to the Court of Common Council) regarding the dismissal of the Head of Paid Service (Town Clerk and Chief Executive), Monitoring Officer (Comptroller and City Solicitor) or Section 151 Officer (Chamberlain).

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63. Disciplinary Action

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

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

Agenda Item 7

TO: **POLICY AND RESOURCES COMMITTEE**

Thursday, 18 February 2016

FROM: **ESTABLISHMENT COMMITTEE**

Thursday, 4 February 2016

DRAFT PAY POLICY STATEMENT 2016/17

The Committee considered a report of the Director of Human Resources which provided the draft Pay Policy Statement for 2016/17.

A Member suggested that an amendment be made to the list of Senior Management staff at paragraph 14 of the Statement to include the Headteachers of the three Independent Schools and the Remembrancer, with the note at paragraph 15 explaining that they were different from Senior Management for pay purposes. The Member also suggested that the final sentence of paragraph 15 state that the Remembrancer is "The post of Remembrancer is *currently* aligned to Senior Civil Service pay scales." The Director of Human Resources agreed that these amendments could be added to the Statement.

RESOLVED – That subject to the amendments above, the Committee commends the draft Pay Policy Statement for 2016/17 to the Policy and Resources Committee and Court of Common Council for approval.

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Committee: Establishment Committee Policy & Resources Committee Court of Common Council	Date: 4 February 2016 18 February 2016 3 March 2016
Subject: Draft Pay Policy Statement 2016/17	Public
Report of: Director of Human Resources	For Decision
Report author: Janet Fortune	

Summary

The Localism Act 2011 requires the City of London Corporation to prepare and publish a Pay Policy Statement setting out its approach to pay for the most senior and junior members of staff. This must be agreed each year by the full Court of Common Council.

The Court of Common Council has now received the pay policy statements for 2012/13, 2013/14, 2014/15 and 2015/16. The statement has now been updated for 2016/17 and is being presented for consideration by the Establishment Committee on 4 February 2016 and Policy and Resources Committee on 18 February 2016, prior to submission to the Court of Common Council on 3 March 2016.

Recommendation:

Members are asked to agree the attached draft Pay Policy Statement 2016/17 to ensure the City Corporation meets its requirements under the Localism Act 2011.

Main Report

Background

1. Under Section 38(i) of the Localism Act 2011 (the Act), all local authorities are required to produce and publish a statement setting out their pay policies. The aim of the Act is that authorities should be open, transparent and accountable to local taxpayers. Pay statements should set out the authority's approach to issues relating to the pay of its workforce, particularly senior staff (or chief officers on the Senior Management Grade) and its lowest paid employees.
2. The Department for Communities and Local Government has published guidance and the City Corporation must have regard to this guidance in formulating a pay policy statement. In addition, the Secretary of State has published a Code of Recommended Practice for Local Authorities on Data Transparency which is also of relevance in complying with the Act.
3. The pay policy statement must be agreed and published by 31st March each year. The statement must be also agreed, each year, by the full Court of Common Council in open session. Should any changes to the pay statement arise during the course of the year, a revised statement must come before the full Court.

Current Position

4. Attached to this report is an updated draft pay policy statement for 2016/17 for consideration by Members. Subject to any comments from either Establishment Committee or Policy & Resources Committees, the draft statement will be placed before the Court at its meeting in March to enable the City Corporation to meet the deadlines specified in the Act.
5. There are no significant changes in the statement this year, but it has been updated to reflect any changes to pay since the last statement (e.g. the 2015 pay award and the revised statutory maximum week's pay for redundancy purposes). The policy statement has not been amended to reflect changes that may arise from the Government's intention to introduce restrictions on exit pay packages for employees leaving public-sector jobs. This is because the proposed restrictions have not been finalised and the statement is dated as being written in January 2016. However, members may wish to note that any such restrictions may require some amendment to our severance packages for high-earning employees, and give rise to considerations about how we deal with the pension provision for employees aged 55 or over who is dismissed for reasons of redundancy or business efficiency (see paragraphs 32 and 34 of the statement).

Conclusion

6. In order to meet the requirements of the Localism Act, the City Corporation must agree and publish a pay policy statement which has been agreed in open Court of Common Council. Members are asked to consider and agree the draft statement as presented.

Appendices: Draft Pay Policy Statement for 2016/17

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CITY OF LONDON CORPORATION

PAY POLICY STATEMENT 2016/17

Introduction

1. Section 38(i) of the Localism Act 2011 (the Act) has required local authorities since the financial year 2012/13 to produce a pay policy statement for each financial year. This applies to the City of London Corporation in its capacity as a local authority and this document meets the requirements of the Act for the City of London Corporation for the financial year 2016/17.
2. We are required to set out our approach to a range of issues, particularly those relating to remuneration for senior staff (Chief Officers on the Senior Management Grade) and our lowest-paid staff. These provisions do not apply to staff of local authority schools or teaching staff in the three City Schools.
3. The provisions of the Act require that authorities are more open about their local policies and how local decisions are made. The Code of Recommended Practice for Local Authorities on Data Transparency enshrines the principles of transparency and asks authorities to follow three principles when publishing data they hold: responding to public demand; releasing data in open formats available for re-use; and, releasing data in a timely way. This includes data on senior salaries and the structure of the workforce.
4. All decisions on pay and reward for senior staff must comply with this statement. The statement must be reviewed annually and agreed by the Court of Common Council.
5. This statement relates to our local, police and port health authority functions. The Act does not require authorities to publish specific numerical data on pay and reward in their pay policy document. However, information in this statement should fit with any data on pay and reward which is published separately. The City Corporation operates consistent pay policies which are applied across all of our functions. Further details of the grade structures and associated pay scales can be found on our website at:

<http://www.cityoflondon.gov.uk/about-the-city/who-we-are/Pages/senior-officer-and-general-salary-scales.aspx>

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

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

Background

7. All pay and terms and conditions of service are locally negotiated with our recognised trade unions or staff representatives. In 2006/07 extensive work was undertaken on a review of our pay and grading structures. As a result, the principles set out in the guidance to the Act have already generally been addressed although the Act set out some additional requirements which are covered by this statement.
8. In 2007 we implemented a number of core principles, via collective agreement, to form the City Corporation's pay strategy. This moved the pay and reward strategy from one based entirely on time-served increments to one which focusses on a balance between incremental progression, individual performance and contribution to the success of the organisation. A fundamental element of the strategy is that achievement of contribution payments is more onerous and exacting the more senior the member of staff.
9. There has been a pay award of 2% on basic salaries agreed for all staff commensurate with the Government's pay policy. This was agreed by delegated authority from the Court of Common Council in June 2015 and was effective from 1 July 2015. A 2% increase was also added to the London Weighting allowance rates for all staff. London Weighting allowance rates do not differ between Grades of staff.
10. As at January 2016, no directly employed member of staff was paid below the London Living Wage (Apprentices being paid in proportion to this). The City of London also agreed to pay all casual and agency workers the London Living Wage from 1 April 2014 and this is reviewed each year in line with any changes.

Staff below Senior Management

11. All staff employed by the City Corporation below the Senior Management Grade have been allocated to one of 10 Grades (Grades A-J), other than in a very small number of exceptional cases, such as apprentices. All such posts were reviewed under Job Evaluation, ranked in order and allocated to a Grade following the Pay & Grading Review in 2007. The evaluation scheme was independently equalities-impact-assessed to ensure that it was inherently fair and unbiased. The scheme, how it is applied, the scoring mechanism and how scores relate to Grades are published on our Intranet so staff can be assured that the process is fair and transparent. In addition, there is an appeal mechanism agreed with the recognised trade unions and staff representatives.

12. The lowest Graded and paid staff are in Grade A as determined by the outcomes of the job evaluation process. The current lowest point on Grade A is £18,700 including a London Weighting allowance for working in Inner London. The current pay range for Grades A - J is £18,330 to £92,870 inclusive of Inner London Weighting of £5,500 for non-residential employees.

- Grades A-C are the lowest grades in the City Corporation. They have up to 6 increments which can be achieved subject to satisfactory performance. There is no Contribution Pay assessment. However, employees in these Grades have the opportunity if they have undertaken exceptional work to be considered for a Recognition Award up to a maximum level set corporately each year (this has been £500 in each year since 2010).
- Grades D-J have 4 'core' increments and 2 'contribution' increments. Progression through the 4 'core' increments is subject to satisfactory performance. Progression into and through the 2 'contribution' increments requires performance to be at a higher than satisfactory level. Once at the top of the scale, for those who achieve the highest standards of performance and contribution, it is possible to earn a one-off non-consolidated Contribution Payment of up to 3% or 6% of basic pay depending on the assessed level of contribution over the previous year.
- The Senior Management Grade comprises the most senior roles in the organisation. As these are distinct roles, posts are individually evaluated and assessed independently against the external market allowing each post to be allocated an individual salary range within the Grade. Any increase in salary (whether through incremental progression or a cost-of-living award) is entirely dependent on each individual being subject to a rigorous process of assessment and evaluation, and is based on their contribution to the success of the organisation.

13. The City Corporation operates a distribution curve to advise on a fair and consistent distribution of Contribution Payments for staff in Grades D-J. This ensures that, in any one year, no more than approximately 75% of eligible staff are able to progress to the 2 higher contribution increments. Approximately 50% of eligible staff may receive a one-off Contribution Payment in any given year. For the appraisal year ending March 2015, 66% of eligible staff were allowed to move into the two higher contribution increments and 55% of eligible staff received a one-off non-consolidated contribution payment.

Senior Management

14. The term Senior Management incorporates the following posts:

- Town Clerk & Chief Executive
- Chamberlain
- Comptroller & City Solicitor

- Remembrancer
 - City Surveyor
 - Director of the Built Environment
 - Managing Director of the Barbican Centre
 - Principal of the Guildhall School of Music & Drama
 - Director of Community & Children's Services
 - Deputy Town Clerk
 - Director of the Economic Development Office
 - Private Secretary & Chief of Staff to the Lord Mayor
 - Director of HR
 - Director of Culture, Heritage & Libraries
 - Director of Markets & Consumer Protection
 - Director of Open Spaces
15. The Head Teachers of the City of London School, City of London School for Girls and City of London Freemen's School are not part of the Senior Management Group for the purposes of pay (their pay is governed by a separate teaching pay scale). The post of Remembrancer is aligned to Senior Civil Service pay scales.
16. It should be noted that not all of the costs of the above posts are funded from public resources. The City of London is not an ordinary local authority, in that it has private and charitable functions which receive funding through income from endowment and trust funds.
17. Following the principles outlined above, the pay ranges for the Senior Management Group were set with reference to both job evaluation and an independent external market assessment. The principles of this were agreed by the Court of Common Council in 2007 and, subsequently, the specific unique range for each senior management post was agreed by the Establishment Committee in October 2007. Current Senior Management salary scales are published on our website at:
- <http://www.cityoflondon.gov.uk/about-the-city/who-we-are/Pages/senior-officer-and-general-salary-scales.aspx>
18. Each Senior Management post is allocated a range around a datum point. There is a maximum and minimum (datum plus 9% and datum minus 6% respectively) above and below which no individual salary can fall. Where a pay increase for a member of staff would take them above the maximum in a given year, the excess amount above the maximum may be paid as a non-consolidated payment in that year. This does not form part of basic salary for the following year and will, therefore, have to be earned again by superior performance for it to be paid.

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

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

20. The average payment based on contribution alone has been 2.66% for the appraisal year ending in March 2015. The payments have been largely non-consolidated i.e. they have to be re-earned each year based on superior performance.
21. All pay increases for any staff in the Senior Management Group are agreed by a Senior Remuneration panel comprising the Chairmen of Policy & Resources, Finance and Establishment Committees supported by either the Town Clerk and Chief Executive or the Director of HR. The Town Clerk & Chief Executive deals with all salary discussions for senior staff other than in relation to himself. The Director of HR deals with any pay discussions in relation to the Town Clerk & Chief Executive.
22. The Act specifies that in addition to senior salaries, authorities must also make clear what approach they take to the award of other elements of senior remuneration including bonuses and performance-related pay as well as severance payments. This should include any policy to award additional fees for Chief Officers for their local election duties.
23. The scheme for pay increases and contribution pay for the Senior Management Group is set out above. Staff in the Senior Management Group do not have an element of their basic pay "at risk" to be earned back each year. Progression is, however, subject to successful performance assessed through the application of the performance-appraisal scheme. No one in the Senior Management Group receives any additional payments or fees for City of London Corporation electoral duties.
24. Set out below are the broad pay ranges for the Senior Management Group, with the numbers in each band, excluding London Weighting. Each member of staff will have an individual salary scale within these broad ranges.

£79,150 - £109,560	(5)
£106,390 - £142,950	(8)
£151,680 - £181,090	(2)
£203,810 - £236,290	(1)

25. The Act requires authorities to set their policies on remuneration for their highest-paid staff alongside their policies towards their lowest-paid staff, and to explain what they think the relationship should be between the remuneration of staff on the Senior Management Grade and other staff. The City Corporation's pay multiple - the ratio between the highest paid and lowest paid staff - is

approximately 1:13. The ratio between the taxable earnings for the highest paid member of staff and the median earnings figure for all staff in the authority is 1:7.

Other Payments

26. In addition to basic salary, all Graded staff are paid a London Weighting allowance which varies depending on where they are based and whether they are supplied by the employer with residential accommodation. This is to assist staff with the higher cost of living and working in London. Current levels of London Weighting for non-residential staff are £5,500 for those based in inner London and £3,300 in outer London.
27. Being based in the City of London, there are some types of posts which are difficult to recruit to e.g. lawyers, IT staff etc. Accordingly, there is often the need to use market supplements to attract, recruit and retain highly sought-after skills. Any request for a market supplement must be supported by independent market data and is considered by a panel of senior officers and the Establishment Committee where appropriate.
28. For officers at Grade I or above, any market supplement requires a formal Member committee decision based on a full business case. All market supplement payments are kept under regular review and reported to Members. No member of staff in the Senior Management Group receives a market supplement.

Transparency

29. The Act requires the pay policy statement to make reference to policies in relation to staff leaving the authority, senior staff moving posts within the public sector, and senior staff recruitment.

Recruitment

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

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

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

Payments on Ceasing Office

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

Retirement

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

Redundancy

34. Staff who are made redundant are entitled to receive statutory redundancy pay as set out in legislation calculated on a week's pay (currently a maximum of £475 per week). The City Corporation currently bases the calculation on actual salary. This scheme may be amended from time to time subject to Member decision. The authority's policy on discretionary compensation for relevant staff under the Local Government (Early Termination of Employment) (Discretionary Compensation) (England and Wales) Regulations 2006 is published on our website.

Settlement of potential claims

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

Payment in lieu of notice

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

Re-employment

37. Applications for employment from staff who have retired or been made redundant from the City Corporation or another authority will be considered in accordance with our normal recruitment policy, or in exceptional circumstances, where it is for the benefit of the City Corporation, and with Establishment Committee's approval, it is appropriate to do otherwise.

Publication of information relating to remuneration

38. The City Corporation will seek to publish details of positions with remuneration of £50,000 or above in accordance with the Accounts and Audit Regulations 2015 and the Local Government Transparency Code issued by the Secretary of State for Communities and Local Government.
39. This Pay Policy Statement will be published on our public website. It may be amended at any time during 2015/16 by the resolution of the Court of Common Council. Any amendments will also be published on our public website.
40. This statement meets the requirements of the: Localism Act 2011; the Department for Communities and Local Government (DCLG) guidance on "Openness and accountability in local pay: Guidance under section 40 of the Localism Act"; "The Local Government Transparency Code 2015"; and the Accounts and Audit Regulations 2015.

Jan 2016

Agenda Item 8

Committee:	Date:
Finance Committee – For decision	16 February 2016
Policy & Resources Committee – For decision	18 February 2016
Planning & Transportation Committee – For decision	23 February 2016
Education Board – For Information	3 March 2016
Culture, Heritage and Libraries – For decision	7 March 2016
Port Health & Environmental Services Committee – For Decision	8 March 2016
Community & Children’s Services Committee – For Information	11 March 2016
Barbican Centre – For Information	16 March 2016
Subject:	Public
Income Generation - Report of a Cross-Cutting Service Based Review	
Report of:	For Decision
The Chamberlain (on behalf of the Chief Officers Summit Group)	
Report author:	
Susan Baxter	

Summary

A cross-cutting review of the potential for the City Corporation to exploit new sources of income was commissioned as part of the Service Based Review programme. The review was undertaken from April - September 2015, with a final report cleared by the Chief Officers Summit Group in January 2016. A summary of the review report and its recommendations are attached at Appendix 1.

The review found that there are:

- Opportunities to increase certain fees and charges to bring income into greater alignment with costs, in line with the approach taken in London local authorities;
- Opportunities to drive increased income from a more entrepreneurial approach in certain areas;
- Limited scope to increase revenues from public sector grants
- Potential opportunities to unlock increased corporate sponsorship and private giving to the benefit of the City’s cultural and artistic institutions by taking a more co-ordinated approach.

Recommendations

The **Finance Committee** is asked to agree the overall report and all of its recommendations.

The **Policy & Resources Committee** is asked to agree the overall report and all of its recommendations.

The **Planning & Transportation Committee** is asked to:

- a) endorse the overall report;
- b) approve the introduction of Planning Performance Agreements to increase income from Development Control services; and

- c) agree to review options to maximise full deployment of capacity and increase charges to align with neighbouring authorities / NCP charges to increase income from off-street parking.

The **Education Board** is asked to:

- a) endorse the overall report;
- b) note detailed recommendation i) (“that the Department of Community & Children’s Services lead the preparation of a business case presenting options, costs, resources, risks and timetables for establishing the commercial expansion of central support services tied to the expansion of academy schools over the next one to three years”).

The **Culture, Heritage and Libraries Committee** is asked to:

- a) endorse the overall report;
- b) agree detailed recommendation c) (“that the Department of Culture, Heritage & Libraries prepare options to review charging and income generation opportunities from the City Corporation’s museums and galleries”); and
- c) agree detailed recommendation j) (“that the Department of Culture, Heritage & Libraries commission a marketing consultancy to explore ways in which the City’s offer to visitors can be better developed, co-ordinated and promoted to increase revenues to the City Corporation”).

The **Port Health & Environmental Services Committee** is asked to:

- a) endorse the overall report;
- b) agree detailed recommendation d) (“that the Department of Markets & Consumer Protection prepare a business case for expanding the animal transit and inspections services to London’s airports on a more commercial basis to maximise potential income”); and
- c) agree detailed recommendation h) (“that the Department of Markets & Consumer Protection prepare a business case for maximising the commercial potential of business regulatory advisory services via the Primary Authority partnership model”).

The **Community & Children’s Services Committee** is asked to:

- a) endorse the overall report; and
- b) agree detailed recommendation i) (“that the Department of Community & Children’s Services lead the preparation of a business case presenting options, costs, resources, risks and timetables for establishing the commercial expansion of central support services tied to the expansion of academy schools over the next one to three years.”)

The **Barbican Centre Board** is asked to:

- a) endorse the overall report;
- b) endorse headline recommendation 5: (“That a feasibility study be commissioned to explore the potential cost-benefits of adopting a more co-ordinated approach to securing commercial sponsorship for the City’s cultural, heritage and arts institutions with the long term aim of ensuring they become less dependent upon public funding”);
- c) note detailed recommendation j) (“that the Department of Culture, Heritage & Libraries commission a marketing consultancy to explore ways in which the

City's offer to visitors can be better developed, co-ordinated and promoted to increase revenues to the City Corporation").

Main Report

Background

1. The review:
 - Benchmarked the City Corporation's income in relation to costs for its public services against those of London local authorities (on a consistent basis and taking account of the differences in scale);
 - Assessed the opportunities to increase revenues from a more commercial approach to providing services;
 - Assessed the scope to increase income from public grants and
 - Considered the scope to increase income from commercial sponsorship and donations, particularly for the cultural and artistic initiatives.

Current Position

2. In relation to the City Corporation's income from fees, charges and reclaimable costs from its public services, the City Corporation compares favourably with London local authorities in over half of London's services which are almost wholly self-financing. The areas of Off-street Parking, Development Control and Museums & Galleries offer the greatest opportunities for increasing charges to achieve levels more approaching London averages for cost-efficiency.
3. Upwards of £3m in additional income could be derived by taking a more overtly commercial approach to expanded services in several areas, the top three being:
 - Animal transit and inspections at London's airports
 - Property services: provision of an 'intelligent client' service for public bodies seeking to manage and develop their property assets
 - Venue hire and events management
4. Different commercial models would be deployed according to the nature of the service and certain of the City Corporation's decision-making processes and operating procedures might require adjustment to enable these services to operate with optimum commercial efficacy.
5. There is limited scope to drive significant additional income from domestic and EU public sector grants, since these sources are geared towards supporting new public sector initiatives and/or special needs – which the City Corporation does not generally tend to focus on due to its relatively small scale and its customer base as a public authority.
6. There is more scope to work in partnership with the City's cultural and artistic institutions to take a more structured and co-ordinated approach to securing corporate sponsorship and giving. This might unlock levels of funding and patronage that organisations are currently unable to secure at an individual level.

Options, Proposals and Implications

7. These are set out for each of the areas identified above in the tables of recommendations at Appendix 1.

Appendix

Appendix 1 - Income Generation Cross-Cutting Review: Summary & Recommendations.

Background Papers

A copy of the full report and its Annexes is available to Members as a PDF on the intranet at the following link:

<http://vmtcapp12/documents/s60865/IncomeGenerationFullReport.pdf>

PDF and paper copies are also available on request from the Committee and Member Services Team.

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INCOME GENERATION CROSS CUTTING REVIEW : SUMMARY

WHY INCOME GENERATION MATTERS FOR THE CITY CORPORATION

The Square Mile has long been a premiere global destination for financial and blue chip businesses and in more recent years, increasing numbers of new visitors and tourists who have come to enjoy its world class attractions and cultural events. The completion of Crossrail in the next 2-3 years will bring the City within even easier reach of millions more businesses, workers and visitors. Ensuring the Square Mile continues to flourish as an engaging economic engine in a constantly evolving geo-political, financial, social and cultural environment brings ever changing challenges and opportunities for the City Corporation to extend its reach, impact and income. The current agenda of rapidly diminishing public sector financing, rising public expectations of transparency in governance, ambitions to create a cultural hub in the Square Mile, potentially with a new world class Centre for Music, means that taking a fresh look at the City Corporation's approach to income generation will help to maximise its full potential, achieve its ambitions, reduce the need to cut resources and embrace best commercial and public sector practice.

SCOPE OF THE REVIEW

This report summarises the conclusions of an exercise between May - October 2015 to assess the potential to increase income from a variety of sources. The review aimed to:

1. Compare the City Corporation's income from fees, charges and debt recovery with that of London local authorities on a service-by-service basis for 2013/14 (the latest year for which comparisons were available)
2. Identify areas where fees, charging and debt recovery could be set in greater alignment with the approach taken elsewhere in London to increase income for the Corporation
3. Highlight the potential for more effective commercial exploitation of some of the City's services and the organisational implications for achieving optimum returns
4. Assess the extent to which the City Corporation might benefit from additional public funds and grants which have previously not been explored
5. Assess the potential to secure greater private sector sponsorship to support the City Corporation's priorities and the implications for the organisation.

Excluded from the review were issues which are (or have been recently) considered elsewhere:

- Use of property assets: this is subject to a separate cross-cutting review
- Measures to review business rates: the Business Rates Premium is under consideration as part of the budget setting process for the City of London Police
- Community Infrastructure Levy (CIL): the CIL rates have recently been set at a deliberately lower rate than elsewhere in central London but this may be reviewed by the Department for the Built Environment
- The Corporation's current policy against advertising hoardings around the Square Mile: this currently remains a priority for retention by Members, although it merits periodic review in relation to income potential, particularly in relation to public information
- Departmental efficiency savings: these are covered by departmental service based reviews.

HEADLINE FINDINGS

STATUTORY SERVICES

The City Corporation boasts some unique strengths but increased income could be achieved in other areas if an approach to setting fees, charges and debt recovery was aligned to and regularly benchmarked against London local authorities.

From an assessment of comparable categories of public authority spending, the City Corporation is most distinguished from London local authorities in relation to its significantly higher City Fund-related income derived from its property portfolio, its ‘theatres’ (as a result of the Barbican Centre), its ‘port health functions’ (as a result of the Animal Reception Centre) and from its ‘cemetery and cremation services’ (these spending categories are set and defined by the Revenue Outturn Returns reporting process.) These City Fund services alone generate £34m more than the London average for the equivalent services. Other City Corporation services, such as on-street parking and trade waste also do well when income is compared to costs in areas which are readily comparable. However, it would be possible to raise even more by increasing the rate of return on investment to levels which proportionately match the London local authority average in relation to the following services:

- Off street parking
- Development control
- Museums & galleries
(in relation to the Guildhall Art Gallery, the Amphitheatre, the Roman Bath House and the Museum of London grant – ie the budgets included within this City Fund category.)

COMMERCIAL ACTIVITY & MARKETING

There is scope to refocus and expand some of the City Corporation’s services which already have a commercial or recharged element. This could increase income by around £3m and would also demonstrate the City Corporation’s commercial acumen to public and private sector stakeholders.

The City Corporation could maximise its earning potential and its reputational credibility as a public authority by working more adeptly in an increasingly commercial and competitive public sector environment. Current commercial offers across the City Corporation have evolved incidentally over time, resulting in a somewhat ad hoc and low key market presence. Whilst some services are more focussed than others on generating revenues, there is scope to augment income if the Corporation takes a fresh look at its commercial and marketing approach to services with income potential, most significantly in the areas of:

1. Animal transit & inspections at London’s airports
2. Property services: An “intelligent client” service for public bodies seeking to manage and develop their property assets
3. Venue hire and events management
4. Film location services
5. Business regulatory advisory services – via the “Primary Authority” partnership model
6. Central support services (especially for potential future academy schools)

The success of greater commercialisation in the above areas would be reliant upon a more purposeful and corporately coherent approach to their direction, promotion and support (including investment, resourcing and professional services). However, the specific form and

structure of the commercial presentation of these services to the market will vary according to the circumstances of each specific case.

PUBLIC SECTOR GRANTS

There is no significant scope to increase income from mainstream domestic grants. However, there is potential to apply for a wider range of competitive UK and EU programmes but these are geared more towards new initiatives than to supporting core business.

The relatively small scale and wealthy nature of the City detracts from its capacity to attract substantial income other than the mainstream local authority grants from central government. However, there are approximately 20 domestic sources of funding (such as the Heritage Lottery Fund in relation to historic buildings) and 13 EU programmes which could fund the Corporation's more experimental projects, such as the Safe & Smarter City Programme. These are aimed principally at enabling new initiatives and innovative ways of working (for example, many of the performing organisations which perform at City venues and festivals benefit from Arts Council England grants) rather than at meeting shortfalls in domestic mainstream funding. These programmes often require 'match-funding' although if projects are carefully constructed, match-funding can comprise existing budgets. Many larger local authorities run EU funded projects to highlight their initiative and participation on a wider stage. The Corporation has directly led a few EU funded projects within the last five years (mainly to support employment and policing) but none are currently live.

CORPORATE SPONSORSHIP & PRIVATE GIVING

As public funding for culture, heritage and the arts in London drops sharply, there is scope to help the City's organisations operating in these areas secure increased commercial sponsorship.

There is potential to lead the establishment of a more co-ordinated approach to fund-raising and seeking commercial sponsorship, while respecting the sensitive nature of sharing development contacts nurtured over long periods of time. A more structured and co-ordinated approach supported by the City Corporation might be able to unlock significant funds and patronage which smaller, individual organisations or different parts of the City Corporation are currently unable to secure on a piecemeal basis. Positive involvement by the City in developing major contacts for new projects, particularly as the plans for a new Museum of London and a world-class Centre for Music develop, would require a wholly different level of private support.

HEADLINE RECOMMENDATIONS

Recommendations	Committee approval
<p>1. Harmonise the approach to setting all charges, fees and debt recovery for City Fund services with those of other relevant authorities within 12 months, unless a compelling business case is agreed for individual exceptions.</p>	<ul style="list-style-type: none"> - Policy & Resources Committee; - Finance Committee; - Performance & Efficiency Sub Committee; - Relevant service committees
<p>2. Review annual performance of income recovered in relation to costs for all services from which income can be derived, benchmarking performance against London local authorities.</p>	<ul style="list-style-type: none"> - Finance Committee; - Performance & Efficiency Sub Committee; - Relevant service committees
<p>3. Commission business cases containing business model options to maximise the short, medium and longer term commercial income from:</p> <ul style="list-style-type: none"> ▪ Animal transit & inspections at London’s airports ▪ Property services: An “intelligent client” service for public bodies seeking to manage and develop their property assets ▪ Venue hire and events management – following a steer from Members on principles for free and subsidised venue hire ▪ Film location services ▪ Central support services (targeting future CoLC academy schools) ▪ Business regulatory advisory services – via the “Primary Authority” partnership model ▪ Development of a co-ordinated and marketed City ‘heritage offer’ 	<ul style="list-style-type: none"> - Policy & Resources Committee; - Finance Committee; - Relevant service committees
<p>4. Decide which commercialised services to implement, if any, on the basis of the business cases prepared. Agree an appropriate business model for each case agreed and any associated broader organisational changes which are required to accommodate and support the commercial activity.</p>	<ul style="list-style-type: none"> - Policy & Resources Committee; - Finance Committee; - Relevant service committees
<p>5. Commission a feasibility study to explore the potential cost-benefits of adopting a more co-ordinated approach to securing commercial sponsorship for the City’s cultural, heritage and arts institutions with the long term aim of ensuring they become less dependent upon public funding.</p>	<ul style="list-style-type: none"> - Policy & Resources Committee; - Finance Committee; - Relevant service committees

PUBLICLY FUNDED SERVICES - BENCHMARKING FEES, CHARGES & RECLAIMABLE COSTS : DETAILED RECOMMENDATIONS

Headline recommendations	Actions	Timescales
1. Harmonise the approach to setting all charges, fees and debt recovery for City Fund services with those of other relevant authorities within 12 months, unless a compelling business case is agreed for individual exceptions.	All departments: All officers responsible for recovering fees, charges and debts to review CoLC charging & recovery policies / practice in relation to those applied by individual neighbouring or relevant London boroughs and recommend any changes to their respective committees.	Immediate
2. Review annual performance of income recovered in relation to costs for all services from which income can be derived, benchmarking performance against other London local authorities.	Chamberlain's: <ul style="list-style-type: none"> ▪ Maintain a central overview of full service costs and income, ensuring that systems used to apportion income and expenditure to City's Cash and City Fund do not make the City Corporation appear unduly inefficient. ▪ Commission annual supplementary analysis from CIPFA drawn from "Income Generation Comparative Profiles" derived from revenue outturn returns to Government ▪ Analyse significant differences and the underlying reasons and propose relevant recommendations in collaboration with relevant departments. 	Immediate

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Detailed Recommendations	Actions	Timescales
a) Development Control		
Consider the introduction of Planning Performance Agreements	Department of Built Environment (DBE) to propose options.	Immediate
b) Off-street parking		
Review options to maximise full deployment of capacity and increase charges to align with neighbouring authorities / NCP charges.	DBE to propose options for maximising capacity and adjusting charging on an annual basis, following any necessary upgrades to car parks.	Immediate
c) Museums & galleries		
Review charging and income generation opportunities to increase revenues.	Department of Culture, Heritage & Libraries to propose options to increase income.	Immediate

CORPORATE COMMERCIAL ACTIVITY : DETAILED RECOMMENDATIONS

Headline recommendations	Actions	Timescales
<p>3. Commission business cases containing business model options to maximise the short, medium and longer term commercial income from:</p> <ul style="list-style-type: none"> ▪ Animal transit & inspections at London’s airports ▪ Property services: An “intelligent client” service for public bodies seeking to manage and develop their property assets ▪ Venue hire and events management ▪ Film location services ▪ Business regulatory advisory services – via the “Primary Authority” partnership model ▪ Central support services (targeting future CoLC academy schools) <p>Recommended business models should set out:</p> <ul style="list-style-type: none"> - Anticipated additional annual income against additional costs and/or other resources required - Additional organisational changes or services required to enable and support the commercial activity, including any additional central support - The scope of commercial ‘autonomy’ sought by the service in relation to the relevant department/s and committee/s; a viable proposition for the apportionment of central costs and overheads and relevant commercial incentives (eg retention of surpluses generated) 	<p>Income Generation Review implementation process to propose a framework for adopting and supporting a more commercial approach in the areas outlined in Recommendation 3. This should include operational proposals for:</p> <ul style="list-style-type: none"> - Prioritising investment to increase revenue-generating activities - Retention of revenues for business reinvestment - Apportionment of central costs - Longer term options for establishing formal trading vehicles in appropriate cases. 	<p>Starting immediately and spread over the next year.</p>
<p>4. Decide which commercialised services to implement, if any, on the basis of the business cases prepared. Agree an appropriate business model for each case and any associated broader organisational changes required to accommodate and support the commercial activity.</p>		

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Detailed recommendations	Actions	Timescales
<p>d) Animal transit & inspections at London’s airports</p>	<p>Dept Markets & Consumer Protection to prepare a business case to the relevant Committees presenting options, costs / resources required, risks and timetables for establishing the commercial proposition as outlined.</p>	<p>Immediate</p>
<p>e) Property services: Management of property assets & development works</p>	<p>City Surveyor’s to prepare a business case to the relevant Committees presenting options, costs / resources required, risks and timetables for establishing the commercial proposition as outlined.</p>	<p>Within 1 year</p>
<p>f) Venue hire & events management</p>	<p>Income Generation Review implementation process to deliver a business case with options for a tighter, more integrated corporate commercial offer which addresses:</p> <ul style="list-style-type: none"> - Pricing policy in relation to principles for free and subsidised hire (who, when and why) and which draws on models pursued elsewhere (eg charging on the basis of per person per hour) – following a steer by Members - Core terms and conditions of hire for incorporation into all hire contracts which cover the Corporation’s risks and liabilities associated with the commercial hire of its venues – under the auspices of the City Events Management Group proposed by the Hospitality SBR (provided this is agreed) 	<p>Within 1 year</p>

	<ul style="list-style-type: none"> - Functions, resources and expertise which might be shared to increase business, reduce duplication and plug gaps – under the auspices of the City Events Management Group proposed by the Hospitality SBR (provided this is agreed) - Identification of additional venues and grounds which could be hired out + any associated investments needed to bring them into use – under the auspices of the City Events Management Group proposed by the Hospitality SBR (provided this is agreed) 	
g) Film Location Services		
Adopt a proactive (rather than reactive) approach to marketing the Corporation’s filming locations.	<ul style="list-style-type: none"> - Income Generation Review Implementation Manager to prepare a business case to increase staff resources by one or two additional people in the Film Team on a 2 year trial basis - the arrangement to be assessed after 2 years in relation to the additional revenues generated. (There is a particular need to market the Mansion House actively as a film location to turn around industry perceptions that filming is not allowed there.) - Enlarged Film Location Services team to prepare a comprehensive prospectus of all the City’s potential filming assets (both within and outside the Square Mile) working closely with City Surveyors and Open Spaces to identify and document potential locations and indicative filming charges. This might be done as an internship project in partnership with the London Film School or University of Arts London more widely. Corporation venues also available for hire should be signalled and promoted prominently. 	Immediate
Ensure consistent coverage of professional film location handling services across the Corporation’s entire land and property portfolio.	<ul style="list-style-type: none"> - Enlarged Film Location Services team to establish a consistent charging policy and service across the entire land and property portfolio of the City Corporation, working closely with the relevant governing Trusts or leaseholders. (Burnham Beeches, due to its proximity to Pinewood Studios, has particular potential to generate more filming income.) 	Within 1 year
Seek income from filming commercials on Tower Bridge.	Income Generation Review Implementation Manager to propose rescinding the blanket ban on filming commercials on Tower Bridge in favour of an approach which considers the merits of every application (which would be consistent with the approach taken for all other filming and hospitality applications to use the Bridge).	Immediate
h) Business regulatory advisory services – via the “Primary Authority” partnership model	Dept Markets & Consumer Protection to prepare a business case to the relevant Committees presenting options, costs / resources required, risks and timetables for establishing the commercial proposition outlined in this report.	Immediate
i) Central support services – especially tied to the expansion of academy schools	Dept Community & Children’s Services to lead preparation of a business case to the relevant Committees presenting options, costs / resources required, risks and timetables for establishing the commercial proposition outlined in this report.	1 – 3 years
j) Development of the City’s heritage offer	Dept Culture, Heritage & Libraries (in consultation with the workstream to develop the cultural hub) to commission a marketing consultancy to explore ways in which the City’s offer to visitors can be better developed, co-ordinated and promoted, leading to increased revenues to the City Corporation.	Within 1 year

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Committee	Dated:
Police and Resources	18/02/2016
Subject: Thames Festival Trust – Rivers of the World	Public
Report of: Director of Economic Development	For Decision

Summary

Thames Festival Trust is a charitable trust established in 1998. From 2000 to 2013, it organised the Mayor's Thames Festival. Since 2014, it has organised the Totally Thames festival each September. The main education project of Totally Thames is Rivers of the World, in which schools from the UK and overseas take part in activities related to their local rivers and produce artworks which are displayed by the River Thames as part of the Totally Thames programme. Rivers of the World involves 36 overseas schools and 36 British schools, with 18 in London, including the City's Academy in Hackney. The overseas aspect of the project is funded by the British Council.

The City of London Corporation has contributed funding towards educational projects organised by Thames Festival Trust since 2000 and provided £36,000 for Rivers of the World from 2013 to 2015, divided into three annual contributions of £12,000.

Thames Festival Trust has asked the City Corporation to renew its funding for the project. Members are asked to agree to provide £15,000 for Rivers of the World in 2016. This would help the City Corporation to continue to support London's communities and support London's culture and heritage.

Recommendation

Members are asked to:

- Agree to provide £15,000 from the Policy Initiatives Fund to support the Thames Festival Trust's Rivers of the World project in 2016.

Main Report

Background

1. Thames Festival Trust is a not-for-profit charitable trust established in 1998 to advance education, music and the arts; and to promote the conservation and public appreciation of the River Thames, its tributaries and adjoining areas. From 2000 to 2013, it organised the Mayor's Thames Festival each year. Since 2014, it has organised Totally Thames, a free festival to celebrate the River Thames through arts, music and education and to showcase London's artistic talent,

history and cultural mix. It is held each September and its main funder is the Greater London Authority. The City of London Corporation is represented on the Thames Festival Trust board of trustees by Deputy John Alfred Barker OBE.

2. Rivers of the World is the main educational project organised by Thames Festival Trust. It is a year-round education programme which encourages secondary school pupils to value and learn more about their local rivers. It is aimed at pupils in Years 8 and 9. 325 British secondary schools have taken part since 2006. The City Academy in Hackney has taken part along with other schools across the City's neighbouring boroughs.
3. The project also involves schools in river cities in other countries, who are partnered with schools in the UK. All the overseas parts of the project are funded by the British Council. To date, schools in 22 countries have been involved.
4. In the first stage of the project, teachers are given study packs and other online resources, as well as an interactive web-based platform, to allow their pupils to compare their own waterfront with those of others. In the second stage, pupils work in class group teams for a day and a half to design and finish large-scale artworks inspired by their studies, under guidance from professional artists. In the third and final stage, school artworks are exhibited in central London locations on the riverside walkway by the Thames for six weeks and promoted as part of the Totally Thames programme. Once this exhibition is completed, the artworks are donated to the participating schools for display within their own school environment.
5. The City of London Corporation has contributed funding towards educational aspects of the Festival since 2000. On 27 June 2013, the Policy and Resources Committee approved funding of £36,000 for the Rivers of the World project, split into three annual contributions of £12,000 for 2013, 2014 and 2015.

Current Position

6. Each year, 36 British schools participate in the project, of which 18 are in London. Thames Festival Trust writes to all secondary schools in chosen London boroughs and invites them to take part. 36 overseas schools also participate in the project each year.
7. The British Council has committed to funding the project again in 2016 and 2017. The Thames Festival Trust is also seeking private sponsors. Recent sponsors of Rivers of the World include Artemis Fund Managers, CH2M Hill, CVB, Sharpe Pritchard LLP and Viking River Cruises.
8. The Thames Festival Trust has asked the City Corporation to provide funding of £40,000 for Rivers of the World 2016 in 2017, split into two annual contributions of £20,000 in 2016 and £20,000 in 2017.
9. The Thames Festival Trust has also asked the City Corporation to suggest particular schools to be nominated for involvement in the project.

Proposal

10. Members are asked to approve funding of £15,000 for Rivers of the World for 2016, from the Policy Initiatives Fund. This would enable Thames Festival Trust to continue working with 36 British schools and for the City Corporation to continue its involvement, while avoiding making a funding commitment for more than one year. This will allow members and officers to consider the success of the project in 2016 before making any decisions on funding in 2017.
11. As a sponsor, the City Corporation's logo would feature on Rivers of the World artwork boards displayed along the riverside walkway by the Tate Modern, the National Theatre and Tower Bridge. It is estimated that the display is seen by over 1million people during the six week exhibition. The City Corporation logo would also be displayed at an exhibition of the art work in City Hall and on newsletters, booklets, web pages and school certificates related to the project.
12. The City Corporation would receive four invitations to the Rivers of the World launch event in March, 20 invitations to the Totally Thames launch event in August and 40 invitations to a private viewing of the Rivers of the World display at City Hall in September.

Corporate & Strategic Implications

13. The project aligns with our corporate objectives to support London's communities and raise educational standards, by working with schools in neighbouring boroughs and across London. It also aligns with our objective of supporting London's culture and heritage, by celebrating and educating people about the River Thames.

Implications

14. This proposal requires £15,000 from the Policy Initiatives Fund.

Conclusion

15. It is recommended that £15,000 funding be given to the Thames Festival Trust's Rivers of the World project for 2016, from the Policy Initiatives Fund. Continued funding for the Rivers of the World project will help the City Corporation to support London's communities and will ensure that the City Corporation continues to be recognised as a supporter of this well-established and popular celebration of London.

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Committee(s)	Dated:
Policy and Resources Committee – for decision	18022016
Subject: Sponsorship of a lecture by Yanis Varoufakis, as part of the Labour Party’s “New Economics” lecture series and event with former Shadow Chancellor of the Exchequer Chris Leslie MP	Public
Report of: Damian Nussbaum, Director of Economic Development	For Decision
Report author: Colton Richards, Economic Development Office	

Summary

On 18 January 2016 John McDonnell MP, Shadow Chancellor of the Exchequer, announced the Labour Party is organising “a series of public events to broaden the debate around economics in Britain.” A range of events will be taking place around the country and the aim will be to shape the debate around the economy of the future.

The City of London Corporation was contacted by John McDonnell MP’s office to see if we would provide a venue for one of the lectures. Haberdashers’ Hall has provisionally been booked on March 30 for a lecture to be given by Yanis Varoufakis, who was the Greek Minister of Finance between January and July 2015 and chaired by Professor Anastasia Nesvetailova, Director of the City Political Economy Research Centre at City University London. The lecture will be on the subject of finance.

The City Corporation has also been liaising with former Chancellor of the Exchequer Chris Leslie MP about holding an event at Guildhall with senior City representatives to discuss key issues. The Livery Hall has been reserved for 22 February.

This report recommends that your Committee agrees to sponsor the lecture by Yanis Varoufakis and event with former Chancellor of the Exchequer Chris Leslie MP at a combined cost of £19,000. In return for this sponsorship the City Corporation would receive due recognition and the Policy Chairman would speak at both events.

Recommendation(s)

This report recommends that your Committee agrees to sponsor the lecture by Yanis Varoufakis at Haberdashers’ Hall at a cost of £15,000 and the event with former Shadow Chancellor Chris Leslie MP in the Livery Hall at a cost of £4,000, a combined figure of £19,000, to be met from your Committee’s Policy Initiatives Fund for 2015/16, categorised under Events and charged to *City’s Cash*.

Main Report

Background

1. On 18 January 2016 John McDonnell MP, Shadow Chancellor of the Exchequer, announced he is convening “a series of public events to broaden the debate around economics in Britain.” A range of events will be taking place around the country with the aim shaping the debate around the economy of the future.
2. The Shadow Chancellor has expressed his desire to engage constructively with financial and professional services and to have a conversation about a new approach to economics.
3. On 26 November 2015 the Policy Chairman met John McDonnell MP at Portcullis House for an initial discussion about the role of the City Corporation and any areas of mutual interest. Following on from this a briefing was arranged for the Labour Party’s Shadow Treasury team and their advisers with a number of senior City representatives. The briefing, which was productive, took place at Guildhall on 17 December 2015 was chaired by the Policy Chairman.
4. Yanis Varoufakis is an economist who was the Greek Minister of Finance from January to June 2015. Before entering politics, Varoufakis taught economics at a number of higher education institutions, including the University of Essex and the University of East Anglia. He was appointed Minister of Finance after left-wing political party Syriza was elected to form a government in Greece. Syriza was elected on a pledge to renegotiate Greece’s debt with the European Union and International Monetary Fund. Varoufakis resigned in September 2015 after voting against the terms of the third bailout package for Greece. His role in the renegotiations gave rise to his international prominence and he is seen as one of the leading voices against austerity.
5. On 27 February the Policy Chairman met former Shadow Chancellor Chris Leslie MP to discuss key issues in the City and expressed interest in holding an event with Chris Leslie MP in the City. This is to continue the City Corporation’s political engagement with Opposition Members of Parliament who are not in the Shadow Cabinet. An event is set to take place on 22 February in the Livery Hall.

Current Position

6. The City Corporation plays a leading role in supporting and promoting the City as the world leader in international finance and business services and in promoting the interests of the financial services sector in the City and the UK. This work includes strategic economic development and that is why it is important to convene discussions of key economic issues.

7. The “New Economics” lecture series will receive a high level of interest and media coverage. The City Corporation has hosted many events with incumbent Finance Ministers and former Finance Ministers, so this is consistent with our role of convening such debates.

Proposals

8. This report proposed to provide a venue, invite guests and the Policy Chairman speaks at the event. This report recommends that your Committee agrees to sponsor the two events at a combined cost of £19,000 to be met from your Committee’s Policy Initiatives Fund for 2015/16, categorised under Events and charged to *City’s Cash*.
9. The City Corporation’s political engagement programme aims to maintain relationships with key political figures at national and local level. Sponsorship of these two events, along with previous meetings held with the Shadow Treasury team, ensure the City Corporation’s constructive relationship with the Official Opposition continues.

Corporate & Strategic Implications

10. The City Corporation’s sponsorship of this lecture as part of the “New Economics” series accords with its role in promoting and supporting London as the world’s leading international financial and business centre.
11. In the City Corporation’s Corporate Plan (2015-19), one part of Key Policy Priority 3 is adapting to the political landscape following the 2015 UK General Election. Under new leadership after Jeremy Corbyn MP’s election by a huge margin on 13 September 2015 the Labour Party is embarking on a number of reviews in key policy areas. Since his appointment as Shadow Chancellor John McDonnell has made several speeches, the thrust of which has been adopting a new approach to economic policy.

Implications

12. There is no possibility of meeting the proposed financial support from existing local risk resources, because this proposal entails a substantial one-off item of expenditure for which no provision has been made in the Economic Development or other local risk budgets. It is therefore proposed that the required total funding of £19,000 is drawn from your Committee’s Policy Initiatives Fund for 2015/16, categorised under Events and charged to *City’s Cash*. At time of writing, the current uncommitted balance available within your Policy Initiatives Fund stands at £167,000. This is prior to any allowance being made for any other proposals on today’s agenda.

Conclusion

13. The “New Economics” lecture series aims to reshape the economic debate in the UK. The City Corporation’s political engagement programme aims to maintain relationships with key political figures at national and local level. Sponsorship of this lecture and event with the former Shadow Chancellor of the Exchequer, along with previous meetings held with the Shadow Treasury team, ensure the City Corporation’s constructive relationship with the Official Opposition continues. This lecture will see a leading international figure talk about issues surrounding finance that are of high interest to our key stakeholders and fits well with similar events the City Corporation has sponsored in previous years.

Appendices

‘None’

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Committee: Policy and Resources	Date: 18 February 2016
Subject: City of London Corporation's work on Employability	Public
Report of: Director of Economic Development	For Decision
Report Author: Damian Nussbaum, Director of Economic Development	

Summary and Main Report

1. The City Corporation has a broad programme supporting Londoners into work, particularly those from disadvantaged backgrounds. Many City businesses and civic organisations (including Livery Companies and trade bodies) are also active in this area. However, there is scope to learn from “what works” to maximise the impact of the City’s collective efforts.
2. This report sets out three areas where the City Corporation can improve its effectiveness in the work surrounding employability. Members are able to read further detail about each area in the attached annexes (A, B and C):-

a. The Study Panel: the City’s role in supporting employability among young people in London – Annex A

This paper is asking Members of the Policy and Resources Committee to note the work that the Study Panel is doing to look at what the City could do to support young Londoners into work and propose guiding principles to help City Institutions work differently to maximise impact. This paper will go separately to Education Board (3rd March) and Community and Children’s Services (8th April) for information.

b. Developing a Framework for the City Corporation’s work on Employability – Annex B

This paper is asking Members of the Policy and Resources Committee to note the progress made in developing an employability framework with a further report on progress to be submitted later in the year; and to agree the proposed next steps. This paper will also go separately to Education Board (3rd March) and Community and Children’s Services (8th April) for information.

c. Strengthening Economic Development Office work on Employability in London – Annex C

This paper is asking Members of the Policy and Resources Committee to note proposals to help the City to achieve maximum impact and visibility in its work to support London communities and to approve, subject to the receipt of the balance of £164k in S106 funding required, the use of up to £425,000 per year over three years of Section106 funds (which are restricted for use on skills,

training and job brokerage) to drive the City Corporation's role as a leader in employability.

3. Whilst Annex A and B are updating Members on the City of London Corporation's employability work as a whole, Annex C is asking Members to approve the release of resource to strengthen the work of the Economic Development Office on employability in London.

Recommendation

- That Members of the Policy and Resources Committee agree the recommendations listed above for each annex.

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Committee(s)	Dated:
Policy & Resources Education Board Community & Children's Services	18 February 2016 3 March 2016 8 April 2016
Subject: Study Panel: the City's role in supporting employability among young people in London	Public
Report of: Director of Economic Development	For Information
Report author: David Pack, Economic Development Office	

Summary

The City Corporation has a broad programme supporting young Londoners into work, particularly those from disadvantaged backgrounds, and many City businesses and civic organisations (including Livery Companies and trade bodies) are also active in this area. However, there is scope to learn from 'what works' to improve the effectiveness of the City's collective efforts.

In May 2015, the Policy and Resources Committee approved funding for a Study to look at what more the City could do to support young Londoners into work and make recommendations on how City Institutions could work differently to maximise impact.

The Study has been driven by a Panel of members drawn from the Livery, City businesses and other stakeholders, co-chaired by Alderman & Sheriff Bowman and Debby Ounsted CBE. It has met twice (October 2015 and January 2016).

The Study's key outcome is a set of 'guiding principles' to steer future activity: a) 'Walk the talk' – ensure individual organisations' own employment/recruitment practices are exemplary; b) 'Target support where it is needed' – both on specific groups and geographies; c) 'Collaborate' – work with expert organisations; d) 'Small and local' – focus on quality over quantity; e) 'Monitor and evaluate' - Measure impact and learn from experience. A report setting out these 'guiding principles' will be launched at an event at Guildhall on 21 March.

Recommendation(s)

Members are asked to:

- Note the report.

Main Report

Background

1. The City Corporation has an extensive programme to improve employment opportunities for Londoners, particularly from disadvantaged backgrounds. Whilst

much of London has benefitted from job creation in recent years, there remain significant challenges to securing employment, especially for young people.

2. In May 2015, your Committee agreed funding for a Study to consider the role of the wider City - businesses, Livery companies and the City Corporation - in tackling youth unemployment.
3. The Study has been driven by a Panel of members representing the Livery, City businesses, stakeholders (Boroughs and organisations working on these issues) and the City Corporation - see appendix 1. The Panel met in October 2015 and January 2016 and provided input between these meetings.
4. The Panel has identified examples of good practice and five 'guiding principles' for organisations to follow to ensure they provide useful support to young people. The findings and recommendations of the Study will be launched at an event at Guildhall on 21 March to be attended by individuals from City institutions keen to support young Londoners into employment, or to expand/improve what they already do. Members of your Committees will be invited to the launch event.

Current Position

5. The Study process has identified how City Institutions can do more, or work differently to support young Londoners into employment. The five 'guiding principles' below provide a framework for how City institutions, including the City Corporation, can ensure they are providing useful support:
 - a. Walk the talk – ensure individual organisations act as role models and look at their own recruitment and staffing to offer opportunities for young people e.g. apprenticeships, work experience placements etc.
 - b. Target support where it is needed – fill gaps and avoid duplicating support in a crowded landscape, e.g. by targeting a specific group of young people (e.g. those with disabilities, ex-offenders) and/or outer London boroughs which receive less support from the Square Mile but would welcome it.
 - c. Collaborate – encourage City institutions to work with 'expert' organisations, joining up and adding value - not 're-inventing the wheel'.
 - d. Small and local – recognise that small-scale activity is valuable and encourage organisations to prioritise quality of interventions over quantity.
 - e. Monitor and evaluate – emphasise the importance of measuring the impact of support offered and learning from experience.
6. The Study Panel's discussions provide an insight into issues for the City Corporation itself to consider. The potential for the City Corporation to use its convening role to provide visible and strengthened leadership for the Square Mile on the issue of youth unemployment in London was strongly suggested. This could include raising awareness of the issue and the challenges faced by young Londoners as well as using our convening role to facilitate more productive partnerships and more action.
7. There is also an expectation that the City Corporation 'lead by example' and 'demonstrate good practice', e.g. offering opportunities - work experience, apprenticeships etc. - to young people through our own employment practices.

8. The launch of the Study publication in March provides a platform to highlight the issue of youth employment and engage City institutions in discussions on how the City can do more to support young Londoners. As the Study was established as a time-limited process, which concludes with the launch event, the challenge of maintaining momentum and achieving lasting change must also be considered.
9. Officers are considering the outcomes of the Study process and the future role of the City Corporation in supporting employment across London, focusing on how we can add value to this complex area and have the most impact given the resources available. A separate report on the Policy and Resources Committee's agenda today outlines a proposed framework for this activity.

Conclusion

10. The Study into what more the City can do to support young Londoners into employment has generated useful 'guiding principles' to steer future activity. It has also provided an insight into the views of City institutions on this issue which the City Corporation can consider when planning future activity.

Appendices

- Appendix 1 – Members of the Study Panel

Background Papers

- Report to Policy & Resources Committee, 28 May 2015: '*Support for a Study to Strengthen the City's Role in working with London's Communities*'

David Pack

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Appendix 1 – Members of the Study Panel

- Mark Boleat, City of London Corporation (Sponsor)
- Alderman & Sheriff Charles Bowman, City of London Corporation (Co-chair)
- Debby Ounsted CBE (Co-chair)

- Annette Andrews, Director of HR, Lloyds of London
- Nicholas Birtles, Chairman of Konetic, Agena and Positive Image, Master of Worshipful Company of Information Technologists
- Deb Conner, Head of Social Mobility, KPMG/ Chief Operating Officer, Social Mobility Foundation
- Robert Elliott, Senior Partner, Linklaters
- Alderman Peter Estlin, City of London Corporation
- Bridget Gardiner, Executive Director, The Brokerage Citylink
- Peter John, Leader, London Borough of Southwark
- Anthony Harte, Head of Community Engagement EMEA, Bank of America Merrill Lynch
- Wendy Hyde CC, City of London Corporation
- Liam Kane, Chief Executive, East London Business Alliance
- Angus Knowles-Cutler, Vice-Chairman, Deloitte
- Claire Kober OBE, Leader, London Borough of Haringey
- Kevin Munday, Founding Director, Think Forward Foundation
- Vicky O'Hare, Managing Director, Party Ingredients
- Matthew Patten, Chief Executive, Mayor's Fund for London
- Darren Rodwell, Leader, London Borough of Barking and Dagenham
- Xavier Rolet, Chief Executive, London Stock Exchange Group
- Ian Seaton CC, City of London Corporation
- Tom Sleigh CC, City of London Corporation
- Jean Stevenson, Member Worshipful Company of International Bankers
- Laura Wyatt, Senior Head of Programmes, Prince's Trust

ANNEX B

Committee(s)	Dated:
Policy and Resources - for decision Education Board – for information Community and Children’s Services – for information	18 February 2016 3 March 2016 11 March 2016
Subject: Developing a Framework for the City Corporation’s work on Employability	Public
Report of: Director of Economic Development	
Report authors: Damian Nussbaum/ Liz Skelcher, Economic Development Office	

Summary

Work has taken place to develop a headline ‘outcomes framework’ to help connect City opportunities with the talent of Londoners to reinforce City competitiveness and support London’s communities.

Development of this framework has drawn on the recent work of a senior, cross-sector Study Panel into employability among young Londoners, co-chaired by Alderman and Sheriff Bowman; input from a senior Officer group; and Dame Fiona Woolf’s ‘Power of Diversity’ initiative. (It also builds on a solid track record of work undertaken by the City Corporation, with others, over a number of years).

Using the City’s unique position in this way, we could work more strategically and leverage the potential of the City to have a much greater impact on employability in London.

Recommendation

The Policy and Resources Committee, Education Board and Community and Children’s Services Committee are asked to note the progress made in developing an employability framework with a further report on progress to be submitted later in the year; and the Policy and Resources Committee is further requested to agree the proposed next steps.

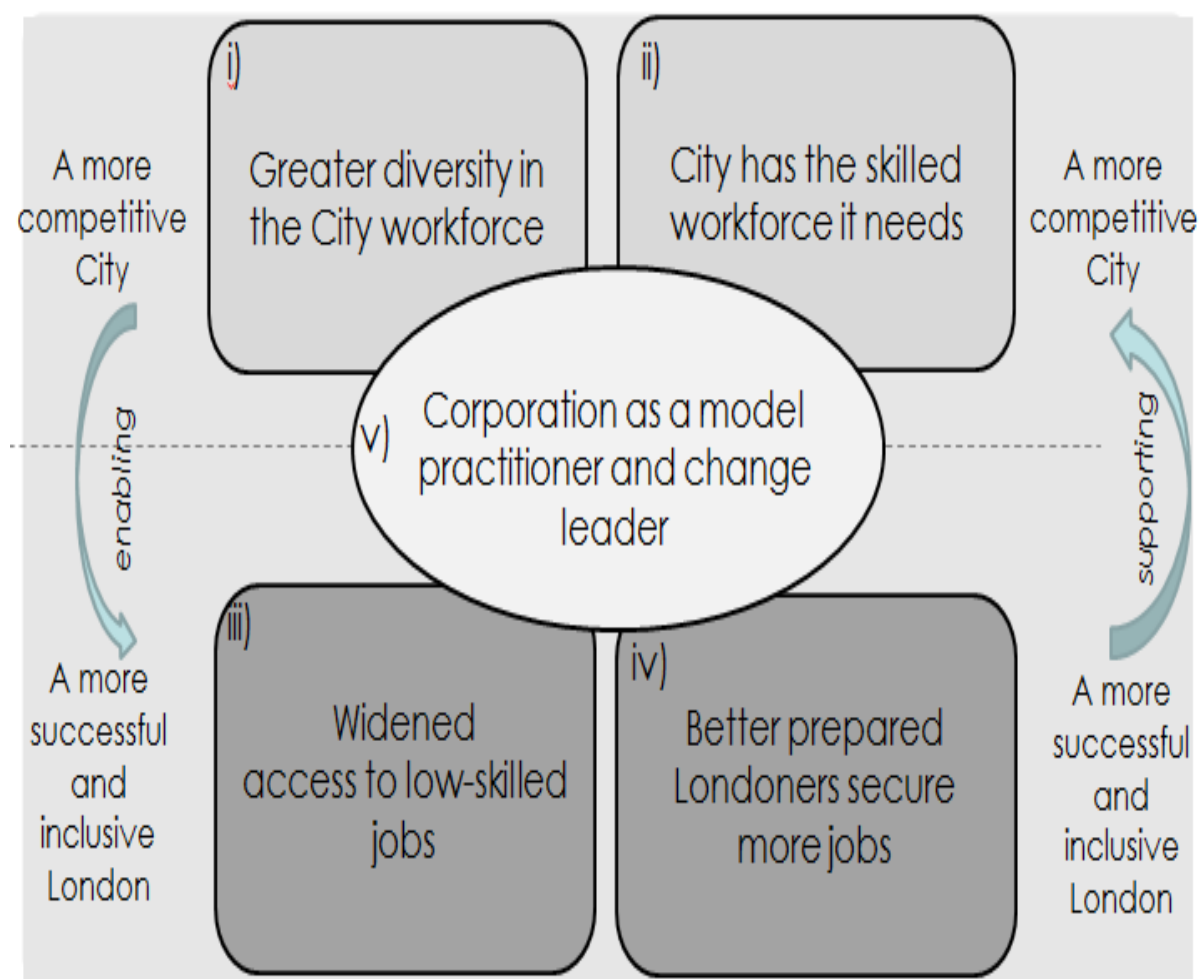
Main Report

Background.

1. The City Corporation (together with City Bridge Trust, Central London Forward and Heart of the City) has an extensive programme of work aimed at supporting Londoners into employment, particularly those from disadvantaged backgrounds. This work has been built up over a number of years and reported to Committee periodically, with a comprehensive overview submitted in 2014.

Current Position

2. Building on previous work, a headline outcome framework for our employability work has been developed as follows:



3. This has drawn on the work of the senior, cross-sector Study Panel co-chaired by Alderman and Sheriff Bowman, into employability among young people in London, which aims to increase the amount of activity by 'the City' (*the subject of a separate report on today's agenda*) as well as further research commissioned by EDO to cover employability of all Londoners.
4. The work to develop the Framework has been driven by a senior officer group seeking to inform the City Corporation's activity, having regard to related activity as trustee of Bridge House Estates (through the City Bridge Trust), and as participants in, and funders of, Central London Forward and Heart of the City. The group has analysed the current needs in London, and sought to identify where the City is best placed to make a difference, to ensure that we maximise the impact of our resources. The group comprised senior Officers from City Bridge Trust, Community and Children's Services Department, the Town Clerk's

Office and Central London Forward, alongside the Economic Development Office.

5. This group has noted that :
 - a. Despite the economic recovery, unemployment in London remains above the national average and that although educational attainment is among the best in the country, this is not translating into success among young people in accessing jobs.
 - b. There is increasing demand for high-skilled staff for City roles over the next 10 years; and that this is generating concern over skills shortages.
 - c. The City creates low skilled jobs with many more jobs created through outsourcing (20,000+); some 600,000 Londoners are unemployed and want to work, but few employers actively use their buying power to support London employment
 - d. The City is international but less diverse than London's; there are many initiatives to open up the workplace to more people from less privileged backgrounds but progress is slow and significant barriers remain
6. There are many organisations involved in this agenda, including City employers and employees, but efforts could be better focussed to maximise impact.
7. The City Corporation itself has been trying to address these gaps – directly, through programmes connecting Londoners to City opportunities e.g. through the Barbican Centre, EDO programmes, Open Spaces, apprenticeships); as an employer (through apprentices, work experience, aspiration raising activity); and through our wider family (which includes Central London Forward; City Bridge Trust and Heart of the City)
8. However, the City Corporation 'family' cannot fill these gaps alone. Using the City's unique position, we could work more strategically and leverage the potential of the City to have a much greater impact on employability in London.

Taking this forward

9. Based on the outline framework for activity, we propose to develop an action and resource plan for each of the five themes and consider how to engage business.
10. Next steps would include the following: implement the findings of the Study Panel into youth employability ; support the Power of Diversity initiative and other measures to strengthen the diversity of the City workforce; consider how to seize the opportunities offered by the new apprenticeship levy; look systematically at how to develop exemplar employment practices (including through the City Corporation's and City businesses' supply chains); conduct further geographical analysis; and create a compelling narrative for our work.
11. A separate report on the Policy and Resources Committee agenda today addresses the proposed strengthening of the Economic Development Office's work to help drive the City Corporation's role as a leader in employability .
12. We will report back on progress with the Framework to your Committees before the end of the year.

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Committee(s)	Dated:
Policy and Resources	18 February 2016
Subject: Strengthening Economic Development Office work on Employability in London	Public
Report of: Director of Economic Development	For Decision
Report author: Damian Nussbaum, Director of Economic Development Office	

Summary

To strengthen the Economic Development Office’s (EDO’s) role in helping create a more competitive City and a more successful and inclusive London, it is proposed that its employability work be focused on a) playing a stronger role in providing a direction and vision for the City through high-profile strategy and policy leadership; b) developing a stronger strategic business engagement and relationship management function; c) commissioning fewer, more targeted and high impact programmes.

To support this role this report proposes reinforcing EDO’s leadership and expertise to drive forward the City Corporation’s employability agenda, at no extra cost to the City Corporation’s budgets, by applying S106 resources ringfenced for ‘skills, training and job brokerage’ activity at a cost of up to £425,000 p.a. for three years, £1.276m in total. Some £1.112m is currently available and it is proposed that you give approval to commit the further £164K required once it is received. (Although S106 income is unpredictable, we anticipate this income within the coming year).

Recommendation(s)

The Committee is invited to:-

- a) note proposals to help the City to achieve maximum impact and visibility in its work to support London communities
- b) approve, subject to the receipt of the balance of £164k in S106 funding required, the use of up to £425,000 per year over three years of Section106 funds (which are restricted for use on skills, training and job brokerage) to drive the City Corporation’s role as a leader in employability.

Main Report

Background

1. The City Corporation is committed to encouraging jobs and growth in London’s communities. In line with this, the Economic Development Office (EDO) has a strategic aim “to encourage, support and celebrate employability, enterprise and ‘responsible business’ in London”. It has a track record of delivering ‘employability’ programmes over a long period.

Current Position

2. The City Corporation, together with key partners, has in recent times increased its focus on the topic of employability in London, Recent work includes:-
 - a. The senior, cross-sector Study Panel, initiated by your Chairman and co-chaired by Alderman and Sheriff Bowman, into employability among young people in London. This aims to increase the amount of activity by 'the City'. *A separate report on this is on the agenda.*
 - b. A senior officer group developing a framework for the City Corporation's activity in this area. This seeks to guide the City Corporation's activity, having regard to related activity as trustee of Bridge House Estates (through the City Bridge Trust), and as participants in, and funders of, Central London Forward and Heart of the City. *This framework is also the subject of a separate report on the agenda.*
 - c. Discussions on provision of support by EDO for the Power of Diversity programme across the City led by Dame Fiona Woolf.
3. EDO is responding to the work of the Panel by proposing to strengthen its work on employability as set out below.
4. A proposed outcomes framework, which is discussed in more detail in the accompanying report on this agenda, has been developed in response to the Study Panel, to increase the impact of the City Corporation's work on employability to help address the mismatch between the needs of City employers and the skills of Londoners. It involves:-
 - a) greater diversity in the City workforce
 - b) ensuring that the City has the skilled workforce it needs,
 - c) widened access to lower skilled City jobs,
 - d) better prepared Londoners secure more jobs and
 - d) the City Corporation as a model practitioner and change leader.

Proposals

5. EDO will strengthen its leadership and expertise by:
 - a. playing a stronger role in providing a direction and vision for the City, including facilitating higher profile policy leadership and convening; using robust research to develop strategies and high impact programmes in collaboration with senior stakeholders; and developing and showcasing good practice. In addition, we will support efforts to position the CoLC as an exemplar 'responsible business' delivering in the area of employability.
 - b. developing stronger strategic business engagement and relationship management to coordinate and enhance our work with business to maximise impact through policy and programme delivery, increasing visibility.
 - c. changing the emphasis to date on commissioning a large number of, generally smaller, programmes from external providers, in favour of commissioning and delivery of fewer, more targeted and high impact programmes.

6. We propose to allocate up to £425k of Section 106 funds p.a. over a total period of three years (spread over four financial years) commencing in June 2016. This would cover the cost of posts in EDO, associated costs, events and materials. This would be met from those Section 106 (planning obligation) funds restricted to activity to support 'skills, training and job brokerage'. These are allocated in accordance with planning policy and in line with criteria set out by your Committee and have been used to fund employability work, alongside other budgets, over a number of years .

Implications

7. Some £1.112m is currently available and would be used to cover most of the costs of these proposals for a three year period. It is proposed that you give approval to commit the further £164K required once it is received. (Although S106 income is unpredictable, we anticipate this income within the coming year. We also estimate that sufficient S106 resource will become available to commission carefully selected, high impact, activity from third parties).
8. Reconfiguration of staff will be implemented in consultation with the Director of HR and in line with City Corporation HR procedures (including making provision for termination costs in the event that funding is no longer available to fund the service at the end of the three year period).

Damian Nussbaum,
Director of Economic Development

Liz Skelcher
Assistant Director of Economic Development

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Committee: Policy and Resources	Date: 18 February 2016
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 £167,300 and £123,700 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 04/02/16</u>	<u>TO BE SPENT</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	14,443	3,557	
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	10,000	0	
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	59,500	17,500	

ALLOCATIONS FROM PIF						STATUS OF BALANCE	
COMMITTEE	DESCRIPTION	RESP OFFICER	ALLOCATION	ACTUAL PAID TO 04/02/16	BALANCE TO BE SPENT	NOTES	
DATE			£	£	£		
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	100,000	0	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	187,500	62,500	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	35,000	10,000	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	1,120	53,880		
	Communities						
22/03/13	Continued sponsorship of Teach First through support of its Higher Education Access Programme for Schools (HEAP)	DED	18,000	16,192	1,808	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	50,000	0	3 year funding: £50,000 final payment in 2016/17	
20/02/14	TeenTech City 2014 - 2017 - support for annual events aiming to change perceptions of STEM careers in the UK	DED	10,000	10,000	0	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	31,365	28,535	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	

ALLOCATIONS FROM PIF						STATUS OF BALANCE	
<u>COMMITTEE</u>	<u>DESCRIPTION</u>	<u>RESP OFFICER</u>	<u>ALLOCATION</u>	<u>ACTUAL PAID</u>	<u>BALANCE</u>	<u>NOTES</u>	
<u>DATE</u>			£	TO 04/02/16 £	TO BE SPENT £		
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	50,000	0	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	17,567	7,433		
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	5,850	24,150		
	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	7,500	0	£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	50,000	0	2 year funding - £50k in 2016/17	
19/10/15	Bright Blue & Localis 'Future of London' Research: City of London Corporation's sponsorship of a project to compile a collection of short essays on the 'Future of London'	DPR	20,000	20,000	0		

ALLOCATIONS FROM PIF					STATUS OF BALANCE	
<u>COMMITTEE</u> <u>DATE</u>	<u>DESCRIPTION</u>	<u>RESP</u> <u>OFFICER</u>	<u>ALLOCATION</u> £	<u>ACTUAL</u> <u>PAID</u> TO 04/02/16 £	<u>BALANCE</u> <u>TO BE SPENT</u> £	<u>NOTES</u>
19/09/13	Attracting and Retaining International Organisations International Valuation Standards Council (IVSC) - City of London to support the accommodation costs of the IVSC	CS	50,000	37,500	12,500	5 year funding - £50k per year until 2018/19
03/07/14	International Forum of Sovereign Wealth Funds (IFSFWF) - City of London to support the IFSWF Secretariat locating in the City	DED	120,700	120,660	40	4 year funding - £124,500 in 2016/17 & £31,300 in 2017/18
24/09/15	New Area of Work 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	40,000	0	3 year funding - £40k per year until 2017/18
			1,328,700	1,012,121	316,579	
	BALANCE REMAINING		167,300			
	TOTAL APPROVED BUDGET		1,496,000			
	ANALYSIS OF TOTAL APPROVED BUDGET					
	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

CAROLINE AL-BEYERTY - FINANCIAL SERVICES DIRECTOR

POLICY AND RESOURCES COMMITTEE - POLICY INITIATIVES FUND

2015/2016
£

POLICY INITIATIVES FUND

- Balance remaining prior to this meeting

167,300

Less possible maximum allocations from this meeting

-

0

-

0

0

Balance

167,300

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 04/02/16</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	1,000	7,800	£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	7,500	7,500	£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	10,250	14,750	3 year funding - £25k per year until 2017/18.
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 04/02/16 £	<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	20,760	4,240	3 year funding - £25k per year until 2017/18.
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	15,133	57,867	
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	115,073	9,927	
19/11/15	City & Livery Awards: City of London Corporation providing seed funding to facilitate the City & Livery Awards Finale on 28 January 2016	TC	6,000	5,152	848	
			604,300	408,933	195,367	
	BALANCE REMAINING		123,700			
	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			

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

<u>ALLOCATIONS FROM CONTINGENCY</u>					<u>STATUS OF BALANCE</u>	
<u>COMMITTEE</u> <u>DATE</u>	<u>DESCRIPTION</u>	<u>RESP</u> <u>OFFICER</u>	<u>ALLOCATION</u> £	<u>ACTUAL</u> <u>PAID</u> TO 04/02/16 £	<u>BALANCE</u> <u>TO BE SPENT</u> £	<u>NOTES</u>
DOS	Director of Open Spaces				DMCP	Director of Markets & Consumer Protection
DCHL	Director of Culture, Heritage and Libraries					
CAROLINE AL-BEYERTY - FINANCIAL SERVICES DIRECTOR						

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POLICY AND RESOURCES COMMITTEE - CONTINGENCY

	2015/2016
	<u>£</u>
CONTINGENCY	
- Balance remaining prior to this meeting	123,700
 <u>Less possible maximum allocations from this meeting</u>	
-	<u>0</u>
	0
 Balance	 <u>123,700</u>

Caroline Al-Beyerty
Financial Services Director

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