



Policy and Resources Committee

Date: THURSDAY, 19 MAY 2016

Time: 1.45 pm

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

Members:

Deputy Douglas Barrow	Edward Lord
Deputy John Bennett	Jeremy Mayhew
Mark Boleat	Deputy Catherine McGuinness
Sheriff & Alderman Charles Bowman	Andrew McMurtrie (Ex-Officio Member, Deputy Chairman of the Investment Committee)
Alderman Sir Michael Bear	Wendy Mead
Deputy Roger Chadwick (Ex-Officio Member)	Hugh Morris
Henry Colthurst	Deputy Joyce Nash
Deputy Alex Deane	Alderman Dr Andrew Parmley
Simon Duckworth	Dhruv Patel (Ex-Officio Member, Chairman of the Community & Children's Services Committee)
The Rt Hon the Lord Mayor, The Lord Mountevans	Alderman Baroness Scotland (Ex-Officio Member)
Stuart Fraser	Deputy Dr Giles Shilson
Marianne Fredericks	Sir Michael Snyder
George Gillon	Deputy John Tomlinson
Deputy the Revd Stephen Haines (Ex-Officio Member, Chairman of the Establishment Committee)	Tom Sleigh
Christopher Hayward (Ex-Officio Member, Chairman of the Planning Committee)	Michael Welbank (Chief Commoner, Ex-Officio Member)
Wendy Hyde	Alderman Sir David Wootton
Vivienne Littlechild (Ex-Officio Member, Chairman of the Culture Committee)	Chairman of the Investment Committee Chairman of the Police Committee

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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. **ORDER OF THE COURT OF COMMON COUNCIL**
To note the Order of the Court of Common Council, 21 April 2016, appointing the Committee and approving its terms of reference.

For Information
(Pages 1 - 4)
4. **ELECTION OF CHAIRMAN**
To elect a Chairman in accordance with Standing Order No.29.

For Decision
5. **ELECTION OF DEPUTY CHAIRMEN**
To elect a Chairman in accordance with Standing Order No.30.

For Decision
6. **MINUTES**
To consider minutes as follows:-
 - a) To agree the public minutes of the meeting held on 14 April 2016.

For Decision
(Pages 5 - 12)
 - b) To note the draft public minutes of the Projects Sub-Committee meeting held on 13 April 2016.

For Information
(Pages 13 - 20)
7. **CHAIRMAN OF THE FINANCE COMMITTEE'S DISCRETIONARY FUND**
Resolution from the Finance Committee on 12 April 2016.

For Decision
(Pages 21 - 22)
8. **APPOINTMENT OF SUB-COMMITTEES, WORKING PARTIES AND REPRESENTATIVES ON OTHER COMMITTEES**
Report of the Town Clerk.

For Decision
(Pages 23 - 36)

9. **CENTRAL CRIMINAL COURT- REPORTING LINES**

Report of the Deputy Town Clerk.

NB: This report has been considered by the Finance Committee and will have been considered by the General Purposes Committee of the Court of Aldermen.

For Decision
(Pages 37 - 42)

10. **CITY EDUCATIONAL TRUST FUND AND THE CITY OF LONDON CORPORATION
COMBINED EDUCATION CHARITY**

Report of the Town Clerk.

NB: This report will have been considered by the Education Board and the Community and Children's Services Committee.

For Decision
(Pages 43 - 46)

11. **NOMINATIONS TO LONDON COUNCILS**

Report of the Town Clerk.

For Decision
(Pages 47 - 50)

12. **CULTURAL HUB IDENTITY - MARKETING AND COMMUNICATIONS STRATEGY**

Report of the Town Clerk.

NB: To be read in conjunction with the non-public appendix at item no. 24 on the agenda.

For Decision
(Pages 51 - 64)

13. **REMEMBRANCER'S OFFICE BUSINESS PLAN 2016 - 2019**

Report of the Remembrancer.

For Decision
(Pages 65 - 90)

14. **PROJECT FUNDING UPDATE**

Report of the Chamberlain.

For Decision
(Pages 91 - 98)

15. **MARCHÉ INTERNATIONAL DES PROFESSIONNELS D'IMMOBILIER - (MIPIM
PROPERTY CONFERENCE) 2016 / 2017**

Report of the City Surveyor.

For Decision
(Pages 99 - 104)

16. **THINK TANK SUBSCRIPTIONS**
Report of the Director of Economic Development.
For Decision
(Pages 105 - 110)
17. **POLICY INITIATIVES FUND AND COMMITTEE CONTINGENCY**
Report of the Chamberlain.
For Information
(Pages 111 - 122)
18. **DECISIONS TAKEN UNDER DELEGATED AUTHORITY OR URGENCY POWERS**
Report of the Town Clerk.
For Information
(Pages 123 - 124)
19. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**
20. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT**
21. **EXCLUSION OF THE PUBLIC**
MOTION - That under Section 100(A) of the Local Government Act 1972, the public be excluded from the meeting for the following items on the grounds that they involve the likely disclosure of exempt information as defined in Part I of the Schedule 12A of the Local Government Act.

Part 2 - Non-Public Agenda

22. **NON-PUBLIC MINUTES**
To consider non-public minutes of meetings as follows:-
- a) To agree the non-public minutes of the meeting held on 14 April 2016.
For Decision
(Pages 125 - 128)
- b) To note the draft non-public minutes of the Projects Sub-Committee meeting held on 13 April 2016.
For Information
(Pages 129 - 136)
- c) To note the draft Minutes of the Ceremonial Working Party meeting held on 29 April 2016.
For Information
(Pages 137 - 140)

- d) To note the draft non-public minutes of the Hospitality Working Party meeting held on 4 May 2016.

For Information
(Pages 141 - 144)

23. **GUILDHALL WEST WING - PROVISION OF LAVATORIES AND CLOAKROOM FACILITIES**

Joint report of the City Surveyor and the Remembrancer.

NB: This report has been considered and approved by your Projects Sub-Committee.

For Information
(Pages 145 - 150)

24. **CULTURAL HUB IDENTITY - MARKETING AND COMMUNICATIONS STRATEGY**

Appendix 4 to be read in conjunction with Item No.12 on the agenda.

For Information
(Pages 151 - 152)

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

26. **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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Agenda Item 3

MOUNTEVANS, Mayor	RESOLVED: That the Court of Common Council holden in the Guildhall of the City of London on Thursday 21st April 2016, doth hereby appoint the following Committee until the first meeting of the Court in April, 2017.
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POLICY & RESOURCES COMMITTEE

1. Constitution

A Non-Ward Committee consisting of,

- four Aldermen nominated by the Court of Aldermen
- 20 Commoners elected by the Court of Common Council, at least four of whom shall have fewer than 10 years' service on the Court, and two of whom shall be residents (NB. these categories are not exclusive i.e. one Member can fulfil both criteria)
- the following ex-officio Members:-
 - The Right Honourable the Lord Mayor for the time being
 - The Chief Commoner (who will chair any Sub-Committees regarding Hospitality and Privileges)
 - such Members of the Court of Common Council as have seats in Parliament
 - the Chairmen of the following Committees:-
 - Finance
 - Planning & Transportation
 - Port Health & Environmental Services
 - Police
 - Community & Children's Services
 - Establishment
 - Barbican Centre
 - Investment
 - Culture, Heritage and Libraries
 - The Deputy Chairmen of the Finance and Investment Committees

2. Quorum

The quorum consists of any nine Members.

3. Membership 2016/17

ALDERMEN

- 3 Sir Michael Bear
- 2 Charles Edward Beck Bowman, Sheriff
- 1 Dr Andrew Charles Parnley
- 7 Sir David Wootton

COMMONERS

- 4 (4) Alexander John Cameron Deane, Deputy
- 18 (4) Stuart John Fraser, C.B.E.
- 30 (4) Joyce Carruthers Nash, O.B.E., Deputy
- 22 (4) Sir Michael Snyder, Deputy
- 4 (4) John Tomlinson, Deputy
- 7 (3) John Alfred Bennett, Deputy
- 3 (3) Wendy Marilyn Hyde
- 16 (3) Jeremy Paul Mayhew
- 14 (3) Wendy Mead, O.B.E.
- 6 (3) Hugh Fenton Morris
- 6 (2) Douglas Barrow, Deputy
- 10 (2) Mark Boleat
- 2 (2) Henry Nicholas Almroth Colthurst
- 15 (2) George Marr Flemington Gillon
- 8 (2) Charles Edward Lord, O.B.E., J.P.
- 8 (1) Simon D'Olier Duckworth, O.B.E., D.L.

- 5 (1) Marianne Bernadette Fredericks
- 12 (1) Catherine McGuinness, Deputy
- 5 (1) Dr Giles Robert Evelyn Shilson, Deputy
- 1 (1) Thomas Charles Christopher Sleigh

together with the ex-officio Members referred to in paragraph 1 above.

4. **Terms of Reference**

To be responsible for:-

General

- (a) considering matters of policy and strategic importance to the City of London Corporation including matters referred to it by other Committees and/or Chief Officers;
- (b) the review and co-ordination of the governance of the City of London Corporation including its Committees, Standing Orders and Outside Bodies Scheme, reporting as necessary to the Court of Common Council, together with the City Corporation's overall organisation and administration;
- (c) overseeing, generally, the security of the City and the City of London Corporation's security and emergency planning;
- (d) the support and promotion of the City of London as the world leader in international financial and business services and to oversee, generally, the City of London Corporation's economic development activities, communications strategy and public relations activities;
- (e) the use of the City's Armorial bearings and the Bridge Mark;
- (f) the appointment of the City Surveyor (in consultation with the Investment Committee);
- (g) general matters not otherwise expressly provided for within the terms of reference of any other Committee;
- (h) approving the City Corporation's annual contribution to the London Councils' Grants Scheme and agreeing, alongside other constituent councils, the proposed overall budget;
- (i) making recommendations to the Court of Common Council in respect of:
 - (i) the appointment of the Town Clerk & Chief Executive, Comptroller & City Solicitor and Remembrancer;
 - (ii) the Corporate Plan, Community Strategy, and other corporate strategies, statements or resolutions;
 - (iii) the issuing of levies to all the constituent councils for their contributions to the London Councils' Grants Scheme, for which the Court of Common Council is a levying body; and
 - (iv) the promotion of legislation and, where appropriate, byelaws;

Resource Allocation

- (j) determining resource allocation in accordance with the City of London Corporation's strategic policies;

Corporate Assets

- (k) a) determining the overall use of the Guildhall Complex; and
- b) approving overall strategy and policy in respect of the City Corporation's assets;

Projects

- (l) Scrutiny and oversight of the management of major projects and programmes of work, including considering all proposals for capital and supplementary revenue projects, and determining whether projects should be included in the capital and supplementary revenue programme as well as the phasing of any expenditure;

Hospitality

- (m) arrangements for the provision of hospitality on behalf of the City of London Corporation;

Privileges

- (n) Members' privileges, facilities and development;

Sustainability

- (o) strategies and initiatives in relation to sustainability;

Sub-Committees

- (p) appointing such Sub-Committees as are considered necessary for the better performance of its duties including the following areas:-
 - * Resource Allocation
 - Projects
 - Outside Bodies
 - Public Relations and Economic Development
 - †Hospitality
 - †Members' Privileges

* The constitution of the Resource Allocation Sub Committee is set by the Court of Common Council and comprises the Chairman and Deputy Chairmen of the Grand Committee, past Chairmen of the Grand Committee providing that they are Members of the Committee at that time, the Chairman of the General Purposes Committee of Aldermen, the Chairman and Deputy Chairman of the Finance Committee, the Chairman of the Establishment Committee, the Senior Alderman below the Chair and six Members appointed by the Grand Committee.

† the Working Parties or Sub Committees responsible for hospitality and Members' privileges shall be able to report directly to the Court of Common Council and the Chief Commoner able to address reports and respond to matters in the Court associated with these activities.

POLICY AND RESOURCES COMMITTEE **Thursday, 14 April 2016**

Minutes of the meeting of the Policy and Resources Committee held at Committee Rooms, 2nd Floor, West Wing, Guildhall on Thursday, 14 April 2016 at 1.45 pm

Present

Members:

Mark Boleat (Chairman)
Jeremy Mayhew (Deputy Chairman)
Deputy Catherine McGuinness (Deputy Chairman)
Deputy Douglas Barrow
Alderman Sir Michael Bear
Deputy John Bennett
Sheriff & Alderman Charles Bowman
Henry Colthurst
Deputy Billy Dove (Ex-Officio Member)
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
Andrew McMurtrie (Ex-Officio Member)
Deputy Joyce Nash
Dhruv Patel (Ex-Officio Member)
Deputy Henry Pollard (Ex-Officio Member)
Jeremy Simons
Sir Michael Snyder
Deputy John Tomlinson
Michael Welbank (Ex-Officio Member)
Alderman Sir David Wootton

In Attendance

Tom Sleigh

Officers:

John Barradell	- Town Clerk and Chief Executive
Peter Kane	- The Chamberlain
Michael Cogher	- Comptroller and City Solicitor
Paul Double	- City Remembrancer
Carolyn Dwyer	- Director of Built Environment
Iain Simmons	- Built Environment Department
Caroline Al-Beyerty	- Financial Services Director
William Chapman	- Private Secretary and Chief of Staff to

Bob Roberts	the Lord Mayor
Giles French	- Director of Communications
Nigel Lefton	- Economic Development Office
Iain Simmons	- Remembrancer's Department
Simon Murrells	- Built Environment Department
Peter Lisley	- Assistant Town Clerk
Angela Roach	- Assistant Town Clerk
	- Principal Committee and Members Services Manager

1. APOLOGIES

Apologies were received from Roger Chadwick, Alex Deane, Hugh Morris, Andrew Parmley, Baroness Scotland and Giles Shilson.

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

Edward Lord declared an interest in Item no. 9 by virtue of being a member of the Foreign Office's Advisory Board for the British-German Forum.

3. MINUTES

3a. The public minutes of the meeting held on 17 March 2016 were approved.

3b. The draft public minutes of the Resource Allocation Sub-Committee meeting held on 17 March 2016 were noted.

4. EU REFERENDUM - USE OF THE LIVERY HALL

The Committee considered a report of the Town Clerk concerning the use of the Livery Hall as the Electoral Commission's regional centre for London for the EU referendum.

RESOLVED – That approval be given to the use of the Livery Hall by the Electoral Commission as its regional centre for London for the EU referendum.

5. INCREASING DIVERSITY IN THE COURT OF COMMON COUNCIL

The Committee considered a report of the Town Clerk concerning activities which might help to increase the diversity of the membership of the Court of Common Council.

A Member who was, in attendance, referred to a number of matters that did not form part of the report which he felt needed to be considered. He pointed out that current working practices, for example, the scheduling of meetings prohibited some people from standing for election to the Court. He advised that

given Members' closeness to the issue it might be useful to engage an external person to bring more perspective.

Detailed discussion ensued during which, amongst other things, the following comments were made:-

- A Member commented that, given the low proportion of women on the Court, altering the timing of meetings would, in her view, be a retrograde step. It was noted that the timing of Committee meetings had been discussed on a number of occasions and that each time a collective view was taken not to pursue a change. Similarly, scheduling meetings, for example, over the lunchtime period had also been considered and not pursued. Nevertheless, there was nothing to prevent a Committee from considering altering the time of its meetings.
- It was suggested that it might be useful to engage with businesses by, for example, speaking to the Asian Business Forum at the London Chamber of Commerce and other similar organisations. It was also important to engage and raise awareness with existing businesses in the City and it was noted that the Association of HR Directors might provide a mechanism for doing this.
- Reference was made to the fact that larger businesses put a lot of resources into looking at sub-conscious barriers which might affect diversity. Members nevertheless acknowledged the difficulties some Members might have in taking an objective view. The suggestion of engaging an external person to assist in the matter was therefore supported and it was also suggested that consideration could be given to possibly engaging a local authority Chief Executive to provide an external overview.
- A Member of the informal Member-level Diversity Group pointed out that the issue of diversity was wider than just the timing of meetings and advised that the suggestions contained in the report reflected thinking following one meeting of the Group. He was therefore keen for the Group to continue to look at further issues and suggestions.
- In summing up the Chairman suggested that further thought should be given to the provision of an electronic welcome pack and to possibly pulling together a shorter version in the interim. Members supported this suggestion. Support was also expressed for the provision of an early evening briefing to engage employee networks in the City about the work of the City Corporation and to the abbreviated version of the guide on "How to become a Common Councilman (Councillor)", as set out in the Appendix to the report, being circulated to all Members of the Court. It was noted that the Guide had already begun to attract the attention of people who might be interested in standing for election.

RESOLVED – that the following be approved:-

1. the creation of an electronic welcome pack for new City business which explained what the City Corporation had to offer and how it worked, co-ordinated by the internal communications office/communications teams and to a shorter version of the pack being created in the interim;
2. an early evening event to brief and engage with employee networks operating in businesses across the City about the City Corporation, co-ordinated by the Economic Development Office;
3. an abbreviated version of the guide as set out in the Appendix to the report be circulate to Members to assist them in encouraging others to consider standing for election to the Court of Common Council;
4. further thought be given to the following:-
 - engaging with businesses by, for example, speaking to the Asian Business Forum at the London Chamber of Commerce;
 - engaging with existing businesses in the City possibly through the Association of HR Directors; and
 - engaging an external person to bring perspective and assist the Committee with its desires to increase the diversity of the Court by, for example, using a local authority Chief Executive .

6. TOWN CLERK'S BUSINESS PLAN

The Committee considered the Town Clerk's Business Plan for 2016-19.

The Committee noted that, going forward, the format of the Business Plan would be reviewed to ensure that Members were presented with relevant information only.

RESOLVED – that the Business Plan for 2016-19 be approved.

7. CITY ANTI-TERRORISM TRAFFIC REGULATION ORDER

The Committee considered a report of the Director of the Built Environment updating it on the proposal to introduce a City Anti-Terrorism Traffic Regulation Order (ATTRO).

The Chairman of the Police Committee advised that, whilst the report had been noted by that Committee earlier that day, there had been some concern about the wording and phraseology contained in the protocol which it was felt could result in the ATTRO being open to challenge.

Detailed discussion ensued on the introduction of a City ATTRO during which, amongst other matters, the following points were made:-

- In response to concerns about whether the safeguards built in to the process were sufficient, the Chairman pointed out it was important to

acknowledged the need for an element of trust in the officers operating the process;

- Reference was made to Transport for London's (TfL) involvement in the process and the key role it played. Members were reminded of TfL's powers and noted that it was supportive of the initiative and was content for the streets in the City that it was responsible for to be included in The City ATTRO;
- A Member questioned whether the protocol (paragraph 5.1) should be more specific about the frequency of meetings rather than stating that "regular" meetings would be held; it was agreed that this was not necessary;
- Members were advised that the expectation was that the ATTRO would end after 48 hours unless there was good reason for an extension.

RESOLVED – That the following be approved:-

1. the commencement of the statutory process for making a City ATTRO, subject to the applicable statutory processes;
2. the draft Protocol on how the ATTRO should be used as set out in Appendix 1 of the report;
3. the Director of the Built Environment or a delegated officer be authorised to carry out consultation and publication of Notice of the proposal to make the ATTRO;
4. it be noted that the outcome of the statutory notice procedures and consultation responses would be submitted to the Planning and Transportation and Policy and Resources Committees, to determine whether or not to proceed with the ATTRO and/or other next steps;
5. the Comptroller and City Solicitor or a delegated officer be authorised to enter into any necessary agreements under Section 101 of the Local Government Act 1972 with Transport for London to carry out the statutory steps associated with the proposal, notification and making of the ATTRO on TfL roads on their behalf; and
6. in the event of any neighbouring traffic authorities agreeing to their boundary roads with the City being included in the ATTRO, (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); and (b) the Director of the Built Environment or her delegated officer be authorised to amend the ATTRO to include boundary roads with neighbouring traffic authorities, as the relevant traffic authorities might agree (and subject to all necessary statutory processes).

8. **SPECIAL EVENTS ON THE HIGHWAY**

The Committee considered a report of the Director of the Built Environment concerning the special events taking place on the highway in 2016.

The Chairman commented that whilst this was a matter predominantly for the Streets and Walkways Sub-Committee, given past concerns and the fact that road closures were usually required for the special events, in future, the report should also be submitted to the Policy and Resources Committee for approval. Members supported this.

RESOLVED – that:-

1. the events as set out in appendix 1 of the report be approved; and
2. future reports on special events taking place on the highway be considered by both Streets and Walkways Sub-Committee and the Policy and Resources Committee.

9. **WILTON PARK'S 2016 BRITISH-GERMAN FORUM**

The Committee considered a report of the Director of Economic Development concerning the sponsorship of Wilton Park's 2016 British–German Forum.

RESOLVED – that approval be given to Wilton Park's 2016 British-German Forum being sponsored in the sum of £15,000 and that the funding be met from the Committee's 2016/17 Policy Initiatives Fund, categorised under Promoting the City and charged to City's Cash.

10. **CENTRAL LONDON FORWARD - EMPLOYMENT SUPPORT**

The Committee considered a report of the Director of Economic Development concerning Central London Forward's (CLF) proposal for delivering employment support for *Troubled Families* within the central London area.

RESOLVED – That the following be noted:-

1. the collaboration between CLF, the London Borough of Lewisham and the Shaw Trust for the explicit purpose of developing a proposal for £4m bid for European Social Fund (ESF) grant to fund a programme of employment support for Troubled Families in Central London;
2. the proposal did not give rise to any additional financial liabilities for the City Corporation as any financial risks would sit with the Shaw Trust as the ESF grant recipient and party responsible for delivery of the project; and
3. the next steps would be for CLF, the London Borough of Lewisham and City Corporation officers to agree the joint proposal with the Shaw Trust, and establish a collaboration agreement and any associated delivery agreements.

11. **POLICY INITIATIVES FUND AND COMMITTEE CONTINGENCY**

The Committee considered a report of the Chamberlain concerning the Policy Initiatives Fund and the Committee Contingency for 2016/17.

RESOLVED – That report be noted and, in particular, that the balances currently available in the Policy Initiatives Fund and the Committee contingency for 2016/17 was £527,400 and £159,000 respectively.

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

There were no questions.

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

The Committee considered the following item of urgent business:-

Chairman and Deputy Chairman of the Community and Children’s Services Committee – Amendment to Standing Orders

The Committee considered a report of the Town Clerk setting out a request from the Community and Children’s Services Committee to amend standing orders and its terms of reference to remove the prohibition on residents or tenants of any property owned or managed by the City of London Corporation serving as Chairman or Deputy Chairman of the Community and Children’s Services Committee.

RESOLVED – it be recommended to the Court of Common Council that Standing Order No. 29(3) and 30(4a) be amended to remove the prohibition on residents or tenants of any property owned or managed by the City of London Corporation to serving as Chairman or Deputy Chairman of the Community and Children’s Services Committee and that the terms of reference of that Committee be amended to reflect this change.

14. **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
15 - 16	3

Non-Public Agenda

15. **NON-PUBLIC MINUTES**

15a. The non-public minutes of the meeting held on 17 March 2016 were approved.

15b. The draft non-public minutes of the Resource Allocation Sub-Committee meeting held on 17 March 2016 were noted.

15c. The draft non-public minutes of the Hospitality Working Party meeting held on 16 March 2016 were noted.

16. EFFECTIVENESS OF HOSPITALITY REVIEW

The Committee considered and agreed a report of the Remembrancer concerning the review of the Effectiveness of Hospitality.

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

There were no questions.

18. 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.

Chairman of the Police Committee and the Chief Commoner

At the conclusion of business the Chairman thanked Henry Pollard, Chairman of the Police Committee, and Billy Dove, the Chief Commoner, on behalf of the Committee for the contribution they had made to the work of the Committee during their tenure

The meeting ended at 2.35pm

Chairman

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PROJECTS SUB (POLICY AND RESOURCES) COMMITTEE

Wednesday, 13 April 2016

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

Present

Members:

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

Officers:

Christopher Braithwaite	- Town Clerk's Department
Craig Spencer	- Town Clerk's Department
Arshi Zaman	- Town Clerk's Department
Graham Bell	- Chamberlain's Department
Christopher Bell	- Chamberlain's Department
Mona Lewis	- Chamberlain's Department
Dianne Merrifield	- Chamberlain's Department
Peter Bennett	- City Surveyor
Mark Lowman	- City Surveyor's Department
Jon Awosoga	- City of London Police
Pauline Weaver	- City of London Police
Simon Glynn	- Department of the Built Environment
Paul Monaghan	- Department of the Built Environment
Giles Radford	- Department of the Built Environment
Iain Simmons	- Department of the Built Environment
Jim Turner	- Barbican Centre
Mike Kettle	- Community and Children's Services
Paul Murtagh	- Community & Children's Services Department
David Pearson	- Director of Culture, Heritage and Libraries
Alan Bubbear	- City of London School for Girls

1. APOLOGIES

Apologies for absence were received from Christopher Hayward.

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

No declarations of interest were received.

The Chairman advised Members that, as Chairman of the Board of Governors of the City of London School for Girls, the Deputy Chairman would take the Chair for Agenda Item 7.

3. **MINUTES**

RESOLVED – That the minutes of the previous meeting held on 25 February 2016 were approved as an accurate record.

4. **GATEWAY APPROVAL PROCESS**

RESOLVED – That the Sub-Committee notes the Gateway Approval Process.

5. **TRANSPORTATION AND PUBLIC REALM DIVISION PROJECTS PROGRAMME - GATEWAY 2 PROJECT PROPOSALS**

The Sub-Committee considered a report of the Director of the Built Environment which sets out the current programme for all Transportation and Public Realm Division capital projects. The report sought approval for the initiation of five new projects at Gateway 2, which could be considered in the light of the full programme of projected work set out in the document.

Newgate Street/Warwick Lane Safety Improvement

The Sub-Committee commented that the risk of this project should be considered to be high, given past experiences with Transport for London works.

Bus Reliability Schemes

The Sub-Committee commented that while the project would have benefit, the bigger issue was to work with Transport for London to increase the efficiency of bus routes.

City Way Finding Signage Review

The Sub-Committee commented that the majority of City street users tended to navigate by using smart phones, rather than traditional signage. Therefore, the Sub-Committee suggested that an additional option should be added to the project proposal to reduce the amount of signage and improve the availability of electronic options, such as smart signs.

RESOLVED – That the following projects be approved to proceed through Gateway 2:

- Newgate Street/ Warwick Lane Street Enhancements, subject to the risk of the project being increased (regular route)
- Bus Reliability Schemes (regular route)
- Greening Cheapside Enhancement Project (regular route)
- 100 Minorities (The Crescent) Enhancement Project (regular route)
- City Way-Finding Review, subject to adding an option to reduce the amount of signage and enhance electronic options (regular route).

6. **ALL CHANGE AT BANK: LONGER TERM FUNDING UPDATE**

The Sub-Committee considered an Issues report of the Director of the Built Environment which provided information regarding the future funding of the project known as All Change at Bank.

The Chairman commented that there had not been a decision as yet to make any permanent changes to Bank, and therefore the Project name should be amended to the Bank Junction Project.

RESOLVED – That the Sub-Committee:

- a) Notes the report; and
- b) Agrees that the Project should be renamed the Bank Junction Project.

7. **CITY OF LONDON SCHOOL FOR GIRLS - REFURBISHMENT - GATEWAY 3/4 OPTIONS APPRAISAL**

The Deputy Chairman took the Chair for this item.

The Sub-Committee considered a Gateway 3/4 report of the Head Teacher of the City of London School for Girls which requested approval for the preferred option for the Refurbishment of the City of London School for Girls.

RESOLVED – That the Committee approves the Project to proceed to the next Gateway on the Regular route.

8. **STREET LIGHTING REVIEW - GATEWAY 3/4 OPTIONS APPRAISAL**

The Chairman resumed the Chair for the remainder of the meeting.

The Sub-Committee considered a Gateway 3/4 report of the Director of the Built Environment which requested approval to shift to LED street lighting and, in parallel, implementing a central management system to control that lighting.

The Chairman noted that this project had initially come forward five years previously, but had not previously been presented to Members with any indication of costs. The Sub-Committee commented that it was not satisfactory that a scheme such as this would be brought forward without being included within budgets, and requested that the Town Clerk and Chamberlain investigate ways in which the system for tracking such potential projects, including potential outline costs, could be managed in such a way that the Resource Allocation Sub-Committee had better visibility of such projects in order to make appropriate budgetary recommendations.

The Chamberlain advised the Committee that this project was linked to the Smart City suite of projects, including the Ring of Steel and award of the wireless concession to improve mobile services across the City. The Sub-Committee noted that it was important that these projects were properly integrated, and requested that the Sub-Committee be advised by email how Officers would ensure that the projects were appropriately linked.

RESOLVED – That the Committee

- a) Authorises the progression of the project to Gateway 5, subject to:
 - i) agreement of the funding strategy by Resource Allocation Sub Committee at Gateway 4a;

- ii) Confirmation via email as to how the projects related to this, including the Ring of Steel and the wireless concession, would be properly integrated.
- b) Notes the requirement to roll forward the existing unspent balance on the project of £22,174 to Gateway 5.

9. **MITRE SQUARE - GATEWAY 4/5 OPTIONS APPRAISAL AND AUTHORITY TO START WORK**

The Sub-Committee considered a report of the Director of the Built Environment which requested approval for the preferred option (Gateway 4) and authority to start work (Gateway 5) on the street enhancement works at Mitre Square.

RESOLVED – That the Sub-Committee

- a) Approves the project approach to deliver the works in two phases;
- b) Approves the design for Phase 1, as shown in Appendix 2 of this report;
- c) Approves the implementation budget for Phase 1 (£440,216), as set out in section 5 and Appendix 3 of this report, fully funded from the Section 278 agreement and Transport for London.

10. **1 ANGEL COURT AREA IMPROVEMENTS - GATEWAY 4/5 OPTIONS APPRAISAL AND AUTHORITY TO START WORK**

The Sub-Committee considered a report of the Director of the Built Environment which requested approval for the preferred option (Gateway 4) and authority to start work (Gateway 5) on the area improvement works at 1 Angel Court. The Chairman explained that approval was being sought for both Gateway 4 and Gateway 5 at the same time as, due to the limited size of the street in question, there was only one possible design option for the works.

RESOLVED – That the Sub-Committee:

- a) approve the design as shown in the general arrangement plan in Appendix 3;
- b) Approves the implementation of the project at a total estimated cost of £333,061, with works to be implemented by the City's highway term contractor, JB Riney.

11. **ACTION TAKEN BY THE TOWN CLERK UNDER DELEGATED AUTHORITY OR URGENCY PROCEDURES**

The Sub-Committee considered a report of the Town Clerk which advised of action taken under delegated authority or urgency since the Sub-Committee's last meeting. The decisions taken were:

- Kenley Revival Project – appointment of Avanti Architects as the Conservation Consultant to the Kenley Revival HLF Project at a cost of £35,000.
- Mitre Square – authorisation of an increase to the Section 278 Highways Staff Costs budget of £24,000, to be fully funded by the developer through the Section 278 agreement, and authorisation of an increase to

the Section 278 City Transportation Staff Costs budget of £17,000, to be fully funded by the developer through the Section 278 agreement.

- One Safe City Programme Funding – approval of an increase in budget of £195,000 to reach the next Gateway for the One Safe City projects, subject to Resource Allocation Sub-Committee approving the allocation of £145,000 funding from the City Fund provision for new schemes. This funding was subsequently approved by Resource Allocation Sub-Committee.
- Joint Command and Control Room Gap Funding – approval of £64,950 to decant the City of London Corporation Contact Centre to Snow Hill Police Station, subject to the approval of Resource Allocation Sub-Committee, at its meeting in March 2016, of funding from the City Fund provision for new schemes. This funding was subsequently approved by Resource Allocation Sub-Committee.

RESOLVED – That the Sub-Committee notes the report.

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

The Chairman requested that a report be submitted regarding the value for money and efficiency of the Term Contractor, JB Riney. He explained that, at present, the Sub-Committee was forced to assume that JB Riney was the most appropriate contractor when it was named as such within the report, but would prefer for some work to be done to assure the Sub-Committee of this.

13. ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT

There was one item of urgent business.

Pay and Display Machine Upgrade – Gateway 2 Project Proposal

The Sub-Committee considered a report of the Director of the Built Environment which requested approval to instigate a project to upgrade the on-street parking pay and display machines in the City.

Members noted that the Planning and Transportation Committee had previously considered this issue and had commented that, as around 15% of customers currently paid with cash, provision should continue with the machines for such payments. The Sub-Committee felt that this was likely to be due to a preference for cash payments from a small portion of the population and it would be unlikely to exclude many, if any, members of the public if the option for cash payments was removed, as the vast majority would be able to pay either by debit card or via mobile phone.

The Sub-Committee noted that it would be vital to ensure that sufficient mobile phone service was available within the City to allow people to be able to pay by that method.

The Sub-Committee therefore agreed that an additional option should be added to the project to investigate whether it was possible to make the machines cashless, with a view to their potentially being removed in the future if mobile payments were sufficiently reliable. The Sub-Committee noted that this option

would require an equality impact assessment to determine to what extent this would exclude any members of the public.

In light of this request, the Sub-Committee agreed that it would wish to review the project again in future, and therefore agreed that it could progress to Gateway 3/4 on the regular route.

RESOLVED – That the Project proceed to Gateway 3/4 on the regular route.

14. **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 the Schedule 12A of the Local Government Act.

Item No.	Paragraph No
15-30	3

15. **NON-PUBLIC MINUTES**

The Sub-Committee approved the non-public minutes of the last meeting held on 25 February 2016.

16. **POTENTIAL VENUES FOR THE INITIAL RELOCATION OF ADULT SKILLS AND EDUCATION SERVICES (ASES) - GATEWAY 2 PROJECT PROPOSAL**

The Sub-Committee considered and approved a Gateway 2 report of the Director of Community and Children's Services which requested approval for the relocation of the Adult Skills and Education Services.

17. **TRANSFORMATION OF BARBICAN LIBRARY - ISSUE REPORT**

The Sub-Committee considered and approved an Issues report of the Director of Culture, Heritage and Libraries which provided an update regarding the Transformation of Barbican Library.

18. **PROVISION OF ADDITIONAL PRIMARY SCHOOL PLACES AND SOCIAL HOUSING ON THE FORMER RICHARD CLOUDESLEY SCHOOL SITE, GOLDEN LANE, LONDON, EC1 - GATEWAY 3 ISSUE REPORT**

The Sub-Committee considered and approved an Issue Report of the City Surveyor and the Director of the Community and Children's Services which advised Members of progress with the development of additional primary school places and social housing on the former Richard Cloudesley School Site at Golden Lane.

19. **53 NEW BROAD STREET - ISSUES REPORT**

The Sub-Committee considered and approved an Issues report of the City Surveyor which provided an update regarding the works at 53 New Broad Street.

20. **CITY OF LONDON FREEMEN'S SCHOOL MASTER PLAN DELIVERY - SWIMMING POOL REPLACEMENT - GATEWAY 4 ISSUES REPORT**
The Sub-Committee considered and approved an Issues report of the Headmaster of the City of London Freeman's School and the City Surveyor regarding the City of London Freeman's School swimming pool project.
21. **TOWER BRIDGE BASCULE REDECKING AND APPROACH VIADUCT WATERPROOFING - GATEWAY 4 OPTIONS APPRAISAL**
The Sub-Committee considered and approved a Gateway 4 Detailed Options Appraisal report of the Director of the Built Environment which sought approval to progress the Tower Bridge Bascule Re-Decking and Approach Viaduct Waterproofing Project.
22. **RING OF STEEL COMPLIANCE AND STABILISATION PROJECT - GATEWAY 5 AUTHORITY TO START WORK**
The Sub-Committee considered and approved a Gateway 5 Authority to Start Work report of the Commissioner of the City of London Police which request approval to commence work on the Ring of Steel Compliance and Stabilisation Project.
23. **POLICE ACCOMMODATION PROJECT - DECANT PLAN - FINSBURY HOUSE - GATEWAY 5 AUTHORITY TO START WORK**
The Sub-Committee considered and approved a Gateway 5 report of the City Surveyor which requested approval to start work for the decant of the City of London Police to Finsbury House, as part of the Police Accommodation Project.
24. **BARBICAN CONCERT HALL 2016 - ISSUES REPORT**
The Sub-Committee considered and approved an Issue report of the Managing Director of the Barbican Centre which requested an increase to the Project Sum for the Barbican Concert Hall.
25. **OPEN SPACES DEPARTMENT - RED, AMBER AND GREEN PROJECTS UPDATE**
The Sub-Committee noted a report of the Director of Open Spaces which provided an update regarding red and amber projects managed by the Open Spaces Department.
26. **CULTURE, HERITAGE AND LIBRARIES DEPARTMENT - RED, AMBER AND GREEN PROJECTS UPDATE**
The Sub-Committee noted a report of the Director of Culture, Heritage and Libraries which provided information regarding the projects managed by the Culture, Heritage and Libraries Department.
27. **BUILDINGS PROGRAMME (INCLUDING HOUSING) - RED, AMBER AND GREEN PROJECTS UPDATE**
The Sub-Committee noted a report of the City Surveyor and the Director of Culture, Heritage and Libraries which provided information regarding projects in the Buildings Programme.

28. ACTION TAKEN BY THE TOWN CLERK UNDER DELEGATED AUTHORITY OR URGENCY PROCEDURES

The Sub-Committee noted a report of the Town Clerk which provided information of decisions taken under delegated authority or urgency since the last meeting.

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

There were no questions.

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

There was one item of urgent business relating to 193 Fleet Street EC4.

The meeting closed at 11.25 am

Chairman

**Contact Officer: Chris Braithwaite
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christopher.braithwaite@cityoflondon.gov.uk**

Agenda Item 7

TO: **POLICY AND RESOURCES COMMITTEE**

Thursday, 19 May 2016

FROM: **FINANCE COMMITTEE**

Tuesday, 12 April 2016

RESOLUTION FROM POLICY AND RESOURCES COMMITTEE - CHAIRMAN'S DISCRETIONARY FUND

The Committee received a resolution from the Policy and Resources Committee which advised that the Policy and Resources Committee had agreed to remove the Finance Committee Chairman's Discretionary Relief Fund of £10,000.

The Chairman commented, and Members agreed, that the resolution did not provide the Committee with sufficient information regarding why the decision had been taken to remove the Finance Committee's Chairman's Discretionary Relief Fund. The Chairman also noted that there had not been any consultation with the Finance Committee prior to this decision being taken, and there had not been an opportunity for the Finance Committee to provide information regarding recent uses of the Discretionary Relief Fund, such as supporting the State Trumpeters through a donation to the Crown Equerry Fund.

The Committee requested that the Policy and Resources Committee provide the Finance Committee with this information, to allow the Finance Committee to consider whether it would be appropriate to request that the Policy and Resources Committee reconsiders this action.

RESOLVED – That the Committee requests that the Policy and Resources Committee provides the Finance Committee with further information regarding why the decision had been taken to remove the Finance Committee's Chairman's Discretionary Relief Fund.

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Agenda Item 8

Committee: Policy and Resources	Date: 19 May 2016
Subject: Appointment of Sub Committees, Working Parties and Representatives On Other Committees	Public
Report of: Town Clerk	For Decision
Report Author: Angela Roach, Principal Committee and Members Services Manager	

Summary

1. The purpose of this report is to consider the appointment of the Committee's sub-committees and working parties, to approve the compositions, terms of reference of those bodies and to appoint representatives on a number of other City Corporation Committees. The Committee is also required to review the frequency of its meetings.
2. The Policy Committee now appoints five sub-committees:-
 - Members' Privileges Sub-Committee;
 - Outside Bodies Sub-Committee;
 - Projects Sub-Committee;
 - Public Relations and Economic Development Sub-Committee; and
 - Resource Allocation Sub-Committee;
3. The Committee has three working parties covering the areas of hospitality, ceremonial and the cultural hub. It also appoints representatives to serve on other City Corporation committees and sub-committees.
4. For ease of reference, details of the composition and terms of reference of the Committees sub-committees and working parties are set out in the Appendix to this report together with the details of the representatives appointed to serve elsewhere.

Recommendations

5. It is recommended that:-
 - a) consideration be given to the appointment, composition and terms of reference of the following sub-committees and working parties for the ensuing year:-
 - Members' Privileges Sub-Committee
 - Outside Bodies Sub-Committee (3 vacancies. This is open to all Members of the Court)
 - Projects Sub-Committee (4 vacancies)
 - Public Relations and Economic Development Sub-Committee (5 vacancies)
 - Resource Allocation Sub-Committee (6 vacancies)
 - Ceremonial Working Party
 - Cultural Hub Working Party (4 vacancies)

- Hospitality Working Party
- b) a Chairman and Deputy Chairman of the Projects Sub-Committee be appointed;
- c) 8 Members be appointed to serve on the Investment Committee (see Section L of Appendix for 2015 nominations);
- d) one Member be appointed to represent the Committee on each of the following:-
- Audit and Risk Management Committee
 - Barbican Centre Board
 - Education Board (this is open to all Members of the Court)
 - Freedom Applications Committee
 - Local Development Framework Reference Sub (Planning) Committee

(see Section K of the Appendix for 2015 appointments)

- e) three Members appointed to represent the Committee on the Corporate Asset Sub-Committee see Section (J) of the Appendix for 2015 appointments).
- f) representatives be appointed for informal consultation with the Court of Aldermen and the Finance Committee on Mayoralty and Shrievalty Allowances (see Section I of the Appendix for 2015 appointments); and
- g) Members consider whether any change is required to the frequency of the Committee's meetings.

Main Report

Background

1. This report considers the appointment, terms of reference and composition of the Policy and Resources Committee's sub-committees and working parties. It also sets out details of the representatives the Committee is requested to appoint to serve on other City Corporation bodies.
2. The Committee is also required to review the frequency of its meetings. It usually meets on a monthly basis (with the exception of the Summer and Easter recess periods). No meetings were cancelled last year and meeting on a monthly basis appears to be working well.

Current Position

3. There are a number of specific areas of the Committee's work which require greater focus and for which it has created a sub-committees, namely:-
 - Members' Privileges
 - Outside Bodies
 - Project Management
 - Public Relations and Economic Development

- Resource Allocation
4. It was previously agreed that the Chairman and a Deputy Chairman of the Grand Committee should serve in an ex-officio capacity on all the Committee's Sub-Committees. The Policy Committee now appoints three Deputy Chairmen and all three serve on the Resource Allocation and the Public Relations and Economic Development Sub-Committees.
 5. The Committee now has three working parties covering hospitality, ceremonial and the cultural hub. Work on hospitality and the cultural hub is on-going. The Ceremonial Working Party was established last year to review the City Corporation's ceremonial protocols and practices, with a view to bringing them up to date as well as to produce an updated and consolidated *Ceremonials* Book. An Outside Bodies Working Party was also created early last year to review the City Corporation's outside bodies. Its work has been completed and a new Sub-Committee has now been established to oversee the Committee's activities in respect of outside bodies. Therefore it will not be necessary to re-appoint an Outside Bodies Working Party.
 6. Each of the Committee's proposed sub-committees, working parties and the appointments to other committees are considered in turn below. Details of their terms of reference and proposed composition are set out in the Appendix to this report.

Members' Privileges Sub-Committee

7. The Members' Privileges Sub-Committee focuses on Members' privileges (but not those relating to City Hospitality which are dealt with by the Hospitality Working Party); Members' facilities (excluding Guildhall Club as this is dealt with by its own dedicated committee) and Member development and training. This Sub-Committee is chaired by the Chief Commoner and can report directly to the Court of Common Council. Vacancies on this Sub-Committee are appointed by the Court. See Appendix for the full composition.

Outside Bodies Sub-Committee

8. This new Sub-Committee was created last year to oversee the City Corporation's Outside Bodies Scheme on behalf of the Committee. Its primary purpose will be to keep under review, on a more regular basis, the City Corporation's policy and protocol towards outside bodies to ensure that they remain fit for purpose. In terms of places on the Sub-Committee, in addition to the Chairman and a Deputy Chairman, there are three places on the Sub-Committee which are appointed by this Committee.

Projects Sub-Committee

9. This Sub-Committee provides additional scrutiny, oversight and challenge for the management of major projects and programmes on behalf of the Policy and Resources Committee. The Chairman and Deputy Chairman of the Sub-Committee

are appointed by the Grand Committee. There are **four** vacancies on this Sub-Committee to which the Grand Committee is asked to appoint.

Public Relations and Economic Development Sub-Committee (PR/ED Sub)

10. This Sub-Committee focuses on all matters relating to the City Corporation's Economic Development, Public Relations, Public Affairs and Communication activities, including any related plans, policies and strategies. There are **five** vacancies on this Sub-Committee to which the Grand Committee is asked to appoint.

Resource Allocation Sub-Committee (RA Sub)

11. Determining resource allocation in accordance with the City Corporation's strategies is undertaken on behalf of the Committee by the RA Sub. Earlier this year, as part of the recent review of the city Corporation's grant giving activities, the Committee agreed to the Sub-Committee being responsible for:-
 - setting the annual quantum for each City's Cash and City Fund grants programme (including for City's Cash funded open spaces grants);and
 - considering the annual performance reports for all grants programmes from the Finance Committee.

The Resource Allocation Sub-Committee also performs the role of a Reference Sub-Committee, in that it considers and makes recommendations on matters referred to it by the Grand Committee. Its constitution is determined by the Court. There are **six** vacancies on this Sub-Committee to which the Grand Committee is asked to appoint.

Hospitality Working Party (HWP)

12. The HWP is chaired by the Chief Commoner and reports directly to the Court of Common Council. It is responsible for considering and making recommendations on City Corporation hospitality and on the applications for the use of Great Hall. Applications for the use other venues within Guildhall are determined by the Remembrancer in consultation with Chief Commoner. Vacancies on this Working Party are appointed by the Court. See Appendix for the full composition.

Cultural Hub Working Party

13. The Cultural Hub Working Party was established in 2013 to oversee the development of a cultural hub in the Barbican area to coordinate improvements to the street scene, links to future transport infrastructure developments, and increased collaboration between the cultural institutions in and around that area. The work of Working Party is on-going and as a consequence its life has been extended to enable it to continue its work overseeing the cross-cutting cultural hub programme. Its constitution and terms of reference was also amended. The Policy and Resources Committee's representation on the Working Party has been increased from two to four representatives.

Ceremonial Working Party

14. Since 1991 the guidance as set out in the *Ceremonials* book has remained broadly unchanged. Elements of it are contradicted by other, more up-to-date guidance manuals (such as the *Swordbearer's Instructions* and the *Sheriffs' Red Book*). As a consequence, last year, a Ceremonial Working Party Members was established to review the City Corporation's ceremonial protocols and practices, with a view to bringing them up to date as well as to produce an updated and consolidated *Ceremonials* Book. There are no vacancies to be filled on the Working Party.

Outside Bodies Working Party

15. The Outside Bodies Working Party's activities have now been completed. As a consequence it is not proposed that the Working Party should be re-appointed. Future issues concerning outside bodies will be considered by the Outside Bodies Sub-Committee.

Investment Committee

16. In addition to the 14 Members directly elected by the Court on to the Investment Committee, this Committee is required to appoint **eight** Members to serve on it from amongst all Members of the Court. Members wishing to serve on the Investment Committee are required to submit a CV in support of their candidature.

Corporate Asset Sub-Committee

17. This Sub-Committee is appointed by the Finance Committee. The Committee is keen to ensure that its meetings are quorate and as a consequence it has recently agreed to altering the membership of CASC from the "Chairman and a Deputy Chairman of the Policy and Resources Committee together with one additional representative" to simply "**three representatives of the Policy and Resources Committee**".

Appointments to other Committees and Sub-Committees

18. The Policy and Resources Committee is required to appoint **one** representative to serve on the following Committees, Sub-Committees and Boards:-
 - **Audit and Risk Management Committee**
 - **Barbican Centre Board**
 - **Education Board**
 - **Freedom Applications Committee**
 - **Local Development Framework Reference Sub (Planning) Committee**
 - **Mayoralty and Shrievalty Allowances** (for the purposes of consultation with the Court of Aldermen and representatives of the Finance Committee)

19. When filling the vacancies on the various committees and sub-committees referred to above it should be noted that a ballot will be required where expressions of interest in serving on them exceed the number of vacancies.

Appendices

Appendix – composition and terms of reference of the Policy Committee’s sub-committees and working parties together with details of the representatives the Committee appoints to serve elsewhere.

Background Papers:

Appointment of Sub Committees, Working Parties and Representatives on Other Committees – Report 30 April 2015

Contact:

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(A) Members' Privileges Sub-Committee

Composition

- Chief Commoner (Chairman)
- Immediate past Chief Commoner *
- Chairman and Deputy Chairman of the House Committee of Guildhall Club (Ex-officio)
- Chairman and a Deputy Chairman of the Grand Committee
- Up to 6 Members appointed by the Court of Common Council as follows:-

Deputy John Barker *term expires 2019*

Deputy Billy Dove *term expires 2018*

Jamie Ingham Clark *term expires 2020*

Ann Holmes *term expires 2020*

Edward Lord *term expires 2017*

Ann Pembroke *term expires 2020*

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

Terms of Reference

- To consider and make recommendations to the Policy and Resources Committee on:-
 - Members' privileges, other than those relating to City Hospitality which is dealt with by the Hospitality Working Party; and
 - Members' facilities, excluding Guildhall Club as it falls within the locus of the House Committee of Guildhall Club.
- To agree a programme of Member training and development, to ensure that all Members have access to opportunities to broaden their specialist knowledge and skills in relation to their duties.

(B) Outside Bodies Sub-Committee

Composition

- the Chairman and one Deputy Chairman of the Policy and Resources Committee;
- three Members appointed by the Policy and Resources Committee (but not necessarily Members of the Policy and Resources Committee);
- three Members appointed by the Court of Common Council (at its June meeting); and
- one Alderman, appointed by the General Purposes Committee of Alderman – Alderman Sir David Wootton.

Terms of Reference

To be responsible for overseeing the City Corporation's Outside Bodies Scheme, to include:-

- developing the Corporation's policy towards outside body appointments;
- keeping under review the effectiveness and appropriateness of the organisation's participation in individual bodies;
- giving initial consideration to new requests from outside bodies for nominations;
- advising the Court on the needs and requirements of the outside body in respect of any vacancy; and
- periodically reviewing the City Corporation's Outside Bodies protocol.

(C) **Projects Sub-Committee**

Composition

4 Members appointed by the Policy and Resources Committee

2 Members appointed by the Finance Committee

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

In 2015/16 membership was as follows:-

Policy Committee representatives

Henry Colthurst

Hugh Morris

Sir Michael Snyder (Chairman) *

Deputy Michael Welbank

Chairman (Deputy Chairman)*

Deputy Chairman of the Grand Committee

Finance Committee representatives

Roger Chadwick

John Tomlinson

Co-optees

Nigel Challis

Christopher Hayward

Graham Packham

**The Chairman and Deputy Chairman of the Sub-Committee to be appointed by the Policy and Resources Committee*

Terms of Reference

To be responsible for:-

- Authorising individual projects on behalf of the Policy and Resources Committee at each stage of the City's agreed Project Approval Process;

- Making proposals to the Resource Allocation Sub-Committee/the Policy and Resources Committee for projects to be included in the capital/supplementary revenue programme;
- Overseeing the City Corporation's programme of projects, excluding those within the remit of the Corporate Asset Sub-Committee, to ensure their delivery within the parameters set by the Resource Allocation Sub-Committee;
- Monitoring the procurement arrangements for capital and supplementary revenue projects and advising the Finance Committee of any issues; and
- Periodically reviewing the City Corporation's project management processes and procedures.

(D) **Public Relations and Economic Development Sub-Committee**

Composition

Chairman and Deputy Chairmen of the Policy and Resources Committee
 Past Chairmen of the Policy and Resources Committee, still on the Committee
 Chairman of the Finance Committee
 5 Members of the Policy and Resources Committee, elected by the Committee
 4 Members of the Court of Common Council, co-opted by the Sub-Committee

In 2015/16 membership was as follows:-

Policy Committee representatives

Chairman of the Grand Committee
 Deputy Chairmen of the Grand Committee
 Stuart Fraser (past Chairman)
 Sir Michael Snyder (past Chairman)
 Doug Barrow
 Rt Hon The Lord Mayor, Lord Mountevans
 Edward Lord
 Wendy Hyde
 Alderman Sir David Wootton

Chairman of Finance

Roger Chadwick

Co-optees

Sophie Fernandes
 Oliver Lodge
 Ian Seaton
 Tom Sleigh

Terms of Reference

To consider and report to the Grand Committee on all matters relating to the City Corporation's Economic Development, Public Relations, Public Affairs and Communication activities, including any related plans, policies and strategies.

(E) **Resource Allocation Sub-Committee**

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

Chairman of the Policy and Resources Committee (Chairman)

Chairman of the Finance Committee (Deputy Chairman)

The Deputy Chairmen of the Policy and Resources Committee

The Deputy Chairman of the Finance Committee

Chairman of the General Purposes Committee of the Court of Aldermen

The Senior Alderman below the Chair

The Chairman of the Establishment Committee

Past Chairmen of Policy and Resources Committee providing that they are Members of the Committee at the time.

Together with 6 Members of the Policy and Resources Committee - in 2015/16 these Members were as follows:-

Marianne Fredericks

George Gillon

Edward Lord

Deputy Joyce Nash

Deputy Dr Giles Shilson

Deputy John Tomlinson

Terms of Reference

- to recommend to the Grand Committee an appropriate allocation of financial resources in respect of the City Corporation's capital and revenue expenditure;
- to meet with Chairmen of Service Committees to advise on the status of the City Corporation's budgets and the recommended allocation of financial resources overall and discuss any emerging issues;
- following advice from the Corporate Asset Sub-Committee, to have power to determine the City Corporation's programme for repairs, maintenance and cyclical replacement of plant & equipment in respect of all operational and non-investment properties, including the prioritisation of the various schemes and projects;
- to determine the appropriate investment proportions between property and non-property assets;
- to recommend to the Grand Committee the extent of properties held by the City of London Corporation for strategic purposes, including within the City of London itself;
- to recommend to the Grand Committee the allocation of operational property resources for service delivery (following Corporate Asset Sub-Committee's consideration of effective use);
- to be the reporting and oversight body for the review of Operational Property;
- to set the annual quantum for each City's Cash and City Fund grants programme (including for City's Cash funded open spaces grants);
- to consider the annual performance reports for all grants programmes from the Finance Committee; and
- to consider and make recommendations in respect of matters referred to it by the Grand Committee including matters of policy and strategy;

(F) **Ceremonial Working Party**

Composition

- Chairman of the Policy & Resources Committee
- A Deputy Chairman of the Policy & Resources Committee (Catherine McGuinness)
- Chief Commoner
- Two Aldermen, nominated by the Chairman of the General Purposes Committee of Aldermen (Alderman Sir David Wootton and Alderman Tim Hailes)
- Three Members appointed by the Policy and Resources Committee (Roger Chadwick, Simon Duckworth and Edward Lord)
- Two Members with over ten years' service, appointed by the Court of Common Council (Wendy Mead and Deputy Joyce Nash)
- Two Members with under ten years' service, appointed by the Court of Common Council (Henry Colthurst and Deputy Dr Giles Shilson)
- The Remembrancer
- Town Clerk

Terms of Reference

- To review the totality of the City Corporation's ceremonial protocols and practices, with the intention of bringing them up to date to reflect current circumstances;
- To examine the principles behind each protocol, particularly where there have been changes in practice over recent years, making recommendations as to the approach to take in future, with a view to an updated and consolidated Ceremonials Book being produced.

(G) **Cultural Hub Working Party**

Composition

- The Chairman or his/her representative
- four Members nominated by the Policy & Resources Committee. In 2015/16 this was as follows:-

Jeremy Mayhew
Deputy Alastair Moss
Deputy Catherine McGuinness
Jeremy Simons

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

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

The following senior officers: -

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

Terms of Reference

The working party will oversee and co-ordinate the work being undertaken to develop the cultural hub in the Barbican area.

It will do this by: -

- Providing a cross-cutting overview of emerging activities related to the creation of a cultural hub
- Providing advice on the potential of individual projects to contribute to the delivery of a cultural hub; and
- Ensuring that decision making committees of the City of London Corporation are fully aware of the impact individual projects might have in the delivery of a cultural hub.

Note: The Cultural Hub Working Party shall have the power to co-opt people with relevant expertise or experience.

(H) Hospitality Working Party

Composition

Chief Commoner (Chairman)

Immediate past Chief Commoner*

Chairman and a Deputy Chairman of the Policy and Resources Committee

Chairman and Deputy Chairman of the Finance Committee

Chairman of the General Purposes Committee of the Court of Aldermen

Senior Alderman Below the Chair

Together with 4 Members to be appointed by the Court of Common Council

The Remembrancer

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

The Court has appointed the following Members:-

Deputy Doug Barrow *term expires 2019*

Simon Duckworth *term expires 2017*

Deputy Bill Fraser *term expires 2020*

George Gillon *term expires 2018*

Terms of Reference

- To consider applications for hospitality which are referred to it by the Remembrancer and to make recommendations thereon to the Court of Common Council;
- To keep the arrangements for hospitality (including Committee allowances, annual functions, invitations and seating) under review and to make recommendations thereon to the Grand Committee;
- To consider applications for the use of Great Hall and make recommendations thereon to the Court of Common Council;
- To consider the list of approved caterers and make recommendations thereon to the Grand Committee; and
- To consider the level of charges for the event spaces within Guildhall and make recommendations to the Grand Committee.

(I) **Representatives for Consultation with the Court of Aldermen and Representatives of the Finance Committee on Mayoralty and Shrievalty Allowances**

This is a joint deputation of representatives comprising Aldermen, the Policy and Resources Committee and the Finance Committee. The deputation is responsible for giving detailed consideration to the allowances for expenses for the offices of the Lord Mayor and the Sheriffs for the coming year.

Chairman of the Policy and Resources Committee
The Chief Commoner

Together with one further representative from this Committee - in 2015/16 Doug Barrow was appointed to serve.

- (J) **Corporate Asset Sub-Committee** – This Sub-Committee is responsible for the performance and adequacy of all the City Corporation's operational property, including reviewing and agreeing the repairs and maintenance of those properties. Whilst the Finance Committee has altered its composition for 2016/17, the Chairman, a Deputy Chairman and John Tomlinson represented the Policy Committee on it in 2015/16.

(K) **Representations on Other City Corporation Committees**

The appointment of one Member on the following:-

- i) **Audit and Risk Management** – the terms of reference of this Committee can be found in the Appointment of Members on Committee report to the Court or is available on request. Henry Colthurst represented the Policy and Resources Committee in 2015/16.
- ii) **Barbican Centre Board** – the terms of reference of this Committee can be found in the Appointment of Members on Committee report to the Court or is available on request. Michael Welbank represented the Committee on the Board in 2015/16.

- iii) **Education Board** – the terms of reference of the Board can be found in the Appointment of Members on Committee report to the Court or is available on request. Christopher Hayward represented the Committee on the Board in 2015/16. *NB: Members are required to submit a CV in support of their candidature for serving on the Education Board.*
- iv) **Freedom Applications Committee** - the terms of reference of the Board can be found in the Appointment of Members on Committee report to the Court or is available on request.
- v) **Local Development Framework Reference Sub (Planning) Committee** - This Sub-Committee is responsible for giving detailed consideration to two of the City Corporation's strategic documents, the Local Development Framework and Local Implementation Plan. Dhruv Patel represented the Committee on the Sub-Committee in 2015/16.

(L) **Investment Committee**

Composition

14 Members elected by the Court

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

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

NB: Members are required to submit a CV in support of their candidature for serving on the Investment Committee

In 2015/16 Policy representatives were appointed as follows:-

Nicholas Bensted-Smith

Christopher Boden

James De Sausmarez

Alderman Peter Hewitt

Deputy Alastair Moss

Dhruv Patel

Tom Sleight

NB: A ballot will be required where expressions of interest in serving exceed the number of vacancies on Sub-Committees and Working Parties or representing the Committee on another service committees and Boards.

Committees:	Dates:
Finance Committee	10 May 2016
General Purposes Committee of Aldermen	17 May 2016
Policy and Resources Committee	19 May 2016
Corporate Asset Sub (Finance) Committee	25 May 2016
Establishment Committee	9 June 2016
Subject:	Public
Central Criminal Court– Reporting Lines	
Report of:	For Decision
Deputy Town Clerk	
Report author:	
Susan Attard	

Summary

This report provides Members with an opportunity to review the Committee reporting arrangements for the Central Criminal Court (CCC). The CCC currently reports to the Corporate Asset Sub (Finance) Committee (CASC). At a recent meeting of the Establishment Committee, it was questioned whether CASC was the appropriate body to which the CCC should report, as CASC is mainly tasked with operational property maintenance.

This is a particularly important time for the CCC in view of the extensive refurbishment works planned for the building over the next few years and the work currently in-hand with the Recorder and Sheriffs to review and improve working arrangements and practices, and to extend the community engagement role. Bearing this in mind, the CCC has been identified as an area that would benefit from greater coordination and dedicated attention in terms of Member support and oversight.

The CCC does not currently fit naturally within the existing workload of any single Committee. Therefore, this report proposes the creation of a new Committee, reporting directly to the Court of Common Council to oversee virtually all aspects of the work of the CCC for a period of five years. This proposal would ensure a single dedicated point of Member oversight and decision making across the various parts of the operation of the Court at a critical time for the service. The proposed Terms of Reference for this Committee are set out in Appendix 1.

There would be no change to the role of the Court of Aldermen in relation to the appointment of the Secondary and Under Sheriff and all matters relating to the Shrievalty. This report also proposes that the Court of Aldermen establish and agree terms of reference/duties for the Sheriffs to cover their areas of activity at the CCC.

Recommendations

The **Court of Aldermen, Corporate Asset Sub (Finance) Committee, Establishment Committee** and **Finance Committee** are asked to note the report and endorse the proposal for the establishment of a new stand-alone Committee for a period of five years from June 2016.

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

- a) Recommend to the Court of Common Council the creation of the Central Criminal Court Committee, for a period of five years from June 2016 to April 2021, and approve the Terms of Reference set out at Appendix 1 to this report; and
- b) Recommend to the Court of Common Council the amendment of Standing Order 29(3) to add this Committee to the list of those Committees of which a Member is eligible to be Chairman of in addition to another Grand Committee.

The **Court of Aldermen** is invited to establish and agree terms of reference/duties for the Sheriffs to cover their areas of activity at the Central Criminal Court.

Main Report

Current Position

1. The CCC is the premier criminal Crown Court dealing with some of the most serious crimes in London and the South East. It is also the Appeal Court for the Cities of London and Westminster Magistrates Bench.
2. The CCC is one of the City of London Corporation's operational properties. The City Corporation has responsibility for the operational management and is bound by the Courts Act 1971, Section 29 to ensure the 18 Courts are available for sitting. A schedule of agreement is in place with the Court Service regarding payment of operational costs. In addition, administrative support is provided to the two senior resident Judges and the two Sheriffs who reside at the CCC during their year in office. Activity is increasing at the CCC working with the Ministry of Justice to support educational and training initiatives and to host relevant events, involving the wider community.
3. The CCC currently reports through to CASC. The Terms of Reference include: "To be responsible for the upkeep, maintenance and, where appropriate, furnishing for operational properties including the Guildhall Complex, Mansion House and the Central Criminal Court, with the exception of those which fall within the remit of another service committee."

Reporting Arrangements

4. The CCC, including the Secondary and Under Sheriff and his staff, is part of the Town Clerk's Department. At a recent meeting of the Establishment Committee a question was raised over whether the current Member oversight for the CCC was the correct one.
5. Matters affecting the CCC are currently reported to CASC, covering operational aspects of the building e.g. repairs and maintenance and day-to-day operations, including approval of business plans etc. The Court of Aldermen considers all matters relating to the Shrievalty and the appointment of the Secondary and Under Sheriff.

6. The responsibilities and terms of reference of CASC are mainly concerned with asset management, particularly in relation to property, facilities management and repairs and maintenance of operational buildings. They do not extend to day-to-day operations of departments nor is the Sub-Committee a service Committee for any aspect of the Town Clerk's Department.
7. Member oversight of the CCC has, therefore, been reviewed and options considered for how best to serve the Court. This is a particularly important time for the CCC in view of the extensive refurbishment works planned for the building over the next few years and the work currently in-hand with the Recorder and Sheriffs to review and improve working arrangements and practices and to extend the community engagement role. The refurbishment works include the plant replacement works, being undertaken in five phases, with the staged closure of Courtrooms agreed with HM Courts & Tribunals Service. The opportunity is also being taken to prioritise and align planned cyclical and improvement works as part of this programme to improve the working environment, whilst minimising the disruption to the running of the building. Service level agreements and operating level agreements for the delivery of services will need to be reviewed to ensure that value for money is being provided to the City Corporation and the Court Service.
8. Greater emphasis is also being placed on developing further the long-standing relationship between the CCC and the City Corporation. Working with the Recorder and the Court Service, greater use of the building is being promoted to support charitable, training and educational programmes with the Judiciary. The Sheriffs, who reside at the CCC during their year in office, are also keen to oversee this relationship and to promote the use of this asset - 'The Crown Court in the Community'. A programme of themed working events at lunchtime has been developed which has led to increased engagement with a wide variety of different communities. . Bearing in mind these key areas of work and its unusual, high-profile and sensitive nature, the CCC has been identified as an area that would benefit from greater coordination and dedicated attention in terms of Member support and oversight.
9. CASC and the Establishment Committee do not lend themselves to this more joined-up approach, one being about buildings and the other principally about staffing, and to divide reporting arrangements and responsibilities between the two at this critical time would only serve to fragment Member oversight. Members are, therefore, being recommended to consider setting up a stand-alone committee to oversee virtually all aspects of the work of the CCC for a period of five years. This would ensure a single dedicated point of Member oversight and decision making across the various parts of the operation of the CCC at a critical time for the service, reporting directly to the Court of Common Council. In addition, the Court of Aldermen is invited to establish and recommend terms of reference/duties for the Sheriffs to cover their areas of activity at the CCC. The Sheriffs would be invited to submit a report on their areas of activity and responsibility to the Court of Aldermen and the new Committee. There would be no change to the role of the Court of Aldermen in relation to the appointment of the Secondary and Under Sheriff and matters relating to the Shrievalty.

10. The proposed committee would provide over-sight and focus on the running of the building and its management, together with the extended use of the building to support greater community engagement. The role of such a new committee would encompass responsibility for delivering the planned works of refurbishment and renewal to the building's fabric (taking this away from CASC) and would also be the Service Committee for the purposes of day-to-day operations, including approval of business plans and any changes to the way in which the CCC works. The approval of the Establishment Committee for any matters relating to staffing that fall within the remit of the new Committee would still be necessary, as with all service Committees. This arrangement will be reviewed at the end of the five year period.

11. Proposed Terms of Reference and composition for a new committee are set out in Appendix 1. It is suggested that the Committee should be relatively small, limited to six Members. It is proposed that those Members would comprise:

- Two Aldermen nominated by the Court of Aldermen
- Two Members appointed by the Court of Common Council
- One Member appointed by the Policy and Resources Committee
- One Member appointed by the Finance Committee
- Ex-officio the Recorder and the serving Sheriffs at the Central Criminal Court

12. It is also proposed that Chairmanship of this Committee is added to the list of those Committees of which it is possible to be Chairman without rendering a Member ineligible to be Chairman of another Grand Committee, set out at Standing Order 29(3).

Conclusion

13. The CCC would benefit from having a single Committee to report to bringing together over-sight for: the Shrieval and Judicial support; the programme of events and education/training activity; the operational management of the building, and implementation of the major works programme. It would also be beneficial for the Court of Aldermen to agree and establish terms of reference/duties for the Sheriffs to cover their areas of activity at the CCC.

14. It is proposed that the CCC reports through to a single Committee, providing oversight of all activity and that this Committee reports through to the Court of Common Council, initially for a period of 5 years.

Appendices

- Appendix 1 – Draft Terms of Reference

Susan Attard

Deputy Town Clerk

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CENTRAL CRIMINAL COURT COMMITTEE

1. **Constitution**

A Non-Ward Committee consisting of,

- Two Aldermen nominated by the Court of Aldermen;
- Two Members appointed by the Court of Common Council.
- One Member appointed by the Policy and Resources Committee;
- One Member appointed by the Finance Committee;
- Ex-officio the Recorder and the serving Sheriffs at the Central Criminal Court;

2. **Quorum**

The quorum consists of any three Members.

3. **Terms of Reference**

For a period of five years, from June 2016 to April 2021, to be responsible for oversight of the management of all matters relating to the Central Criminal Court; there would be no change to the role of the Court of Aldermen in relation to the appointment of the Secondary and Under Sheriff. All matters in relation to the activities and operation of the Shrievalty would be excluded.

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Committee(s) Education Board Community and Children’s Services Policy and Resources Court of Common Council	Dated: 12 May 2016 13 May 2016 19 May 2016 23 June 2016
Subject: Management of the City Educational Trust Fund and the City of London Corporation Combined Education Charity	Public
Report of: Town Clerk	For Decision
Report Author: Alistair MacLellan, Senior Members’ Services Officer	

Summary

This report recommends that Members agree some proposed amendments to the terms of reference of the Education Board and the Community and Children’s Services Committee. The purpose of these amendments is to give one Grand Committee primary responsibility for the management of two charities, the City Educational Trust Fund and the City of London Corporation Combined Education Charity. It is proposed that the Education Board be appointed as the Grand Committee responsible for those charities, and that it appoint an Education Charity Sub (Education Board) Committee to oversee the application of funds from those charities. The Community and Children’s Services Committee will be responsible for making recommendations to the Education Board on any policy adopted for the application of those funds, and appointing some of its membership to serve on the Education Charity Sub (Education Board) Committee. The report also proposes some minor clarifications to the existing terms of reference.

Recommendation(s)

That Members,

- Approve the enclosed proposed amendments to the terms of reference of both the Education Board and Community and Children’s Services Committee, for onward submission to the Court of Common Council for final approval.
- Delegate authority to the Town Clerk to make any further amendments deemed necessary prior to submission to the Court, in consultation with the Chairmen and Deputy Chairmen.

Main Report

1. Under the City of London Corporation’s recent Effectiveness of Grants Service Based Review, it was proposed that the Education Board and the Community and Children’s Services Committee exercise joint responsibility for two education charities, the City Educational Trust Fund and the City of London Corporation Combined Education Charity (“the Combined Education Charity”). The City of London Corporation is the corporate trustee of both charities and exercises those trustee functions through the City’s existing corporate governance framework. It is the City’s usual practice to delegate the principal administration and management of each charity (including the award of grants) to a named Grand Committee, accepting that certain functions under the City’s corporate governance framework remain within the purview of other Committees in accordance with their terms of reference, e.g. relevant functions of the Court of Common Council relating to audit of the charitable funds remain with Audit and Risk Management Committee.

2. It was envisaged that in practice the responsibility for managing those two charities would be exercised by a sub-committee of either the Education Board or the Community and Children's Services Committee, and that the membership of that sub-committee be composed of members from both the Board and the Community and Children's Services Committee.
3. Wording that reflected this proposed 'joint' responsibility was intended to be submitted for approval to the Court of Common Council at its meeting on 21 April 2016. In the interim and on the basis of advice from the Comptroller & City Solicitor, the Town Clerk deemed it necessary, for the avoidance of doubt and to eliminate the potential for challenge as to the City's proper administration of those charities under the City's delegated arrangements, that reference to any 'joint' management be removed from the terms of reference of both the Education Board and the Community and Children's Services Committee, and this amendment was reflected in the terms of reference approved at that meeting of the Court.
4. The Court can only effectively delegate the exercise of particular charitable trustee functions to one of its Committees at any one time. This is to ensure that there is clear accountability for any decisions and actions taken under delegated authority affecting the administration of the charity, and to enable the expedient conduct of the charity's business in the best interests of the charity's beneficiaries. Officers therefore recommend that the terms of reference should make it clear that principal management of those charities is the responsibility of a single Grand Committee (reflecting the arrangements which were in place prior to the Corporate Grants Service Based Review).
5. Therefore, it is proposed that the Education Board is given that responsibility in respect of the management of the two charities, given their educational character, and that the charitable grant-making activity in respect of each charity be undertaken by a sub-committee of the Board. In recognition of the Community and Children's Services Committee's role as the Grand Committee responsible for the City of London Corporation's statutory education function, it is further proposed that the sub committee appointed by the Board should have membership drawn from both the Board and the Community and Children's Services Committee. Furthermore, it is proposed that the Community and Children's Services Committee be authorised to make recommendations to the Education Board on the policy to be adopted for the application of funds from both charities, although the final decision as to any policy to be adopted will lie with the Education Board consistent with its management responsibilities in respect of each charity.
6. Lastly, the opportunity has been taken to clarify some associated wording within the terms of reference of both the Board and the Community and Children's Services Committee. Proposed amendments and deletions are clearly marked as set out within the appendix.

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Appendix – Proposed Amended Terms of Reference

Proposed additional text is underlined and proposed deletions are ~~struck through~~.

Education Board

4. Terms of Reference

- (a) To monitor and review the City of London Education Strategy, and to oversee its implementation in consultation with the appropriate City of London Committees; referring any proposed changes to the Court of Common Council for approval;
- (b) To oversee generally the City of London Corporation's education activities; consulting with those Committees where education responsibilities are expressly provided for within the terms of reference of those Committees and liaising with the City's affiliated schools and co-sponsors;
- (c) To be responsible for the oversight and monitoring of the City of London Corporation's sponsorship of its Academies, including the appointment of academy governors and, where relevant Members, Directors and Trustees;
- (d) The management of The City of London Corporation Combined Education Charity (registered charity no. 312836), subject to consulting with the Community and Children's Services Committee as to any policy to be adopted for the application of the charity's funds;
- (e) The management of the City Educational Trust Fund (registered charity no. 290840), subject to consulting with the Community and Children's Services Committee as to any policy to be adopted for the application of the charity's funds;
- (f) To constitute Sub-Committees in order to consider particular items of business within the terms of reference of the Board, including:-
Education Charity Sub (Education Board) Committee*
- (g) To recommend to the Court of Common Council candidates for appointment as the City of London Corporation's representative on school governing bodies where nomination rights are granted and which do not fall within the remit of any other Committee;
- (h) To monitor the frameworks for effective accountability, challenge and support in the City Schools**;
- (i) To be responsible for the distribution of funds specifically allocated to it for education purposes, in accordance with the City of London Corporation's strategic policies;
- (j) Oversight of the City of London Corporation's education-business link activities.

* The constitution of The Education Charity Sub-Committee is set by the Court of Common Council and comprises three Members appointed by the Education Board and three Members appointed by the Community and Children's Services Committee.

**The expression "the City Schools" means those schools for which the City has direct responsibility, as proprietor, sponsor or local authority, namely: The Sir John Cass Foundation Primary School, The City Academy Hackney, ~~the City of London Academies Southwark~~, the City of London Academy Islington, the City of London School, the City of London School for Girls, and the City of London Freeman's School, and the academies managed by the City of London Academies Trust.

Community and Children's Services Committee

4. Terms of Reference

- To be responsible for:-
- (a) the appointment of the Director of Community & Children's Services;
 - (b) the following functions of the City of London Corporation (other than in respect of powers expressly delegated to another committee, sub-committee, board or panel):-
 - Children's Services
 - Adults' Services
 - Education
 - Social Services
 - Social Housing (i.e. the management of the property owned by the City of London Corporation under the Housing Revenue Account and the City Fund in accordance with the requirements of all relevant legislation and the disposal of interests in the City of London Corporation's Housing Estates (pursuant to such policies as are from time to time laid down by the Court of Common Council)
 - public health (within the meaning of the Health and Social Care Act 2012), liaison with health services and health scrutiny
 - Sport/Leisure Activities
 - management of the City of London Almshouses (registered charity no 1005857) in accordance with the charity's governing instrumentsand the preparation of all statutory plans relating to those functions and consulting as appropriate on the exercise of those functions;
 - (c) ~~the management of The City of London Corporation Combined Education Charity (registered charity no. 312836);~~

- (d) appointing Statutory Panels, Boards and Sub-Committees as are considered necessary for the better performance of its duties including the following areas:-
Housing Management and Almshouses Sub-Committee
Health & Social Care Scrutiny Sub-Committee
Safeguarding Sub-Committee
- (e) the management of The City of London Corporation Combined Relief of Poverty Charity (registered charity no. 1073660);
- (f) To have responsibility for making recommendations to the Education Board on the policy to be adopted for the application of charitable funds from The City of London Corporation Combined Education Charity (registered charity no. 312836) and the City Educational Trust Fund (registered charity no. 290840); and to make appointments to the Sub-Committee established by the Education Board for the purpose of managing those charities.
- (g) the management of the Aldgate Pavilion.

Committee: Policy and Resources	Date: 19 May 2016
Subject: Nominations to London Councils	Public
Report of: Town Clerk	For Decision
Report Author: Angela Roach, Principal Committee and Members Services Manager	

Summary

1. The City of London Corporation currently nominates a number of representatives to serve on various London Councils committees and to act as the lead Member for particular service areas. Nominations are filled by the Chairmen for the time being of the most relevant City Corporation Committee for the area of activity or interest. For example, the Chairman of the Police Committee is nominated as the City Corporation's lead for Crime and Public Protection.
2. The principle used to make nominations to London Councils was approved by the Court of Common Council in 2000 and works well. Notwithstanding this, it is considered good practice for principles such as this to be reviewed periodically to ensure that they are still fit for purpose.

Recommendation

3. Members are recommended to endorse the overriding principle of nominating the Chairman for the time being of the most relevant Committee to serve on London Councils committees and to act as lead Member for a particular area of work as follows:-

Leaders' Committee - Chairman of the Policy & Resources Committee with a Deputy Chairman as named deputy;

Associated Joint Committee (London Councils Transport and Environment Committee) – Chairman of the Planning and Transportation Committee, with the Chairman of Port Health and Environment Committee and the Deputy Chairmen of both these committees serving as the named deputies.

Associated Joint Committee (London Councils Grants Committee) - Chairman of the City Bridge Trust Committee, with the Deputy Chairman as named deputy.

Pensions CIV (Common Investment Vehicle) Sectoral Joint Committee – Chairman of the Policy and Resources Committee and the Chairman of the Financial Investment Board as the Deputy.

Lead Member for Children and Young People - Chairman of the Community & Children's Services Committee.

Lead Member for Employment and Skills – Chairman of the Policy and Resources Committee

Lead Member for Crime and Public Protection - Chairman of the Police Committee.

Lead Member for Culture and Tourism – Chairman of the Culture, Heritage and Libraries Committee.

Lead Member for Economic Development and Regeneration - Chairman of the Policy & Resources Committee.

Lead Member for Housing - Chairman of the Community & Children's Services Committee.

Lead Member for Health and Adult Services - Chairman of the Community & Children's Services Committee.

Lead Member for Planning – Chairman of the Planning and Transportation Committee.

Main Report

Background

1. The City of London Corporation currently nominates a number of representatives to serve on London Councils committees and to act as the lead Member for a particular service area on an annual basis. In 2000 the Court of Common Council agreed that these nominations should be filled by the Chairman for the time being of the most relevant Committee. For example, the Chairman of the Police Committee would be nominated as the City Corporation's Lead Member for Crime and Public Protection and the Chairman of the Community and Children's Services Committee as the Lead Member for Housing and for Health and Adult Services.
2. Whilst the overriding principle of nominations being filled by the Chairmen for the time being of the most relevant Committee works well it is good practice for principles such as this to be reviewed periodically to ensure that they are still fit for purpose. The principle was last reviewed by this Committee in 2011.
3. The City Corporation currently nominates representatives to serve on London Councils principal committees namely the Leaders', Associated Joint Committee (London Councils Transport and Environment), and the Associated Joint Committee (London Councils Grants) Committees. For consultation purposes the City Corporation also provides London Council with details of the Lead Member for the service areas referred to below:-

- Children and Young People
- Economic Development/Regeneration
- Crime and Public Protection
- Culture and Tourism
- Health and Adult Services
- Housing; and
- Planning

Nominations for London Councils Committee Appointments

4. Based on the principle agreed by the Court in 2000 of the nominations being filled by the Chairman for the time being of the most relevant City Corporation Committee, Members are asked to consider and endorse nominations to serve on London Councils committees as follows:-
 - i) Leaders' Committee - Chairman of the Policy & Resources Committee with a Deputy Chairman as named deputy. This follows past practice and seems sensible given the City Corporation does not operate a cabinet or executive system; and
 - ii) Associated Joint Committee (London Councils Grants Committee) - Chairman of the City Bridge Trust Committee, with the Deputy Chairman as named deputy. Again this follows past practice and seems sensible. Consideration has previously been given to whether this should be the Chairman of the Finance Grants Sub-Committee but the scale of grant giving of the Sub-Committee is significantly lower than that of the City Bridge Trust.
 - iii) Associated Joint Committee (London Councils Transport and Environment Committee) (TEC) – Chairman of Planning and Transportation. This area of work falls predominantly within the Planning and Transportation Committee's remit. The City Corporation is entitled to nominate one voting Member and up to four named deputies to serve on the TEC. The Deputies are the Deputy Chairman of the Planning and Transportation Committee (first deputy) and the Chairman and Deputy Chairman of the Port Health and Environmental Services Committee.
 - iv) Pensions CIV (Common Investment Vehicle) Sectoral Joint Committee – Chairman of the Policy & Resources Committee with Chairman of the Financial Investment Board as Deputy. This is a relatively new Committee which was created following the establishment of a London Local Government Pensions Scheme Collective Investment Vehicle which the City Corporation participates in.

Nominations for Lead Member

5. As part of its decision making process London Councils is keen to have the ability to consult and liaise with lead Members in certain policy areas on matters of major importance. The same principle for nominating representatives to serve

on London Council Committees is applied to Lead Member nominations. Members are asked to consider and endorse these nominations as follows:-

Children and Young People - Chairman of the Community & Children's Services Committee.

Crime and Public Protection - Chairman of the Police Committee.

Culture and Tourism - Chairman of the Culture, Heritage and Libraries Committee

Economic Development and Regeneration - Chairman of the Policy & Resources Committee.

Housing - Chairman of the Community & Children's Services Committee.

Health and Adult Services - Chairman of the Community & Children's Services Committee.

Lead Member for Planning – Chairman of the Planning and Transportation Committee.

Audit Committee

6. It should be noted that, whilst not a City Corporation nomination, it has become customary for the Chairman of the Finance Committee to serve on London Council's Audit Committee. Appointments to this Committee are not made directly by the London boroughs or the City Corporation but are instead made by London Council's Leaders Committee.

Conclusion

7. The overriding principle agreed by the Court in 2000 of nominating the Chairman for the time being of the most relevant City Corporation Committee to serve on London Councils committees or be the named lead Member remains a sensible basis on which to proceed. Views are nevertheless welcome on whether any changes need to be made.

Contact:

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Committee(s)	Dated:
Policy and Resources Committee Cultural Hub Working Party – For information	19 May 2016 24 May 2016
Subject: Cultural Hub Identity & Marketing/Communications Strategy	Public
Report of: Town Clerk	For Decision
Report author: Peter Lisley, Town Clerk’s Department Matthew Pitt, Town Clerk’s Department	

Summary

The plans for the City of London’s Cultural Hub have been developing rapidly, driven by the Cultural Hub Programme Board which reports to the Cultural Hub Working Party of your committee. The Barbican and Golden Lane Area Strategy adopted by the Court of Common Council has established working principles for the area, which are being taken forward in a ‘look and feel programme’ developed by the Department of Built Environment.

The programme is now ready to progress to a public presence towards the end of the year/beginning of 2017. It has been agreed that the working title ‘Cultural Hub’, while useful internally, is inadequate as a public formulation. What the areas needs is a distinctive and dynamic identity that differentiates it from other cultural districts within London and across the world.

This report sets out a proposal to fund an identity and marketing/communications strategy as a next step in the development of the City of London’s Cultural Hub. This piece of work should be delivered by a specialist consultant in close collaboration with the City of London and the Cultural Hub’s core partners (Barbican Centre, Guildhall School, London Symphony Orchestra and Museum of London). This is a complex project, balancing the strong identities of the partner organisations with the need for a public profile for the area.

Whilst the requested budget of up to £100,000 is a significant sum of money, this compares favourably when benchmarked against similar exercises conducted elsewhere.

Recommendation(s)

Members are asked to:

- Approve funding of up to £100,000 towards an identity and marketing/communications strategy for the Cultural Hub Programme to be allocated from City Fund Reserves; and
- Note that a paper will be prepared for the committee’s next meeting outlining various tasks/initiatives to be undertaken as part of the Cultural Hub Programme and requesting an allocation of funds to move these forward.

Main Report

Background

1. The Cultural Hub Working Party was established in November 2013 to oversee the creation of a cultural hub in the Barbican Area. The new working party has explore the regeneration of an area with outstanding arts institutions supported by the City of London Corporation but which inhabits an underwhelming, tired and disorientating environment. Much progress has been made over the past two years in exploring how to reshape a distinctive, vibrant and welcoming cultural district for London. For example, the core area of the hub has broadly been defined, a vision has been established, a draft property strategy has been developed, a governance structure for coordination and delivery of the property, public realm and content work streams has been established and initial work on the three largest projects, Beech Street, Centre for Music and a new Museum of London is now underway.
2. At the Cultural Hub Working Party on 3 February 2016 the need for a long term and distinct identity for the Cultural Hub was established and Members were advised that officers were looking at options, including the establishment of a website and communications strategy. The proposals within this report are the result of collaborative working across the City of London' and Cultural Hub core partners and it seeks to provide a lasting identity, possibly including a name for the Cultural Hub together with a marketing/communications strategy.
3. The arrival of Crossrail in 2018/19 which will bring an estimated 1.5m additional visitors within a 45 min journey of the City will present an incredible once in a generation opportunity for the City of London Corporation and the core partners to capture new audiences. In order to successfully market to potential and existing audiences a new definition or name for this new cultural district is now needed. This will need to navigate how the existing brands of the core partners might fit within an umbrella brand identity for the whole area.

Current Position

4. For the past two years the working title 'Cultural Hub' has been used in association with this programme however this name lacks distinction.
5. There are numerous collections of arts organisations all over the world who are seeking to define themselves as loci of cultural/creative activity. In London alone, there is Olympicopolis, Exhibition Road, the Knowledge Quarter and the South Bank. The City of London Cultural Hub currently lacks an identity it can celebrate and communicate to the rest of London, the UK and internationally.
6. The term Cultural Hub tells you nothing of the character or location of the area which are key ingredients in attracting visitors, businesses and residents to a cultural destination. With such a rich heritage it would be a disservice to the long

history of the Square Mile to settle for such an unremarkable label for a programme that aims to transform this part of the City.

7. A significant piece of work has already been delivered by Publica in their 'Vision for the City of London's Cultural Hub'. This was completed as part of the Barbican and Golden Lane Area Enhancement Strategy and delivered in August 2015. It contained a vision, key principles and values for the cultural hub. The work proposed within this report seeks to build upon this foundation to deliver a comprehensive identity for the area which will resonate and attract audiences from around London, the UK and the World. Publica's Cultural Hub principles are listed at Appendix 1.
8. A workshop was held on 20 April 2016 with key officers from across the five core partner organisations to establish the key principles of the 'look and feel' of the cultural hub. These core principles will be integral to the brief which will inform the identity and marketing/communications consultant; they will help ensure a focussed and relevant outcome when the strategy is delivered in autumn 2016. The key principles are attached at Appendix 2. It is expected that these will evolve further as the process develops.
9. The Look and Feel programme, led by the Department for the Built Environment, will plan and implement a range of improvements within the built environment informed by this piece of work. The implementation is expected to be phased over a period of time as the major projects at West Smithfield, London Wall and Beech Street progress. The use of a marketing/communications strategy will allow a distinctive, cohesive sense of place and sense of arrival to be created that will draw audiences to the cultural district. Examples of how this could be achieved are through use of colour, alternative street furniture, on-street activities, creation of new public space and innovative lighting technology.

Proposals

10. It is proposed that up to £100,000 be provided to employ a specialist marketing/communications agency to assist the City of London Corporation and its core partners in establishing an effective identity with a marketing/communications strategy that will articulate the values, distinctiveness and sense of place of this new cultural destination for London. The outputs listed below are examples of what we would expect to see delivered by the successful consultant: -
 - Identity/name
 - Website
 - Signage designs
 - Logo/visual identity (i.e Colour/typography/imagery)
 - Detailed communications plan to launch and implement the new identity
11. To come up with a new identity which appeals to a range of domestic and international audiences is particularly challenging. The intention of this process is to secure the services of a specialist agency with substantial experience working

with organisations to position brands within a global context. A diagram setting out an example approach to this challenge can be found at Appendix 3.

12. This is a highly specialised exercise which the City and its core partners lack the resources to deliver in-house. In many ways it is also helpful to have an experienced third party to provide a neutral, objective and original proposal. This piece of work won't be conducted in isolation but through a collaborative process of stakeholder engagement including input from Members, City officers and officers from the cultural organisations. The consultant's approach to the exercise will form a key part of the success criteria for the tender process. A summary of the expected process can be found at Appendix 3.
13. Working with the existing strong brands of the City and core partners to create a new shared identity for the area is vital to creating the vibrancy and magnetism that that will draw new audiences to the area and will mark it as a global cultural destination.
14. The £100,000 investment to secure the services of a specialist consultant will leverage greater audience numbers, audience spend and further investment across sectors, including those outside arts and culture, into the area. It should be noted that there is already significant investment in commercial property in and around the Cultural Hub plus an established development pipeline. This is a further feature of the Cultural Hub and the promotion of the area therefore needs to be of a suitable quality – maintaining the strong reputation of the Square Mile.
15. It is intended that the identity and marketing/communications strategy be delivered by the consultant in October 2016. The consultant will be selected via a tender exercise overseen by the City of London Procurement Service with the final selection being made by a panel made up of representatives from the Cultural Hub Programme Board.

Corporate & Strategic Implications

16. Work towards the regeneration of the North-West Square Mile and the creation of a global cultural destination supports strategic objectives 2 and 3 of the City of London Corporate Plan 2015-19. It further supports Key Policy Priority 5 within that document to 'Increase the output and impact of the City's cultural, heritage and leisure contribution to the life of London and the nation'.

Key Risks

17. Cities across the world are realising the importance of investing in their cultural infrastructure. This can be seen from Hong Kong, to Los Angeles, to Paris, Berlin and across the UK. Cities such as Birmingham and Manchester have helped shape their own redevelopment through the creation of cultural quarters. This trend is now spreading across London with developments across the capital. Exhibition Road bringing together multiple national museums in South Kensington, Olympicopolis in the Queen Elizabeth II Olympic Park and new identities for areas like the Knowledge Quarter in Kings Cross are all examples of

institutions coming together under a shared banner to better promote and draw audiences to their activities.

18. Against this backdrop the positioning and unifying identity of the City of London's cultural hub becomes increasingly important. The key risks are as follows: -

- Do nothing and risk audiences being drawn away by the increasingly dynamic range of activities in existing and new areas across London
- That the Cultural Hub becomes more disconnected. Without a unifying identity and distinct look and feel the proposed new developments at West Smithfield, London Wall and Beech Street are likely to lack cohesion. This could lead to audiences feeling further confused and disconnected than with the current offer which is currently focussed around a smaller area in the Barbican.

Financial Implications

19. It is proposed that up to £100,000 be allocated from City Fund Reserves to fund the identity and marketing/communications strategy for the Cultural Hub.

20. A comparison of costs from similar exercises that have been undertaken previously by third parties and Cultural Hub core partners has been compiled and included within a non-public appendix (Appendix 5) to this report. The table demonstrates that £100,000 is a comparable level of resource for a marketing exercise of this nature.

21. It is anticipated that the design and implementation of a range of improvements within the built environment and property will follow the established processes for the control of projects with funding sources identified in the reports. However, the Cultural Hub Programme will also require expenditure on other tasks/ initiatives that will fall outside the usual projects process for which no funding is currently allocated. A paper will be prepared for the committee's next meeting outlining these future tasks/initiatives and requesting an allocation of funds to move these forward.

Conclusion

22. The use of the name 'Cultural Hub' to describe the City of London's ambition to create a new cultural destination in the City of London has previously been acknowledged as inadequate within a London, UK and global context. Work such as that completed by Publica during the Barbican and Golden Lane Area Strategy has provided a strong foundation for a distinctive identity for the City and its core partners but specialist input is now needed to deliver an identity and marketing/communications strategy that will allow the area to be positioned appropriately as a cultural destination for London. It is therefore recommended that Members approve the proposals set out in this report.

Appendices

- Appendix 1 – Cultural Hub Principles
- Appendix 2 – Key Principles of the Look and Feel Programme
- Appendix 3 – Brand Positioning Diagram
- Appendix 4 – Creating a new brand for the Cultural Hub – the process
- Appendix 5 – Non-public appendix (included within non-public section of the agenda)

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Appendix 1 – Principles of the Cultural Hub (Publica 2015)

PRINCIPLES OF THE CULTURAL HUB

- 1 The cultural hub acts a cultural leader and pioneer; it explores, researches and experiments, promoting and showcasing new cultural forms and understandings of culture, as well as the highest international standards of cultural production and curation
- 2 The cultural hub recognises and celebrates the unique character and heritage of the area in which it is located
- 3 The cultural hub values and promotes the processes of cultural production, providing a supportive environment for artists, dancers, actors, musicians, designers, technicians, curators, and all of those involved in the creative industries
- 4 The cultural hub is committed to delivering the highest quality education, outreach and learning for all
- 5 The cultural hub is committed to enabling access to culture for all, and to providing a welcoming environment for the widest possible range of visitors, residents and workers
- 6 The cultural hub functions as a unified group of organisations, institutions and individuals, working together towards shared goals and subscribing to a set of shared values. (The cultural hub recognises that, through collaboration, its whole can be greater than the sum of its parts)
- 7 The cultural hub is an open-minded place, which willingly embraces new ideas and opportunities
- 8 The cultural hub is a physically accessible and connected place
- 9 The cultural hub explicitly communicates its vision and aims beyond the hub, and informs visitors about its events and facilities
- 10 The cultural hub celebrates the diversity of its partners, recognising their extensive range of skills, experience, viewpoints and resources that contribute to the hub's unique character

Appendix 2 - Cultural Hub - Look and Feel programme principles

Look

LO1: That the cultural hub area will be the focus for a distinctive 'look and feel' across public realm, property and cultural content with key landmarks identified and promoted.

LO2: That new development and upgraded properties are designed to be welcoming and open, when cultural and public uses are proposed.

LO3: That information relating to cultural activities is visible and accessible to the public using the most appropriate media.

LO4: That the right type of lighting is provided in the right location at the right time.

LO5: That more high quality and greener public space exists for people to move through, dwell and enjoy.

LO6: That the brand strategy is represented in the aspects of the public realm including lighting and colours, digital infrastructure, street furniture, gateway entry points, way-finding, greening, public arts and events.

Feel

FO1: That the area is a recognised part of London, known for its cultural activity nationally and internationally (also see LO6).

FO2: That the look and feel of the area successfully harnesses the distinct characteristics of places within it, highlighting attractive architecture and spaces and creating complementary 'zones' of cultural activity

FO3: That visitors want to come to the Cultural Hub area just to 'be' and experience the atmosphere, not simply to come in for a show and then immediately leave.

FO4: That the local economy is enhanced as a result of changes to the look and feel of the Cultural Hub area.

Function

CO1: That a high quality network of public spaces is identified, enhanced and where necessary created to provide the location for positive, shared cultural experiences.

CO2: That the largest public spaces provide the focal point for congregation and are seen as the welcoming face of the area.

CO3: That unique and curated on-street cultural and learning programmes exist that successfully connect the content between the institutions and attracts a broad demographic, including local workers and residents.

CO4: That transport nodes are recognisable 'gateways' into the cultural hub and that information on the cultural hub is provided from platform to the door of the cultural institution (from platform to performance)

CO5: That first time visitors can find their way from key arrival points to the cultural institutions and main public spaces quickly and easily and that anyone in the Cultural Hub knows where they are or where they can find information to help at any point in their journey.

CO6: That a comprehensive and modern digital infrastructure exists to improve the interactive experience in the Cultural Hub.

CO7: That the Cultural Hub is actively managed to ensure high quality environment at all time (cleansing, servicing, highways safety, security and air quality).

CO8: That the design of public realm, whilst distinctive, remains consistent with City wide design policy and supports the need for robust maintenance and cleansing regimes.

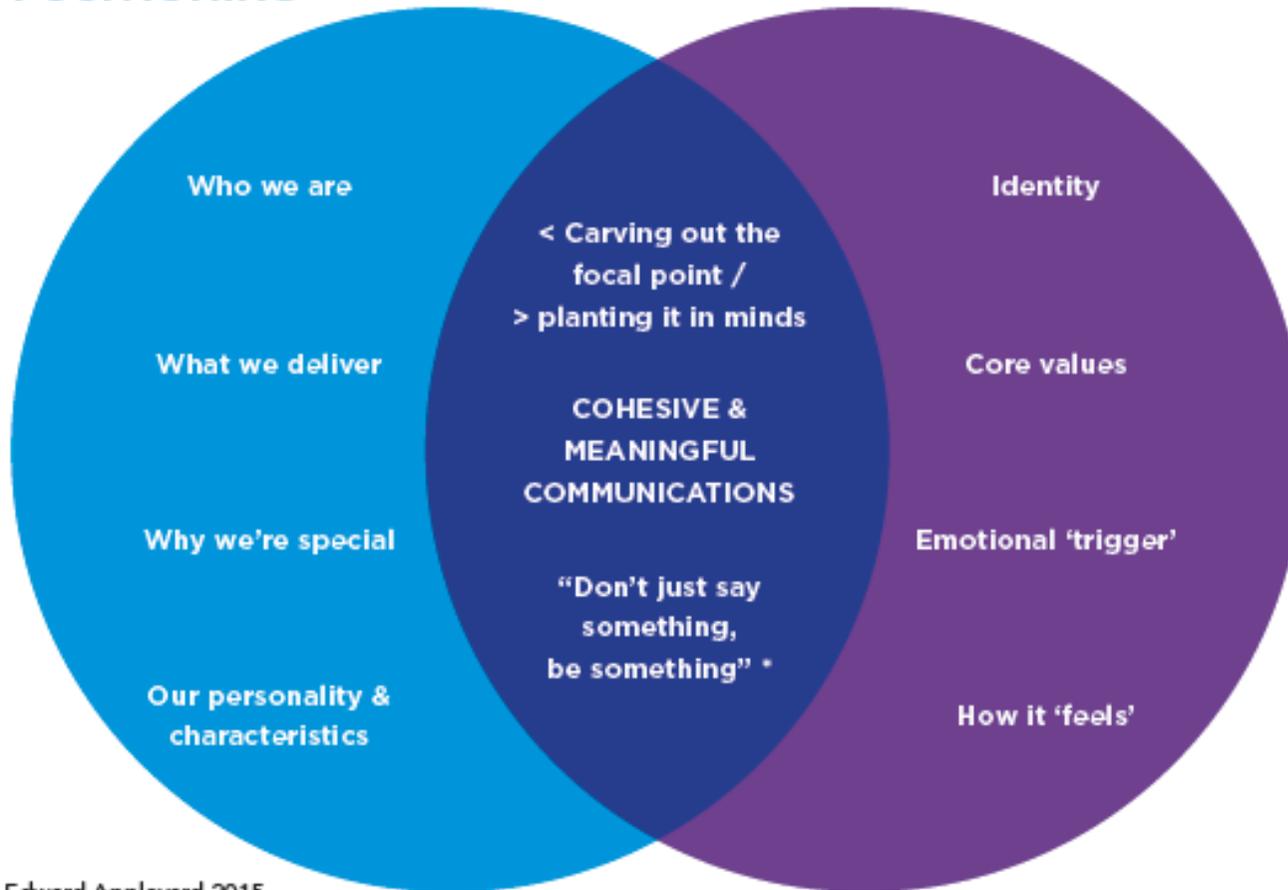
Funding and governance

GO1: That retail and leisure spend and ticket sales increase in the area resulting in a ring-fenced income stream to support on-going cultural activities in the area and higher level of active management (maintenance, cleansing and security) where this is required.

GO2: That all partners agree to participate fully and developing and implementing look and feel in the area and actively break down silos that lead to better outcomes.

GO3: That principles and tasks identified by partners in respect of look and feel in the Cultural Hub are priorities, owned, implemented and reported in a timely manner.

POSITIONING



Edward Appleyard 2015
* Simon Glynn, Lippincott

BRANDING

Creating a new brand for the Cultural Hub – the process February 2016

Stage 1: Audit, Immersion and Analysis

This stage is all about immersion in our sector, the ambitions of all stakeholders and possibilities for the project. If we get the right information and people together at the beginning, it will provide the right foundations for success.

ACTIVITIES

- Kick-off and briefing meeting
- Discuss and agree project objectives and success criteria
- Discuss and refine the programme of work, key dates and deliverables
- Agree roles and responsibilities (core project team and steering group) and decision-making processes
- Brief the agency on any relevant background

DESK RESEARCH/BRIEFINGS

- Presentation by the client and review by the agency of research and partner branding
- Top-line desk research by the agency into the designs of sector/key competitors

STAKEHOLDER INTERVIEWS

- Discuss and agree interview candidates with core project team
- Prepare discussion guide for interviews and approve with core project team
- Conduct face-to-face interviews with senior leadership of the City, Guildhall School, Museum of London, London Symphony Orchestra and Barbican

AUDIT

- Conduct an audit of existing partner communications (printed and online)
- Conduct a top-line audit of 3-4 competitors or peers (to be suggested by the steering group)
- Audit existing partner brand architecture to include their sub-brands and products
- Meet and review work from existing agencies, as appropriate

REVIEW, ANALYSIS AND SUMMARY PRESENTATION

- Review and consolidate the key findings, insights, opportunities and initial recommendations
- Present findings to core project team for discussion
- Agree implications for the next stage of work

DELIVERABLES

- Agreed programme of work to include deliverables, timings and fees
- Presentation of findings and recommendations (to include brand audit)

Stage 2: Creative Concepts

PURPOSE

This is a creative stage to translate the brand strategy and positioning into new brand identity concepts. The agency will illustrate each route across different applications to help the client imagine each idea coming to life within the Hub. This stage provides specific tonal direction for the design moving forwards. Defines three brand personalities and then create three creative concept routes to express.

ACTIVITIES

- Brand personality development (visual and verbal)
- Presentation of brand personalities (mood boards) with core project team
- One round of amends
- Develop 3 concept routes to express the defined brand personalities. Each route will include:
 - Colour
 - Typography
 - Photography/illustration
 - Graphic devices
 - Tone of voice
- Apply each concept route to 5 notional applications (to be agreed) to demonstrate the elements working together and their stretch across client requirements. This might include: website homepage, print advertisement, signage etc.
- One day workshop to share creative concept routes with selected core project team/steering group
- Agreed route to take forward
- Summarise feedback relevant to development of selected route

DELIVERABLES

- Brand personalities mood boards
- Development and presentation of up to three creative concept routes
- One agreed route for development

Stage 3: Design Development and Finalisation

PURPOSE

The focus of this stage is the detailed development of the chosen concept route. The agency will develop the key elements and stretch test them, to ensure the brand identity works across the breadth of the audiences and channels. At this stage the final refinements will be made to the brand identity elements.

ACTIVITIES

DEVELOPMENT

- Develop the chosen creative concept based on feedback from Stage 2 presentation, specifically:
 - Graphic device: detailed development of use of partner logos under graphic device
 - Colour: development of primary and secondary colour palettes
 - Typography: selection of typefaces to work in harmony with the partner logos and selection of secondary typefaces if required and development of hierarchy
 - Imagery: define the exact visual style of either photography, moving image or illustration to look consistent and unique to the Cultural Hub
 - Explore and define aspects such as subjects (eg people, environments), composition, colour balance, light and style
 - Recommend best approach to generate and manage imagery (commissioning photo shoots or sourcing from photo libraries)
 - Carry out recce for static and moving image creation technique
- Graphic device(s): refine the graphic device to work in the context of multiple applications
- Develop the device to deliver an appropriate degree of both consistency and flexibility
- Develop the grading graphics
- Tone of voice: define key tone of voice principles to reflect the brand personality. Document specific principles with examples
- Apply the developed brand identity to 4-5 notional applications to test the stretch across audience and channel variants
- Presentation of developed concept to steering group for feedback
- Agree changes to be made for refinement

REFINEMENT

- Prepare and carry out print and screen tests for legibility, sizes and colour variations across different media
- Prepare and carry out print and screen tests of the approved colour palette for colour consistency across media
- Present for final approval
- Create logo artwork

DELIVERABLES

- One fully developed brand identity route illustrated across 4-5 notional applications and audiences
- Colour and graphic device print tests
- Artwork of final graphic device/text
- Presentation to the Steering Group

Stage 4: Core brand element guidelines

In this stage guidelines are created to document the core elements of the brand positioning and identity. These can be used by the internal design teams of the partners to develop specific applications for launch.

The agency will scope and agree any specific guidelines required and cost them to our specific requirements.

ACTIVITIES

- Provide recommendation on overall template and design of the guidelines to work in print and/or on screen
- Draft a hierarchy of contents (rank, flow, pagination of content) for approval by the core project team
- Create guideline content (text and visuals) for the following areas:

Overview and Brand Strategy

- Brand positioning
- Brand personality
- Brand architecture

Toolkit Elements

- Logo (positioning and usage)
- Colour (primary and secondary palettes)
- Typography (typefaces and hierarchy)
- Imagery (photography and illustration)
- Graphic devices
- Tone of voice
- Dos and Don'ts

DELIVERABLES

Core brand guidelines as a printable/interactive PDF of 50 pages

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Committee(s)	Dated:
Hospitality Working Party Policy and Resources	4 May 2016 19 May 2016
Subject: Remembrancer's Office Business Plan 2016 - 2019	Public
Report of: City Remembrancer	For Decision
Report author: Margaret Pooley	

Summary

1. The attached Remembrancer's Office Business Plan for 2016–19 provides information on the work of the Office, sets out its principal aims and objectives, and identifies the main priorities for the forthcoming year.
2. The plan, developed in consultation with staff and other departments with whom we regularly work (including Mansion House and Economic Development Office), identifies how the Remembrancer's Office will achieve its strategic aims through its key objectives and support the Corporate Plan.
3. Priorities for this year include assessing the results of the London Mayoral election and EU referendum; continued promotion of a Bill to enable the City Corporation's open spaces to be more effectively managed; and implementing the findings of two service based cross-cutting reviews: the effectiveness of hospitality review and income generation.

Recommendation

4. That the Hospitality Working Party approves the content so far as it relates to events, and recommends approval by the Policy and Resources Committee, of the Remembrancer's Office Business Plan for 2016-19.

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**CITY REMEMBRANCER'S OFFICE
BUSINESS PLAN 2016-19**

Responsible Officer:

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**CITY REMEMBRANCER'S OFFICE
BUSINESS PLAN 2016-19**

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1 Introduction

1.1 The Remembrancer's Office seeks to advance the City's interests in Parliament and support and promote the City as the world leader in international finance and business services. This plan identifies how the Office will achieve its strategic aims and in doing so support the Corporate Plan.

1.2 A brief overview of the work of the Office is set out in Appendix A.

1.3 Key achievements during 2015-16 are set out in Appendix B.

1.4 The key challenges for the Office in 2016-17 are:

- a) To analyse and produce briefings on the results of the Mayoral election and EU referendum. In addition, the team will be active in relation to the move towards devolution of central government services and funding to local government as they affect London.
- b) To respond to the new legislative cycle for 2016/17. The team will scrutinise the effects of legislative proposals and respond as appropriate, including reporting to Members.
- c) To promote the City of London Corporation (Open Spaces) Bill. The Bill would provide additional powers to enable the open spaces to be managed in a more effective manner and to take enforcement action against those who commit offences.
- d) To advise on and respond to the review of Parliamentary constituency boundaries. The Boundary Commission is expected to make initial recommendations in the autumn, and this will initiate a two-year process of consultation and deliberation. As during the last such exercise, the Parliamentary team will put together submissions in favour of retaining the long-standing link between the City and Westminster.
- e) To implement the recommendations arising from the cross-cutting service based review of the effectiveness of hospitality. The review provides for the establishment of a City Events Management Group (CEMG). The CEMG will provide oversight at official level of City hospitality provided by the Remembrancer's Office, Economic Development Office, Mansion House and Culture, Heritage and Libraries (including Tower Bridge). Account will also be taken of linked venues including the Barbican Centre, Guildhall School of Music and Drama, the Museum of London and the Central Criminal Court. The Group will consider the strategic relevance of proposed hospitality and share best practice in the delivery of events.
- f) To increase usage of Guildhall and maximise income by generating more commercial bookings of Guildhall as a venue for hire, consistently with the City's own operational and policy use of the Guildhall. A number of marketing initiatives are being taken forward. Work with the Barbican, and wider cross-Corporation

liaison through the City Venues Group, will be developed as part of the implementation of the income generation service based review subject to the oversight of the CEMG.

- g) To deliver a varied schedule of City events in 2016/17, including events to mark the centenary of the Battle of the Somme and the Household Cavalry March Past, a dinner for the European Bank for Reconstruction and Development, a reception following a service at St Paul's Cathedral to mark the 90th birthday of Her Majesty The Queen, the Lord Mayor's Banquet and an anticipated Autumn State Banquet.
- h) To implement an events contacts management system to ensure the effective operation of City events, in conjunction with the Town Clerk's department, Economic Development Office and Mansion House.

2 Summary Business Plan

<p>Our Strategic Aims are:</p>	<ol style="list-style-type: none">1. Maintain the constitutional position of the City of London in all its capacities and promote the City's interests among opinion formers in Parliament, Whitehall, the Greater London Authority, London Diplomatic Corps and EU institutions' London offices.2. Commission and deliver events that support the interests of the City, the business community and the UK and, through the State Visits programme and other City related events, ensure that the City's traditions are suitably maintained and enhanced nationally and internationally.3. Generate income from use of the Guildhall, consistent with the City Corporation's own needs, as a venue for commercial events.4. Deliver an efficient and effective service for the City's elected Members including arrangements for the Lord Mayor's Banquet, Committee Events and Common Hall.
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<p>Our Key Objectives are:</p>	<ol style="list-style-type: none">1. Analyse draft legislation and, where necessary, seek amendments, promote the City's own legislation, and provide briefings on City issues to Parliament (including to Parliamentary Committees) and other policy makers, including the Greater London Authority. Respond collaboratively to consultations undertaken by the Government, Law Commission and others.2. Implement the recommendations of the effectiveness of hospitality review.3. Deliver the City's programme of events for 2016/17 and develop a programme of events for 2017/18 including those reflecting significant anniversaries of relevance to the City and the nation.4. Develop, as part of the implementation of the income generation review, a marketing strategy to increase usage of Guildhall for commercial events while enabling full use of Guildhall for the City Corporation's own and related purposes.5. To ensure the venue is fit for purpose by working with the City Surveyor's department in developing a maintenance and works schedule for the function areas with agreed parameters (including a planned maintenance and replacement or refurbishment timetable).
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Our **Key Performance Indicators** are:

Description:	2015/16 Target	2015/16 performance	2016/17 target
Generating income from commercial bookings of Guildhall.	£1.8m	£1.9m	£2m
Feedback from clients hiring Guildhall.	Qualitative feedback from at least 50% of commercial clients.	49%	Qualitative feedback from at least 55% of commercial clients.
Identifying new high grade clients wishing to hire Guildhall while maintaining the existing client base.	10	23	20
Facilitating passage through Parliament of the City Corporation (Open Spaces) Bill.	-	-	Completion of all stages in the House of Commons.

The Office's organisation chart is attached as Appendix C.

Our **Staffing is made up of:**

- Headcount: 27 FTE (note 1)
- Number of full timers: 27
- Sickness absence: 2.65 FTE days per FTE staff, for the year ending 31 Jan 2016. (note 2)
- Gender: 10 Male, 17 Female
- Age range: 21 – 30 39%; 31 – 40 27%; 41 – 50 15%; 51 – 60 11%; 61+ 8% (note 3)
- City of London Service: Under 1 year 15%; 1 – 5 years 39%; 6 – 10 years 8%; 11 – 20 years 23%; 21 – 30 years 15%
- Grade: A – E 77%; F – J 19%; SMG 4%

Notes on Staffing Information:

1. In addition to the above, the Office has a pool of casual staff to assist at events.
2. Sickness compares favourably to the corporate average of 5.62 days for the same period. There was no long-term sickness in the Office.
3. The high proportion of 21 – 30 year olds reflects the policy of the Office to recruit able young events staff, who may typically leave after gaining experience in the Office to further their career.

Details of the Office's financial resources are set out in Appendix D.

3 Corporate requirements

Risk Management

3.1 The Office's Risk Summary is attached as Appendix E. The Office has three key risks: failure to generate sufficient income from Guildhall lettings, failure to deliver events in a safe and satisfactory manner and loss of standard support for the CRM database leading to a lack of, or incorrect, guest data. The Remembrancer is also the risk owner for Corporate Risk 10 (adverse political developments undermining the effectiveness of the City Corporation). The risks are reported to the Hospitality Working Party and the Policy and Resources Committee.

Investors in People

3.2 Working within the framework provided by the Investors in People (IIP) Standard, the City Corporation achieved the Silver Standard in September last year and is currently working towards the Gold Standard. The Office is addressing a number of actions identified both in the departmental and corporate improvement plan to ensure we support the City Corporation's objective to achieve the IIP Gold Standard award.

Learning and Development

3.3 The Office will continue with its programme of bi-monthly meetings designed to improve working relationships with other departments and outside organisations. In addition to regular team and Office meetings to discuss work and staff matters, short monthly Office briefing sessions, lasting 15 minutes, have been introduced to ensure that all members of the Office are aware of key priorities in the coming month.

3.4 The City's Performance Development Framework and Appraisal Process and the Learning and Development programme will be used to improve staff development.

3.5 Staff initiatives currently under way, which individual staff are leading, include:

- refreshing the City's events web-site;
- developing a marketing strategy to generate income;
- improving business intelligence by enhancing the client data we collect;
- adoption of a new events contacts management system.

3.6 The Office continues to share resources and rotate tasks to ensure staff continue to develop and learn new skills. A number of learning activities identified as part of the IIP review, particularly in relation to management development, will be pursued.

Health and Safety

3.7 The Office's main health and safety risks relate to event management. Procedures are robust and are overseen by the City Surveyor's Health and Safety Officer. A growing number of commercial events with large production set-ups require increased management, including reviewing risk assessments and ensuring

adherence to legal requirements such as the Construction, Design and Management Regulations 2005.

Corporate social responsibility

- 3.8 The Office continues to collaborate with a charity called Fareshare which provides food to more than 1,290 local charities and community organisations across the UK. These include homeless shelters, children's breakfast clubs, women's refuge centres and lunch clubs for the elderly. The Office liaises with Guildhall eligible caterers so that surplus food following an event can be collected and distributed by the charity.
- 3.9 The Office stipulates that, wherever possible, all caterers make use of Fairtrade produce, support local suppliers and use fish from sustainable sources.
- 3.10 Café Sunlight, a community interest company, is included in the Guildhall list of eligible caterers. Café Sunlight provides employment, work experience and training opportunities to disadvantaged local residents.
- 3.11 The Office offers work experience to students from neighbouring boroughs, and to German students as part of the City of London School exchange programme, in addition to opportunities for interns and apprentices from other departments. We also support the City's Business Trainee Scheme.
- 3.12 The Office actively encourages its staff to engage in the City's volunteering activities. A number of staff volunteered at a Fareshare food distribution centre, while others have supported local students by providing additional tuition and attended a workshop called Inspire, at which staff talk to young adults about working life and possible careers.

Workforce Planning

- 3.13 A regular turnover of staff at event organiser level within the event industry is to be expected and this reflects our general policy of recruiting newly qualified, ambitious individuals who will stay with the City Corporation for a period before moving on to other organisations to further their careers. Turnover of staff has been relatively high this year and while this has led to some uncertainty, this can also present an opportunity to recruit individuals with new ideas and experience.
- 3.14 To cope with an increased number of enquiries and provisional bookings for hiring Guildhall, an additional member of staff, appointed on a one year fixed term contract last year, has been made permanent, and a Research and Development Officer has been appointed to assist with projects.
- 3.15 The Office is able to deploy resources flexibly through cross-team working and a programme of continuous training and the sharing of information takes place across the Office.
- 3.16 The Office has a pool of casual staff to assist at events. Casual staff are engaged in particular during the Autumn to assist during the busiest periods for City events. The recruitment of staff to the casual 'pool' is being reviewed and this will include a review of

the training given to such staff. In addition, the Office welcomes staff from other departments who volunteer to assist at major City hospitality events.

Equalities and Diversity

3.17 The Office adheres to corporate policies including the City Corporation's recruitment policy, in relation to equalities and diversity. The Office responds to customer needs in relation to catering and access requirements at events wherever possible. Reduced rates for hiring Guildhall are offered to charities and the events teams assist in hosting events, for example, for the Lord's Taverners.

3.18 Working with the Economic Development Department's SME team, the Office will facilitate a market in Guildhall Yard for a number of Social Enterprise organisations. The aim of this initiative is to raise awareness and generate support for such businesses.

Data Quality

3.19 For the financial year 2016/17 I give assurance to Members that my department complies with the corporate Data Quality Policy and Protocol in producing its service and performance data. I confirm that my department has effective systems and procedures in place that produce relevant and reliable information to support management decision-making and to manage performance.

Property Assets

3.20 I confirm that the Remembrancer's Office is utilising its assets efficiently and effectively and that I have considered current and future requirements for service provision. Any assets that have been identified as surplus to the Office's requirements have been or will be reported as required to the Corporate Asset Sub-Committee and the schedule of occupied areas will be annually reviewed to ensure that the use of assets by the Remembrancer's Office continues to be challenged appropriately.

Signed:



Paul Double
City Remembrancer

Date: 25 April 2016

Remembrancer's Office Business Plan 2016/19: Key Improvement Objectives

Objective (relating to Key Objective 1)	To engage with relevant legislative proposals and consultations, the London Mayoral campaign and issues relating to the EU referendum.				
Priority and rationale	To protect the City's interests in Parliament and elsewhere, in respect of its local authority and private functions, the promotion of financial and professional services in the City, and its provision of services to London and the nation.				
Supporting:					
Impact Assessment	Corporate Plan			Departmental Strategic Aims	
None	All			1	
Actions / Milestones	Target Date	Measure of Success	Responsibility	Resources	
Analyse the Government's legislative programme and assess the impact of the proposals on the Corporation.	Within a week of publication of the programme.	Briefings produced and distributed.	Parliamentary team		
Engage with relevant personnel following the appointment of Select Committees and produce analysis and briefings on parliamentary business. Distribute these briefings to Members, Officers and interested bodies and individuals.	Within a week of parliamentary debates.	Briefing notes circulated.	Parliamentary team		
Provide advice as required on matters relating to the EU Referendum.	Within a day of request for advice	Advice provided on matters of concern.	Parliamentary team		
Work closely with the Mayor of London's Office and GLA and make submissions to and provide briefings for Committees at City Hall on relevant issues.	Submissions made at least 5 working days before Committee deadline.	City's interests represented.	Parliamentary team		
Passage of the City of London Corporation (Open Spaces) Bill through Parliament.	Before the end of the 2016/17 Parliamentary session (House of Commons stages).	Progression through Parliamentary stages of both Houses.	Parliamentary team		
Assess Government, Law Commission, Parliamentary and other consultations and provide a response in line with City's interests.	Response made at least 5 working days before deadline.	City's interests represented.	Parliamentary team		

Objective (relating to Key Objectives 2 and 5)		To implement the recommendations of the effectiveness of hospitality review.		
Priority and rationale		To provide a co-ordinated and cost-effective approach to events-related hospitality across the organisation.		
Supporting:				
Impact Assessment		Corporate Plan		Departmental Strategic Aims
None		KPPs 1 – 5		2
Actions / Milestones	Target Date	Measure of Success		Responsibility
Agree terms of reference for the City Events Management Group.	30.6.16	Terms of reference agreed.		Remembrancer
Prepare draft proposals for review of processes and sharing of best practice.	30.9.16	Proposals submitted to the City Events Management Group.		Remembrancer
Working with City Surveyor's FM team to: 1) Ensure that the FM team is fully aware of cleaning, maintenance and repairs requirements for the Guildhall function areas. 2) Provide detailed requirements for the project to refurbish the West Wing Cloakrooms and monitor progress of project.	Continuously to 31.3.17 30.5.16	Production of a cleaning and maintenance schedule that provides a high standard of repair for Guildhall function areas with minimal disruption to events. West Wing Cloakrooms Project is managed efficiently and results in additional required cloakroom and lavatory facilities, enabling more events to be held simultaneously at Guildhall and the venue to be used more flexibly.		Private events team City Surveyor's

Objective (relating to Key Objectives 4 and 5)	To develop a marketing strategy as part of the implementation of the income generation review that will identify further ways of promoting the Guildhall to commercial clients.			
Priority and rationale	To generate additional income for the City Corporation from commercial lettings.			
Supporting:				
Impact Assessment	Corporate Plan		Departmental Strategic Aims	
None	KPPs 1 – 5		3	
Actions / Milestones	Target Date	Measure of Success	Responsibility	Resources
Enhanced use of social media for promoting Guildhall through increased use of a Twitter and Instagram account.	Continuously to 31.3.17	Increased exposure and enquiries via the internet.	Private events team	
Introduce a refreshed Guildhall events web-site.	30.6.16	Successful launch of a new web-site that generates additional enquiries for lettings of Guildhall.	Private events team	Cost of upgrade
Implement an effective promotional campaign for Guildhall through distribution of the new Guildhall brochure.	30.6.16	Increased enquiries for using Guildhall, leading to confirmed bookings.	Private events team	
Create a comprehensive database of existing and new clients.	31.7.16	Increased enquiries for using Guildhall, leading to confirmed bookings.	Private events team	
Research and implement new ways of promoting Guildhall including trade-fairs and supplier showcases. Monitor the outcome of these initiatives to ensure value for money.	30.9.16	Increased enquiries for using Guildhall, leading to confirmed bookings.	Private events team	Cost of attending trade shows

Objective (Relating to Key Objectives 2 and 5)	To undertake a full review of charges for the hire of Guildhall.			
Priority and rationale	To generate income through commercial lettings and to provide for non-commercial use of the Guildhall to take place subject to appropriate charges. The review will analyse the existing charging policy, ensuring that all costs are recovered and that commercial charges are set at market competitive rates.			
Supporting:				
Impact Assessment	Corporate Plan		Departmental Strategic Aims	
None	KPPs 1,2,4,5.		3	
Actions / Milestones	Target Date	Measure of Success	Responsibility	Resources
Review the existing charging policy including charging categories.	31.7.16	Policy reviewed and recommendations identified.	Business Support team	
Review existing terms and conditions for hiring Guildhall.	31.7.16	Reviewed and amendments included.	Private events team	Comptroller's
Identify and analyse pricing policy of comparator venues.	30.9.16	Comprehensive data collected and reflected in recommendations.	Private events team	
Identify and assess all costs incurred in holding events to ensure reflected in charges.	30.9.16	All costs identified and evaluated.	Business Support team	City Surveyor's
Report to HWP and Policy & Resources Committee.	31.10.16	Report submitted and recommendations approved.	Business Support team	Chamberlain's

Objective (relating to Key Objectives 3 and 5)	Working with IS department, to implement an events contacts management system for managing guest information for City events.			
Priority and rationale	To ensure operational efficiency and avoid reputational damage, an effective event contacts management system is needed for the delivery of City-hosted events..			
Supporting:				
Impact Assessment	Corporate Plan		Departmental Strategic Aims	
None	KPPs 1, 2, 4 and 5		2 and 4	
Actions / Milestones	Target Date	Measure of Success	Responsibility	Resources
Testing and installation of chosen software	30.6.16	Successful installation	City events team	IS, REM, EDO, MH. Cost of software and associated running costs.
Induction in use of software	31.7.16	Prompt induction and rapid implementation of new system	City events team	IS, REM, EDO, MH.

The Remembrancer's Office

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

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

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

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

Achievements during 2015/16**Parliamentary**

1. The General Election fell at the beginning of the staff year and started a busy period for the Parliamentary team in analysing the new Government's legislative programme and building its knowledge of the new MPs, and new appointments to the Government and Shadow Front Benches. The team hosted the annual reception on the Parliamentary Terrace in June, shortly after the new Parliament commenced and MPs started work. It proved a useful opportunity for Members, Officers and City practitioners to meet the new intake.
2. The Remembrancer's Office's legislative activity over the previous 12 months has included:
 - a) Providing analysis and reports on the Cities and Local Government Devolution Act, working closely with Central London Forward and London Councils to identify how the City and the Boroughs could benefit from the provisions;
 - b) Examining the provisions of the EU Referendum Act, in particular the scope of the restrictions on campaigning, and engaging with the Electoral Commission about the interpretation of the provisions;
 - c) Analysing and reporting on the Housing and Planning Bill in close liaison with the affected service departments, and engaging with parliamentarians and officials about its provisions;
 - d) Assessing the effects of the Psychoactive Substances Bill on the Corporation's trading standards powers and on the Police, and reporting to committees;
 - e) Examination and reporting of the Charities (Protection and Social Investment) Bill as it relates to the City's social investment activities and City Bridge Trust;
 - f) Reporting on the Welfare Reform and Work Bill and its consequences for the City Corporation;
 - g) Monitoring the progress of, and reporting on, the Education and Adoption Bill;
 - h) Working with Livery Companies on provisions in the Enterprise Bill which seek to limit the usage of the term "apprenticeship";
 - i) Reporting on provisions of the Trade Union Bill relating to public authorities, and engaging with officials to ensure that the drafting appropriately captures the constitutional position of the City Corporation.
3. A private Bill to amend the legislation governing the City Corporation's Open Spaces has been prepared and deposited and has received its Second Reading in the House of Commons. This has necessitated close working with the Open Spaces Department and liaison with external groups interested in the open spaces, as well as extensive technical work by the Parliamentary team.
4. Evidence has been submitted by the City Corporation to the following:
 - a. the House of Commons Home Affairs Select Committee's inquiries into psychoactive substances and into immigration and skills shortages;
 - b. a House of Lords Inquiry into national policy on the built environment;
 - c. Business, Innovation and Skills Committee inquiries into productivity and into the digital economy;
 - d. an Environmental Audit Committee inquiry into the environmental impacts of airports expansion;
 - e. a Culture, Media and Sport Select Committee inquiry into connectivity;

- f. an Education Select Committee inquiry into the purpose and quality of education;
 - g. Communities and Local Government Committee inquiries into the National Planning Policy Framework and into business rates;
 - h. a Science and Technology committee inquiry into digital skills;
 - i. an Environment, Food and Rural Affairs Committee inquiry into air quality.
5. In liaison with Mansion House, the Economic Development Office and other Corporation Departments, the Office has maintained an active programme of engagement with MPs and peers through briefings on matters of interest to the City, including financial services regulation, trade and commercial diplomacy, superfast broadband, air quality, economic crime, and open spaces. The Office also continues to maintain a close dialogue with officers at City Hall.
 6. The Parliamentary team continued to produce background briefings for Members ahead of significant Corporation events.

City events

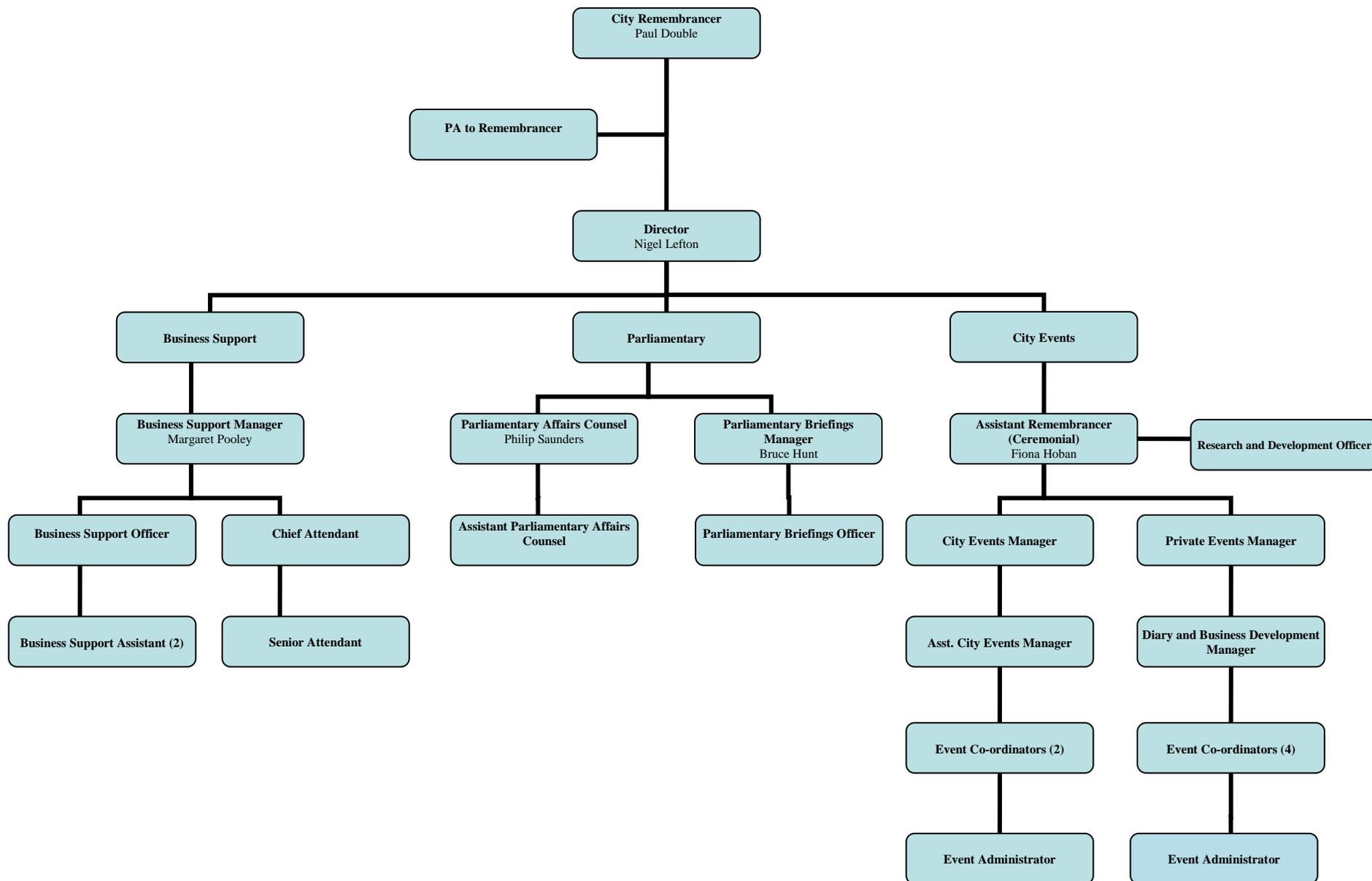
7. The City Events team, in addition to supporting key elements of the Civic and Mayoral programme including the Lord Mayor's Banquet and associated events, facilitated a State Banquet for the President of China in October 2015.
8. The Office has continued to arrange receptions and other high profile events for visiting dignitaries and officials, including an address by the Prime Minister of India, the second Inclusive Capitalism Conference, at which ex-President Bill Clinton made a keynote speech, and an Education Lecture given by the Secretary of State to a City audience on education matters, linking into the City Corporation's education strategy. The City has continued its support for the armed forces through events marking the 75th anniversary of the Battle of Britain, the 350th anniversary of the Battle of Waterloo, the 75th anniversary of the formation of the 101 (City of London) Engineer Regiment and the annual Armed Forces Flag Day, now in its eighth year. The Office also facilitated a reception following a national service at St Paul's Cathedral to mark the end of combat operations in Afghanistan.
9. Other notable events have included the Commonwealth High Commissioners' Banquet, which was preceded by a reception attended by Her Majesty The Queen, a dinner for the Commonwealth Sergeants at Arms to coincide with their annual conference, a lecture and reception to mark the 70th anniversary of the United Nations, the hosting of the UK-US Legal Exchange's conference and lunch, and a lunch at Mansion House to celebrate this year's Queen Elizabeth Prize for Engineering.
10. The Office has delivered the annual cycle of civic events comprising 34 Committee events, six Church Services, two Common Hall and two Admission events and nine Common Council meetings.

Private events

11. For the year ending 31 March 2016, income from private lettings of Guildhall is estimated to total £1,917,279, a £166,344 (10%) increase from 2014/15. 482 events took place in 2015/16 compared to 493 in 2014/15. (This small reduction is partly due to there being two Easter week-ends in 2015/16 (April 2015 and March 2016). Easter is, like Christmas, a quieter period for events.) Occupancy of the Great Hall has, however, increased by 4%. While repeat business continues to be strong, the 2015/16 target of securing 10 new commercial clients to Guildhall was more than doubled. The 23 new clients included Mulberry, Wimbledon, HSBC, The Sun newspaper and British Film Institute. The Office continues to seek opportunities for maximising usage and income while continuing to support

the City's other key policy priorities. The Private Events team works closely with the Barbican events team, and as part of the City Venues Group with other City venues, to exchange best practice and maximise income generation. The Office has referred 30 enquiries during the year to other City venues in cases where Guildhall has been unable to accommodate a booking.

12. The upgrade of the Office's event diary system Artifax, completed last year, enables additional events information to be stored and has improved efficiency. Further enhancements are being planned for 2016/17.
13. Other changes to systems to improve efficiency and output have included a revision of the invoicing template to make invoices easier to input and reduce errors, and production of a dashboard to provide a continuously updated record of performance against targets.

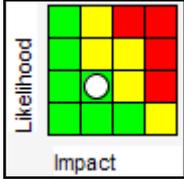
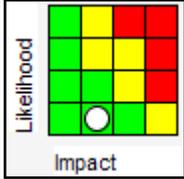


Remembrancer's Office Financial Information

	2014/15	2015/16	2015/16	2015/16 Forecast		2016/17	
	Actual	Original Budget	Revised Budget	Outturn (latest)		Original Budget	
	£000	£000	£000	£000	%	£000	
Employees	1,527	1,612	1,651	1,653	100	1,768	1
Premises	0	0	0	-4	--	0	
Transport	39	51	46	38	83	46	
Supplies & Services	267	258	265	217	82	241	2
Total Expenditure	1,833	1,921	1,962	1,904	97	2,055	
Total Income	(1,565)	(1,220)	(1,220)	(1,736)	142	(1,370)	
Total Local Risk	268	701	742	168	24	685	
Central Risk	1,269	1,159	1,152	951	83	1,099	3
Total Local and Central	1,537	1,860	1,894	1,119	59	1,784	
Recharges	4,309	4,406	4,107	4,619	112	4,604	
Total Net Expenditure	5,846	6,266	6,001	5,738	96	6,388	4

Notes on Financial Information:

1. Employee costs for 2016/17 have increased as a result of the appointment of a Research and Development Officer to support the private events team, increased Security costs and the transfer of the costs for the H&S Officer who is responsible for event safety management.
2. Supplies and Services includes corporate hospitality (delegated authority budget).
3. Central Risk includes corporate hospitality budget and some income generated from Guildhall lettings. There has been a reduction of £50,000 on corporate hospitality for 2015/16 as a result of the service based review initiative that took place last year.
4. Figures compiled from budgets included within Guildhall Admin and Policy and Resources Committee estimates.

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

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Committee(s):		Date(s):
Resource Allocation Sub	For decision	19 May 2016
Policy and Resources Committee	For decision	19 May 2016
Subject:		Public
Project Funding Update		
Report of:		For Decision
The Chamberlain		
Report author:		
Caroline Al-Beyerty, Chamberlain's Department		

Summary

A summary of the allocations approved from the 2015/16 provisions for new schemes is as follows:

	City Fund £m	City's Cash £m
2015/16 provisions	2.486	3.125
Top-up re SBR spend to save investments	0.094	-
Less: Funding requests agreed	(2.580)	(0.816)
Unallocated Balances	-	2.192

It has previously been agreed that any unallocated balances remaining at the end of the year would be retained centrally to partially offset the one-off additional funding of £5.263m provided from central reserves for two critical IT upgrade projects. Therefore Members are asked to note that the remaining City's Cash balance of £2.192m will be retained centrally.

Following the annual roll forward of the planning period to 2019/20, approval is now sought to formalise the provision of £6m for that year (£3m each for City Fund and City's Cash).

Whilst there are a number of schemes in the pipeline which are likely to require funding from the 2016/17 provisions for new schemes, there are no requests for allocations at this time.

However, for 2016/17, approval is sought to funding totalling £4.524m from the On-Street Parking Reserve to allow two proposals to be progressed:

- Urgent works and further surveys to mitigate structural defects to the Minories car park at a cost of £454k.
- Replacement of existing street lighting equipment with LED lights and a new wireless central management system at an estimated cost of £4.070m (a service based review (SBR) proposal). Approval of funding is subject to further development of the solution including widening of the scope to include links to 'Smart City' initiatives.

The five year forecast for the On-Street Parking Reserve shows a fully committed position. Whilst provision for the Minories car park works had already been incorporated in the forecast figures, the inclusion of the street lighting scheme may result in the potential re-profiling of the later phases of the Barbican Highwalks scheme. Given the current level of uncertainty over the precise details of the highwalk scheme, prioritisation of funds for the street lighting proposal is felt to be an acceptable way forward.

Approval is also sought to the allocation of £216.5k of S106 funding received from the Fann Street Development towards the cost of refurbishing the Golden Lane Estate playground.

Recommendations:

It is recommended that Members:

- i. Note that the unallocated balance of £2.192m from the 2015/16 City's Cash provision for new schemes has been retained centrally to partially offset the one-off additional funding provided from central reserves for two critical IT upgrade projects.
- ii. Formally approve the allocation of a total of £6m to be set aside in 2019/20 as a provision for new schemes (£3m each for City Fund and City's Cash)
- iii. Agree to the allocation of funds totalling £4.524m from the On Street Parking Reserve as follows:
 - £454k to meet the cost of urgent works and additional surveys to mitigate structural defects to the Minorities car park, subject to requisite approvals by other committees;
 - £4.070m to replace existing street lighting equipment with LED lights and a new wireless central management system, subject to further development of the solution including widening of the scope to include links to 'Smart City' initiatives in advance of authority to start work.
- iv. Approve the allocation of an estimated £216.5k of S106 funding received from the Fann Street Development towards the cost of refurbishing the Golden Lane Estate playground.
- v. Note that further phases of the Barbican Highwalks scheme may need to be deferred as a result of prioritising OSPR funds to the street lighting scheme.

Main Report

Background

1. The Policy and Resources Committee have previously agreed to set aside sums of £21m (£3m per annum) over the period from 2012/13 to 2018/19 in both the City Fund and City's Cash financial forecasts (£42m in total) to provide a degree of flexibility to fund smaller value new capital schemes as they arise.
2. In June 2012, the Policy and Resources Committee agreed that only projects that are considered essential and which fit within the following categories may be approved at Gateways 1-4 of the Project Procedure, until further notice:
 - 1) Health and safety compliance
 - 2) Statutory compliance
 - 3) Fully/substantially reimbursable
 - 4) Spend to save or income generating, generally with a short payback period (as a rule of thumb within 5 years)

In addition, under exceptional circumstances, other projects considered to be a priority by the Resource Allocation Sub-Committee will be allowed to proceed.

3. The majority of projects working their way through the early gateways are to be funded either from internal ring-fenced sources such as the Barbican Centre and GSMD Capital Caps and the City Surveyor's Designated Sales Pools or from external sources such as Section 106 deposits and Government/Transport for London grants which are restricted for specific purposes.
4. Decisions about the allocation of resources for those projects that do not have access to these sources of funding are generally taken when a scheme reaches Gateway 4a –

Inclusion in Capital Programme, although requests at earlier gateways are also arising on a more frequent basis. To help members to prioritise the allocation of City resources to projects from a wide range of funding sources, the Priorities Board has been created to provide a more holistic approach to the allocation of project finance, by considering bids for funding from a range of available (less constrained) sources, including in particular future receipts from the unallocated pots of the City's Community Infrastructure Levy (CIL).

Funding Approved from the 2015/16 Provisions for New Schemes

5. The Policy and Resources Committee agreed to set aside £1m of the £3m City Fund annual provision, to be earmarked for essential capital works to the London Wall premises of the Museum of London. In addition, the unallocated balances from 2014/15 of £486k for City Fund and £125k for City's Cash were allowed to be rolled forward. A top-up of £94k to the City Fund provision in connection with SBR spend to save investment schemes was also recently agreed. This resulted in total 2015/16 provisions of £2.58m for City Fund and £3.125m for City's Cash schemes. Appendix 1 lists the projects for which funding from the 2015/16 allocations was agreed, leaving a zero balance for City Fund and an unallocated balance of £2.192m for City's Cash at the year-end.
6. In January, Members agreed to fund some £5.263m from the central reserves of the three main funds to meet the cost of two essential IT infrastructure upgrade schemes urgently required to provide new local network infrastructure and replacement end user devices. Consequently it was agreed that any unallocated balances remaining from the 2015/16 provisions for new schemes at the end of the year, i.e. the City's Cash balance of £2.192m, should be retained centrally to partially offset these additional costs.

2016/17 Requests for Funding

2016/17 Provisions for New Schemes

7. The 2016/17 provisions for new schemes amount to £2m for City Fund (£3m less £1m for the existing Museum building) and £3m for City's Cash. Whilst there are a number of schemes in the pipeline which are likely to require funding from these provisions during the year, there are no requests for allocations at this time.

On Street Parking Reserve

8. There are two new requests for resources totalling £4.524m and the Corporate Priorities Board has identified the On Street Parking Reserve as the most appropriate source of funding. The two City Fund schemes are as follows:
 - Minorities Car Park - Urgent works and additional surveys at a cost of £454k
This is classified as an **essential, health and safety** scheme which is necessary to mitigate structural defects. This scheme is subject to the requisite approvals of other committees;
 - Street Lighting Review at an estimated cost of £4.070m
This scheme comprises the replacement of existing street lighting equipment with LED lights (£3.6m) and a new wireless central management system (£470k). It is classified as an **essential, spend to save** scheme and forms part of the service based review (SBR). Approval of funding is subject to further development of the solution including widening of the scope to include links to 'Smart City' initiatives.
9. The five year forecast for the On-Street Parking Reserve shows a fully committed position. However, this allows for the provisional earmarking of significant sums towards further phases of the Barbican Highwalk waterproofing works which are expected to extend beyond the current five year planning period at a total estimated

cost of some £24m. Whilst provision for the Minorities car park works had already been incorporated in the forecast, the inclusion of the street lighting scheme will result in the potential deferral of the later phases of the Barbican Highwalks scheme. However, given the current uncertainty over timing of the highwalks works, prioritisation of the street lighting proposal is felt to be an acceptable way forward.

Allocation of S106 Funding

10. Golden Lane Estate Playground – estimated funding requirement of £216.5k from the Fann Street S106 deposit

Allocation of S106 funding to most environmental enhancement projects identified within Member-approved area strategies is within the remit of the Streets and Walkways Sub Committee. However, the Golden Lane Estate playground refurbishment, which is included as a high priority scheme within the Barbican and Golden Lane Area Strategy, is located on housing land. The Priorities Board concurs with the prioritisation of S106 funding to this scheme and the approval of Members is sought to the allocation of these funds.

Extending the annual provisions by a year

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

- For City Fund, the provisions have been underspent in all previous years, with the exception of a small shortfall in 2015/16 – from a combined provision of £9m since 2012/13, a total of £1.4m has been unallocated.
- For City's Cash, the provision was fully allocated in 2012/13 but was underspent in subsequent years to date – from a combined provision of £12m, a total of £2.2m has been unallocated.

12. It is proposed that the current level of provisions be maintained going forward.

13. During the preparation of the budgets approved in March, the financial planning period was subject to the usual roll forward and additional sums of £3m were included in each of the financial forecasts for 2019/20. Formal agreement to these 2019/20 provisions is now sought.

14. In addition, maximum value for money from the resources set aside for new schemes should be achieved by continuing the following agreed approach:

- Ensuring that the project budgets are at the lower end of the predicted range, applying pressure via effective value engineering and restricting scope where possible.
- Instructing officers to develop options that distinguish between 'critical' and the more 'desirable' elements of a project to ensure that costs can be contained.

Conclusion

15. There is an unallocated balance of £2.192m remaining from the 2015/16 City's Cash provision for new schemes which will be retained centrally to partially offset the cost of two new IT infrastructure schemes. The City Fund provision was fully allocated.

16. Formal approval is sought to a total of £6m to be set aside in 2019/20 as a provision for new schemes (£3m each for City Fund and City's Cash).

17. There are no currently new bids for funding from the 2016/17 City Fund and City's Cash provision for new schemes.

18. There are two requests for funding from the On Street Parking Reserve totalling

£4.524m which are recommended for approval. This may result in the need to re-profile waterproofing works to the Barbican Highwalk., but given the uncertainty over timing, the prioritisation of funding for the street lighting review is considered to be an acceptable way forward..

19. Member approval to the allocation of S106 resources of an estimated £216.5k towards the cost of the Golden Lane Estate playground refurbishment is sought.

20.

Appendix – Projects Funding from the 2015/16 Provisions for New Schemes

Caroline Al-Beyerty

Financial Services Director, Chamberlain's Department

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CITY FUND		
Project	Total provision of £2.58m (comprising £3m original less £1m earmarked for Museum plus £0.486m re 2014/15 unallocated balance and £0.094m top-up re SBR)	Category and Priority
Barbican Library Transformation (Initial funding to formulate plan)	0.012	6. Improvements in productivity / efficiency b. Advisable
Shoe Lane Library Transformation (Initial funding to formulate plan)	0.012	6. Improvements in productivity / efficiency b. Advisable
London Metropolitan Archives Future Accommodation Planning	0.014	7.(b) Major Renewals B. Advisable
Libraries and London Metropolitan Archives IT and Infrastructure	0.100	7.(a) Asset Enhancement/Improvement B. Advisable
Barbican Centre - SBR spend to save proposals (Coffee Points and Mobile Bars)	0.130	6. Improvements in productivity / efficiency b. Advisable
Barbican Centre - SBR spend to save proposals (Frobisher Crescent Level 4 meeting and conference room investment)	0.500	3b Income Generating b. Advisable
Barbican Centre - SBR spend to save proposal: New Retail Unit	0.589	3b Income Generating b. Advisable
Joint IT Network Refresh (City Fund Share excl Police)	0.060	7.(a) Asset Enhancement/Improvement A. Essential
End User Device Renewal (City Fund Share)	0.048 (enabling phase)	7.(a) Asset Enhancement/Improvement A. Essential
Sir John Cass School Extension	0.850	7.(a) Asset Enhancement/Improvement
Beech Street Tunnel Feasibility	0.055	7.(a) Asset Enhancement/Improvement C. Desirable
One Safe City Projects progression of JCCR, Community Safety and Ring of Steel Projects	0.145	5. Other Priority Development A. Essential
JCCR - moving contact centre to Snow Hill	0.065	5. Other Priority Development A. Essential
City Fund Total	2.580	
Unallocated Balance	0.000	

CITY'S CASH		
Project Name	Total Provision of £3.125m (including £0.125m re 2014/15 unallocated balance)	Category and Priority
Lord Mayor's Coach Conservation and Repair	0.243 (includes 0.125 for urgent repairs subject to confirmation at Gateway 5)	7.(b) Major renewals B. Advisable
Joint IT Network Refresh (City's Cash Share excl Police)	0.060	7.(a) Asset Enhancement/Improvement A. Essential
End User Device Renewal (City's Cash Share)	0.048 (enabling phase)	7.(a) Asset Enhancement/Improvement A. Essential
Superfast City Implementation	0.107 (Wired Broadband Workstream Only)	5. Other priority developments A. Essential
Grant to the Museum to investigate relocation to Smithfield General Market and Annexe	0.200 Approved under urgency	n/a
Grant to the Museum (£0.1m) to review the Business case for relocation to Smithfield General Market and Annexe and costs of consultation (£0.025m)	0.125	n/a
Unified Communications Funding to conduct a pilot	0.033 (£0.050 in total including £0.017 from Police funds)	3.(a) Spend to Save / 6. Improvements in Productivity/efficiency A. Essential
Further Grant to the Museum of London to prepare short term programme for relocation to Smithfield General Market and Annexe	0.117	n/a
City's Cash Total	0.933	
Unallocated balance	2.192	

Committee(s)	Dated:
Policy & Resources Committee	19/05/2016
Planning & Transportation Committee	24/05/2016
Property Investment Board	25/05/2016
Subject: Marché International des Professionnels d'Immobilier (MIPIM property conference) 2016 / 2017	Public
Report of: The City Surveyor	For Decision
Report author: Simon McGinn, City Property Advisory Team (CPAT)	

Summary

This report informs your Committees of the City of London Corporation's activities at the MIPIM property exhibition in March 2016, and seeks approval for City of London Corporation attendance at MIPIM 2017.

The cost of representation at MIPIM 2016 was above the originally approved budget (£87,500), totalling £89,398 which was as a consequence of expanding the attending Member team by an additional person.

Key activities from MIPIM include (summary):

- 24 meetings with high level representatives of property companies and stakeholders active in the Square Mile.
- The public launch of an important piece of property research.
- Three successful City-hosted dinners with high-level guests.
- Involvement in two panel sessions by the Chairman of Policy & Resources, plus a keynote speech at a breakfast hosted by the London Chamber of Commerce and Crofton.
- Promotion of the City's existing and future building stock.
- Promotion of the City as a place to invest and base a business.

Recommendation(s)

- That this report on MIPIM 2016 be received.
- That the additional cost of attending MIPIM 2016 be noted
- That the Policy & Resources and Planning & Transportation Committees, and the Property Investment Board, decide that the City of London Corporation should attend MIPIM 2017 with a total budget not exceeding £95,000.

Main Report

Background

1. In Apr/May 2015, approval was given for the City of London Corporation's attendance at MIPIM (Marché International des Professionnels d'Immobilier) 2016 in Cannes at a cost not exceeding £87,500 to be met from existing budgets. Subsequent to the report going to Committee, it was decided that it would be useful for the Deputy Chairman of the Planning & Transportation Committee to also attend, the cost of which was covered by the Department of the Built

Environment's local risk budget. Provision of £20,000 came from the City Surveyor's Department (Property Investment Board), £7,500 from the Department of the Built Environment (Planning and Transportation Committee), £5,000 from Public Relations (Policy & Resources Committee), and the remaining £55,000 from the City Property Advisory Team's (CPAT) local risk budget. The research launched at MIPIM was jointly commissioned with the City Property Association and separately funded as part of the Economic Development Office's Research Programme.

2. MIPIM is widely recognised as the world's leading and most influential event for the Property Industry. It is a global marketplace that offers the opportunity to connect with key players in the industry, from investors to end-users and local government to international corporations. This year, 24,000 delegates attended from over 80 countries (up from 21,400 in 2015).
3. The focus of The City of London Corporation's attendance centred on four main areas of activity:
 - a) Exhibition attendance – this includes supporting the City Corporation's part of the larger London exhibition.
 - b) City Corporation seminar where themes of significance for the City of London are developed and debated.
 - c) Hosting high-level events for specially invited key individuals (3 City dinners, and a Seminar for senior guests and delegates), and 24 private meetings over 2 days with developers, investors, and other stakeholders.
 - d) Involvement in two panel sessions and a keynote speech (Chairman of Policy & Resources).
4. City of London Corporation representatives attending MIPIM included four Members (the Chairman of the Policy & Resources Committee, the Chairman and Deputy Chairman of the Planning and Transportation Committee and the Chairman of the Property Investment Board), in addition to the City Surveyor, the Director of the Built Environment, the Chief Planner & Development Director, and the Investment Property Director. The senior team was supported by three representatives from the City Property Advisory Team and one PR officer.

Headline messages received

5. Planning:
 - Speed of response to issues/consultations needs to be accelerated.
 - Archaeological costs and processes need to be reviewed as this pushes the overall costs onto developers.
 - Developers should be encouraged to use the new City Centre to meet Members to get an overview of the broader impact on the City.
 - S237 Rights of Light – need to ensure basic process is understood especially by foreign investors. Pre-application meetings giving more information to aid development would help.
6. Housing:
 - A standard tariff would be beneficial rather than local variations to determine the amount of contributions towards affordable provision

- Adequate resourcing of both local authorities to deliver the necessary permissions and the market generally to provide the necessary skills to deliver housing capacity
- The Greenbelt could provide some expansion space for housing
- An appropriate volume of housing delivery will in itself provide sufficient affordable accommodation on the back of consented schemes
- Mixed use buildings are of value – young graduates want to live near where they work.

7. Occupiers:

- New occupiers should be invited to CoL events e.g. Amazon. CoL's hospitality process/policy needs to be assessed

8. Research / Seminar

- The City must maintain its cost competitiveness
- There is a growing shortage of space between 300 and 1,000 sq m that must be countered
- The perception of the City must be addressed
- Digital infrastructure must be improved

City Corporation events and speeches:

9. The City Property Advisory Team organised a seminar entitled "*Clusters & Connectivity: the City as a place for SMEs*", based on a piece of research undertaken from Ramidus as part of the Economic Development Office research programme, and jointly commissioned by the City Property Association (See Appendix 1 for Executive Summary). Over 150 delegates attended the session chaired by the Chairman of the Policy and Resources Committee. The report was an opportunity to highlight the significant role SMEs play in driving job growth in the City, and how the number of small firms there has grown rapidly in recent years. The presentation examined the ecology of the City's SME community, and its drivers, working practices and locational requirements. It also looked at how SMEs view the City as a business location, and the value they place on different features such as public realm and amenities. The session also considered some of the policy implications for the City Corporation and others, as well as some key property trends affecting SMEs such as the growth in serviced office accommodation.
10. The Chairman of Policy & Resources Committee took part in two panel sessions – the first organised by Estates Gazette called *Start-Up London: a safe investment or too tricky to touch?* The Chairman also sat on a panel as part of a GLA "Housing in London" seminar. There was a consistency of agreement across 4 key housing areas:
 - A standard tariff would be beneficial rather than local variations to determine the amount of affordable provision
 - Adequate resourcing of both local authorities to deliver the necessary permissions and the market generally to provide the necessary skills to deliver housing capacity
 - The Greenbelt should provide some expansion space for housing
 - An appropriate volume of housing delivery will in itself provide sufficient affordable accommodation on the back of consented schemes

11. Corporation Members hosted a dinner for seven high level guests, comprising senior representatives including from British Land, Lipton Rogers Developments, (AXA and the British Property Federation).
12. Additionally, following on from last year's success, two extra dinners were also held – one focusing on housing and one on planning.
13. The Chairman of Policy also welcomed guests at a lunch held in association with the City Corporation (hosted by the City Property Association & London Chamber of Commerce).

Meetings:

14. Programmed meetings were held with 24 developers, investors and agents, over a 48 hour period, offering the chance to focus on significant issues, foster new relationships, and cement existing relationships and alliances. The meetings provided an opportunity to receive updates and explore issues that are pertinent to delivery of their schemes. In addition to this there were a number of un-programmed meetings relating to commercially sensitive inquiries that MIPIM provides an opportunity to discuss.

Media coverage:

15. The City Corporation's attendance at MIPIM secured coverage in CityAM and Property Week, which interviewed Mark Boleat and Annie Hampson respectively before the event. There was strong positive social media activity around the City of London Corporation's events at MIPIM. In particular, supportive tweets from the audience at the Estates Gazette panel which the Chairman of Policy participated in, and high levels of social media activity around the City of London Seminar - several tweets said it was the best seminar they had attended all week. Some members of the media expressed an interest in updates on planning permissions and planning committee businesses.

MIPIM 2017 expenditure

Financial & Risk Implications

16. The cost of representation at MIPIM 2016 was on budget at £89,398. This was £1,898 more than the initial approved budget due to the Deputy Chairman of Planning & Transportation accompanying the outgoing Chairman of the Committee.. The additional cost was funded by the Department of the Built Environment's local risk budget. Expenditure for the event was as follows:

Exhibition cost	£59,477
Travel / transfers / accommodation	£19,477
Seminar	£5,674
Hospitality and subsistence	£4,770
Total	£89,398

17. The benefits of attending MIPIM are set out above and it is considered appropriate that the City of London should have a similar presence at MIPIM 2017. The team to attend MIPIM should include a similar delegation of Members

as 2016, including representatives of the Policy & Resources Committee, Planning and Transportation Committee and Property Investment Board. It is proposed that Members be accompanied by the same Officer team that attended MIPIM in 2016

18. It is expected that the cost of attending MIPIM in 2017 will be higher than the original approved budget for attending in 2016 (£87,500) as on this occasion the Deputy Chairman of Policy & Resources is likely to be accompanying the outgoing Chairman and as, on first examination, the costs of return flights to attend the event appear to have risen significantly from £250 per person to £700 per person. The precise budget is not clear as there may be further variations in the travel costs and fluctuations in exchange rates. The final cost will be no greater than £95,000 with the division being as set out in Para 1 and any additional increase in cost will be divided between the City Surveyors Department and the Department of Built Environment (maximum increase of £7,500 to be shared).

Conclusion

19. MIPIM 2016 provided the City Corporation with an excellent opportunity to showcase the City's attributes as a place to live, work and invest. MIPIM is still the premier event of its kind, and it is felt that there is no real alternative to MIPIM at which the City Corporation's City of London message would be as effectively disseminated, given the predominance of senior and influential property professionals attending MIPIM, and the amount of press attention that it receives. It is also felt that the City Corporation's attendance is a key factor in promoting the Square Mile in the face of increasing competition from other centres and countries, and underpinning confidence in London as the leading global financial centre.
20. MIPIM 2017 takes place from 14th-17th March and will, it is reasonable to assume, provide similar opportunities as experienced at MIPIM 2016. The Policy & Resources Committee, Planning and Transportation Committee, and the Property Investment Board are now asked to decide if the City of London Corporation should attend MIPIM 2017 with contributions as previously identified in Para 18 above.

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Appendix 1 – Executive Summary of joint City of London and CPA research

Clusters & Connectivity: the City as a place for SMEs (Mar 2016)

Companies that employ fewer than 250 workers form the vast majority of businesses in the Square Mile, and are crucial to its position as one of the country's most successful and diverse business centres. Though perceptions of the City often focus on its large corporations, it contains over 16,000 small- and medium-sized enterprises (SMEs), which form a unique business ecology. This report examines the benefits SMEs gain from being in the City and what more can be done to make it a place where they can thrive.

As part of the research, SMEs based in the City were surveyed and face to face interviews with representatives of the property supply chain were carried out. The findings suggest that SMEs are attracted to the City by several factors, including: its dense business cluster, which offers ready access to suppliers and clients; its historically rich urban environment and diverse office stock, and the sense of prestige attached to the location. The City is also well regarded for the competitive price of its office space.

The report finds that the City's population of SMEs spans a wide range of sectors. As well as obvious strengths in Finance and related industries, there is good representation in Professional Services; Insurance; Admin and Support; Wholesale, Retail and Consumer, as well as Technology, Media and Telecommunications (TMT).

The report also finds that SMEs are widely distributed across the Square Mile, and that they play a significant role in influencing the shape of the urban form. The City's financial core, where many of its large corporations are based, is the centre of gravity for SMEs in the sector, but many of those in other industries are scattered more widely.

Notably, many SMEs in the TMT sector are clustered in parts of the Square Mile adjacent to Shoreditch, Clerkenwell and Farringdon. This has led to parts of the City acquiring a look and feel similar to these tech hubs, characterised by small and serviced offices in historic, formerly industrial, buildings. Indeed, a particularly interesting finding of the report is that many respondents perceived the City to extend beyond its actual boundaries to encompass these areas immediately to the north.

In order to consolidate and build on its success as a location for SMEs, this report makes four main recommendations:

- **The City must maintain its cost competitiveness.** Whilst the City's office stock is good value compared to other parts of Central London, the research indicates that the factor most likely to drive SMEs out of the City is increasing cost. If actions are taken to keep prices competitive, this would serve to encourage resident SMEs to remain and may bolster the City's attractiveness.
- **There is a growing shortage of space between 300 and 1,000 sq m that must be countered.** The increasing scarcity of this space may become a deterrent to SMEs that would otherwise have considered locating to the City. Boosting its availability would address this emerging challenge.
- **The perception of the City must be addressed.** Impressions of the City as corporate and finance-dominated may deter some SMEs, in particular if they associate this with high cost. Promoting the area beyond the core where a more fluid landscape accommodates a diverse range of enterprises could improve the image of the City as a location for SMEs.
- **Digital infrastructure must be improved.** The City's businesses depend on high quality, high speed connectivity but do not always receive a consistently good service. Efforts are underway to address this, and must be continued.

Committee(s)	Dated:
Policy & Resources – for decision	19 May 2016
Subject: Think tank memberships, 2016/17	Public
Report of: Director of Economic Development	For Decision
Report author: Peter Cannon, Corporate Affairs Officer	

Summary

The City of London Corporation is a corporate member of eight think tanks. Membership for 2016 has already been paid for six of these think tanks. Payment is now due for Chatham House and New Local Government Network. It is proposed that the City Corporation renew these two memberships for 2016/17, which will cost £25,750.

Officers in the Economic Development Office will review how the City Corporation works with think tanks and which corporate memberships are most relevant. Officers will come back to Members with proposals for the subscriptions for 2017/18 in due course.

Recommendation

Members are asked to:

- Agree to renew the City of London Corporation’s corporate membership of the two think tanks listed in this report at a total cost of £25,750, to be met from your Committee’s Policy Initiatives Fund 2016/17, categorised under the Events section of the Fund and charged to *City’s Cash*.
- Note that officers will review how the City Corporation engages with think tanks and will bring proposals to Members on future subscriptions in due course.

Main Report

Background

1. The City of London Corporation works with a range of think tanks from across the mainstream political spectrum to support its communications, events and policy research work. Officers aim to ensure that this work is appropriately politically balanced.

Current Position

2. A number of think tanks offer corporate membership schemes. These carry a number of benefits, including invitations for Members and officers to attend events, copies of all publications and receipt of policy briefings. Corporate

members are also in regular contact with senior staff at the think tanks to discuss the progress of relevant projects.

3. In 2015-16, the City Corporation was a member of eight think tanks – these are listed in Appendix A. Membership subscriptions for different think tanks are due at different times of the year. Membership fees for six think tanks have already been paid from the Policy Initiatives Fund 2015/16.
4. The membership subscriptions for 2016/17 are due for Chatham House and New Local Government Network. Membership of Chatham House enables City Corporation Members and officers to attend invitation-only events. Membership of the New Local Government Network helps the City Corporation to be an active participant in debates about the future of policies relating to local government.
5. On 19 October 2015, the Public Relations and Economic Development Sub-Committee agreed that the City Corporation's engagement with think tanks should be reviewed. The Sub-Committee agreed that existing engagement, the political context, policy themes and cost should be considered.
6. The Economic Development Office will review the City Corporation's engagement with and membership of think tanks before next year's membership subscriptions are due. Officers will then bring proposals to Members on future subscriptions.

Proposals

7. It is proposed that the City Corporation renew its membership of the following two think tanks for 2016/17 for a total cost of **£25,750**. (Chatham House – £13,750 and New Local Government Network – £12,000)

Corporate & Strategic Implications

8. Membership of think tanks helps the City Corporation meet Key Policy Priority 3 of its Corporate Plan, engaging with government on key issues of concern, by facilitating events, meetings and opportunities for policy discussion.

Financial Implications

9. It is proposed that the required funding of £25,750 is drawn from your Policy Initiatives Fund 2016/17 and categorised under the Events section of the Fund and charged to City's Cash. The current uncommitted balance available within your Committee's Policy Initiatives Fund 2016/17 amounts to £536,700 prior to any allowance being made for any other proposals on today's agenda.

Conclusion

10. Renewing these two think tanks memberships will help the City Corporation to engage with Government and policy-makers and to organise a wide range of policy-related events and research. Officers will review the City Corporation's future engagement with think tanks.

Appendix: List of think tank subscriptions that the City Corporation supports

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Appendix A

Renewal of City of London Corporation Think Tank Subscriptions 2016-17		
Think tank	Recent activities with CoL	Membership fee
<p>Centre for the Study of Financial Innovation (CSFI) A not-for-profit think tank, based in the City of London, which provides a forum for well-informed debate and research about the future of the financial services sector.</p>	<p>The City Corporation has been a Corporate sponsor since the 1990s and has worked with CSFI on an academic expert directory and a high level roundtable on HM Government's Balance of Competences Review.</p>	<p>£5000 (invoice due this financial year for 2017/18 membership)</p>
<p>Chatham House Home of the Royal Institute of International Affairs, Chatham House is an independent international policy institute based in London.</p>	<p>The City Corporation has been a Corporate sponsor since 2009 and has worked with Chatham House on a major conference on financial regulation and a dinner with the UK's Permanent Representative. Senior City Corporation representatives have recently attended a series of Chatham House breakfasts on the EU referendum.</p>	<p>£13,750 (invoice received for 2016/17 membership)</p>
<p>European Policy Forum (EPF) Aims to improve the quality of policy ideas for the UK and the EU. It specialises in the financial, energy and telecomms sectors.</p>	<p>The City Corporation has been a Corporate Sponsor since 2006 and has worked with the EPF on a seminar on taxation, a roundtable with the Governor of the Bank of Finland and a dinner with Sergio Ermotti of UBS.</p>	<p>£7500 (invoice due this financial year for 2017 membership)</p>
<p>Foreign Policy Centre (FPC) A UK-based independent progressive foreign affairs think tank.</p>	<p>The City Corporation has been a Corporate sponsor since 2006 and has worked with the FPC on a conference on mobile banking and dinners with the Business Secretary, Shadow Foreign Secretary, Shadow Chancellor and Commercial Secretary to the Treasury.</p>	<p>£10,000 (invoice due this financial year for 2017 membership)</p>
<p>Institute for Public Policy Research (IPPR) A progressive think-tank,</p>	<p>The City Corporation has been a Corporate Sponsor since 2008 and has worked with IPPR on</p>	<p>£15,000 (invoice due this financial year</p>

whose aim is to produce rigorous research and innovative policy ideas for a fair, democratic and sustainable world.	major research projects on globalisation and emissions and an events series on emerging markets. In 2015, the City Corporation worked with the IPPR to organise a roundtable discussion with businesses at the Scottish National Party conference.	for 2017/18 membership)
Local Government Information Unit (LGIU) LGIU is a think tank and local authority membership organisation that aims to strengthen local democracy by putting citizens in control of their own lives, communities and local services.	Membership of LGIU entitles a range of City Corporation Members and Officers to receive a regular series of news updates, briefings and reports.	£10,000 (invoice due this financial year for 2017 membership)
New Local Government Network (NLGN) An independent think tank and network of local authorities committed to promoting the decentralisation of power, public service reform, and enhancing local governance.	The City Corporation has been a Corporate Sponsor since 2003 and has worked with NLGN on major conferences on capital finance and local growth plus research projects on capital finance. Guildhall hosted the 2015 NLGN annual Conference.	£12,000 (invoice received for 2016/17 membership)
Reform A centre-right think tank promoting new directions for public policy based on the principles of free enterprise, limited government, and individual liberty.	The City Corporation has been a Corporate Sponsor since 2008 and has worked with Reform on a series of events including dinners with the Minister for the Civil Society, the Culture Secretary, the Leader of the House of Lords and the Chairman of the 1922 Committee.	£9000 (invoice due this financial year for 2017 membership)

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Committee: Policy and Resources	Date: 19 May 2016
Subject: Policy Initiatives Fund/Committee Contingency	Public
Report of: Chamberlain	For Information
Report Author: Ray Green	

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 2016/17. Whilst the schedule shows expenditure to be incurred in this financial year, some projects have been given multi-year financial support (please see the "Notes" column). It should be noted that the items referred to have been the subject of previous reports approved by this Committee.
5. Having taken account of the unallocated balances brought forward from 2015/16 and the approved projects which have been re-phased from 2015/16 to 2016/17, the balances that are currently available in the Policy Initiatives Fund and the Committee contingency for 2016/17 are £510,900 and £202,200 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 2016/17

<u>ALLOCATIONS FROM PIF</u>					<u>STATUS OF BALANCE</u>	
<u>COMMITTEE</u>	<u>DESCRIPTION</u>	<u>RESP OFFICER</u>	<u>ALLOCATION</u>	<u>ACTUAL PAID</u>	<u>BALANCE</u>	<u>NOTES</u>
<u>DATE</u>			<u>£</u>	<u>TO 05/05/16</u>	<u>TO BE SPENT</u>	
			<u>£</u>	<u>£</u>	<u>£</u>	
	Events					
21/11/13	London Councils' London Summit - the City is to host the annual conference for 3 years	DOC	16,100	14,950	1,150	3 year funding: £16,100 final payment in 2016/17
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	Originally allocated from 2015/16; deferred to 2016/17
18/02/16	Labour Party's "New Economics" lecture series and events: Sponsorship of a lecture by Yanis Varoufakis and an event with the former Shadow Chancellor Chris Leslie MP	DED	12,000	0	12,000	Originally allocated from 2015/16; deferred to 2016/17
17/03/16	Centre for Policy Studies Margaret Thatcher Lecture 2016 - the City Corporation to support this Lecture with George Osborne MP	DED	22,500	0	22,500	
	Promoting the City					
02/05/13	TheCityUK: CoL's additional funding	DED	75,000	0	75,000	3 year funding: £75,000 final payment in 2016/17
20/02/14	Sponsor the "New FinTech UK" Initiative - Creation of a new body to promote and support the 'FinTech' (financial technology) sector	DED	250,000	0	250,000	3 year funding: £250,000 final payment in 2016/17
26/03/15	City of London Advertising - continuation of placing advertisements in CityAM to promote services provided by COL	DOC	45,000	1,250	43,750	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	39,600	0	39,600	Originally allocated from 2015/16; deferred to 2016/17
14/04/16	Wilton Park's 2016 British-German Forum: The City of London to sponsor this annual event which facilitates both increased shared understanding and the building of strong relationships between influential young Britons and Germans	DED	15,000	0	15,000	
Urgency	USA Engagement Programme - Sponsorship of British American Business (BAB): CoL to sponsor/partner a flagship transatlantic conference on the theme of "Future Cities: Smart, Sustainable, Social".	DED	15,000	0	15,000	

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 05/05/16 £	TO BE SPENT £	
	Communities					
20/02/14	Access Europe - City Corporation to become one of four core supporters of a European Funding hub to improve access to EU funding for London's public and voluntary organisations	DED	50,000	0	50,000	3 year funding: £50,000 final payment in 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	0	10,000	3 year funding: £10,000 final payment in 2016/17
20/03/14	STEM and Policy Education Programme - funding of the Hampstead Heath Ponds Project	DOS	54,900	2,870	52,030	The Director of Open Spaces has reviewed the phasing as follows: £37,500 in 2016/17 & £23,850 in 2017/18 and £17,400 has been deferred from 2015/16 to 2016/17
11/12/14	Sponsorship of Tech London Advocates (TLA): further sponsorship to support the delivery of 2 major bi-annual summit events and the development and promotion of TLA's series of themed, advocate-led workstreams	DED	50,000	12,500	37,500	4 year funding: £50,000 in 2016/17 & £37,500 in 2017/18
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	2,700	0	2,700	Originally allocated from 2015/16; deferred to 2016/17
	Research					
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	Originally allocated from 2015/16; deferred to 2016/17
16/07/15	Sponsorship of the King's Commission on London: City of London Corporation to be one of 4-6 core outside sponsors of a two-year research project on the future challenges and issues facing London.	TC	50,000	0	50,000	2 year funding - £50,000 final payment in 2016/17
	Attracting and Retaining International Organisations					
19/09/13	International Valuation Standards Council (IVSC) - City of London to support the accommodation costs of the IVSC	CS	50,000	0	50,000	5 year funding - £50k per year until 2018/19
03/07/14	International Forum of Sovereign Wealth Funds (IFSWF) - City of London to support the IFSWF Secretariat locating in the City	DED	124,500	30,420	94,080	4 year funding - £124,500 in 2016/17 & £31,300 in 2017/18

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 05/05/16 £	<u>BALANCE</u> <u>TO BE SPENT</u> £	<u>NOTES</u>
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	0	40,000	3 year funding - £40k per year until 2017/18
	BALANCE REMAINING		982,300	81,990	900,310	
	TOTAL APPROVED BUDGET		536,700			
	ANALYSIS OF TOTAL APPROVED BUDGET		1,519,000			
	ORIGINAL PROVISION		1,250,000			
	APPROVED BROUGHT FORWARD FROM 2015/16		269,000			
	TOTAL APPROVED BUDGET		1,519,000			

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 (2016/17). 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	DOC	Director of Communications	CGO	Chief Grants Officer
DED	Director of Economic Development	DOS	Director of Open Spaces	DBE	Director of the Built Environment
TC	Town Clerk	CS	City Surveyor	DCCS	Director of Community & Childrens Services

CAROLINE AL-BEYERTY - FINANCIAL SERVICES DIRECTOR

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POLICY AND RESOURCES COMMITTEE - POLICY INITIATIVES FUND

2016/2017
£

POLICY INITIATIVES FUND

- Balance remaining prior to this meeting

536,700

Less possible maximum allocations from this meeting

- Think Tank Memberships

25,800

-

0

25,800

Balance

510,900

Caroline Al-Beyerty
Financial Services Director

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POLICY AND RESOURCES COMMITTEE - CONTINGENCY 2016/17

<u>ALLOCATIONS FROM CONTINGENCY</u>					<u>STATUS OF BALANCE</u>	
<u>COMMITTEE</u>	<u>DESCRIPTION</u>	<u>RESP OFFICER</u>	<u>ALLOCATION</u>	<u>ACTUAL PAID</u>	<u>BALANCE</u>	<u>NOTES</u>
<u>DATE</u>			<u>£</u>	<u>TO 05/05/16</u>	<u>TO BE SPENT</u>	
			<u>£</u>	<u>£</u>	<u>£</u>	
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	77,200	0	77,200	3 year funding: £77,200 deferred from 2015/16. Final payment in 2016/17
20/03/14	800th Anniversary of the Magna Carta - additional financial support for a number of additional activities as the 2015 anniversary approaches	DPR	1,500	0	1,500	2 year funding: £1,500 deferred from 2015/16. Final payment in 2016/17
08/05/14	City of London Scholarship - Anglo-Irish Literature: CoL to award a yearly scholarship to a single student to continue their studies in the field on Anglo-Irish Literature	TC	25,000	0	25,000	3 year funding - £25k per year until 2017/18.
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	DOC	25,000	0	25,000	3 year funding - £25k per year until 2017/18.
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	57,100	0	57,100	Originally allocated from 2015/16; £57,100 deferred to 2016/17
21/01/16	Voter Registration: various registration activities during 2016 to ensure that as many people and businesses as possible appear on the 2017/18 Ward Lists	TC	90,000	0	90,000	

POLICY AND RESOURCES COMMITTEE - CONTINGENCY

		2016/2017
		<u>£</u>
CONTINGENCY		
- Balance remaining prior to this meeting		202,200
<u>Less possible maximum allocations from this meeting</u>		
-	<u>0</u>	0
Balance		<u><u>202,200</u></u>

Caroline Al-Beyerty
Financial Services Director

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Committee: Policy and Resources	Date: 19 May 2016
Subject: Decisions taken under delegated authority or urgency powers	Public
Report of: Town Clerk	For Information
Report Author: Angela Roach, Principal Committee and Members Services Manager	

Summary

This report advises Members of action taken by the Town Clerk in consultation with the Chairman and Deputy Chairman since the last meeting of the Committee, in accordance with Standing Order Nos. 41(a) and 41(b).

Recommendation

To note the action taken since the last meeting of the Committee

Main Report

1. The following action has been taken under delegated authority in accordance with Standing Order No. 41(b), since the last meeting of the Committee:-

British American Business Conference – Future Cities: Smart, Sustainable, Social

As part of the City of London Corporation’s programme of engagement with the US, approval was given to the provision of £15,000 for the sponsorship and membership package for a British American Business (BAB) Conference. The conference was to be hosted by BAB in London on 11-12 May and would feature keynote addresses from senior Government and business figures from both sides of the Atlantic, as well as participation from a travelling US business delegation from 21 of BAB’s chapters.

As a sponsor, senior Corporation representative/s would participate in a high-level panel at the conference to discuss ‘Future City’ perspectives, and make welcoming remarks at the Tower Bridge reception - a City of London asset. The City Corporation would also be featured on all conference marketing and display material as a supporting partner, and allocated a number of tickets for all events.

Approval was given under the urgency procedures as the conference was due to take place before the next ordinary meeting of the Committee.

Contact:

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