



Policy and Resources Committee

Date: THURSDAY, 6 OCTOBER 2016
Time: 1.45 pm
Venue: COMMITTEE ROOMS, 2ND FLOOR, WEST WING, GUILDHALL

Members:

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

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

John Barradell
Town Clerk and Chief Executive

AGENDA

Part 1 - Public Agenda

1. **APOLOGIES**
2. **MEMBERS DECLARATIONS UNDER THE CODE OF CONDUCT IN RESPECT OF ITEMS ON THE AGENDA**
3. **MINUTES**
To consider minutes as follows:-
 - a) To agree the public minutes of the meeting held on 8 September 2016.

For Decision
(Pages 1 - 8)
 - b) To note the draft public minutes of the Projects Sub-Committee meeting held on 7 September 2016.

For Information
(Pages 9 - 16)
4. **ONE SAFE CITY PROGRAMME WORKING PARTY**
To consider the appointment of one Member to serve on the One Safe City Working Party.

For Decision
5. **POLICY AND RESOURCES COMMITTEE TERMS OF REFERENCE**
Report of the Town Clerk.

For Decision
(Pages 17 - 20)
6. **CENTRAL GRANTS PROGRAMME - MANAGEMENT AND FEES**
Report of the Chief Grants Officer.

For Decision
(Pages 21 - 24)
7. **THE CITY'S FRANCHISE**
Report of the Town Clerk.

For Decision
(Pages 25 - 30)
8. **VOTER REGISTRATION AND CITY OF LONDON WARD ELECTIONS 2017 - UPDATE**
Report of the Town Clerk.

For Decision
(Pages 31 - 40)

9. **FUNDING FOR THE FOUNDATION FOR FUTURE LONDON**
Report of the Town Clerk.
For Decision
(Pages 41 - 44)
10. **REVIEW OF PARLIAMENTARY CONSTITUENCY BOUNDARIES**
Joint report of the Town Clerk and the Remembrancer.
For Decision
(Pages 45 - 48)
11. **EFFICIENCY PLAN**
Report of the Chamberlain.
NB: This report has been considered and approved by the Finance Committee.
For Decision
(Pages 49 - 56)
12. **CULTURAL HUB - LOOK AND FEEL STRATEGY**
Report of the Director of the Built Environment.
NB: This report has been considered and approved by the Streets & Walkways Sub-Committee. It is to be considered, the Planning and Transportation Committee and the Cultural Hub Working Party also.
For Information
(Pages 57 - 70)
13. **MAJOR HIGHWAY WORKS FOR 2016/17**
Report of the Director of the Built Environment.
NB: This report has been considered by the Streets & Walkways Sub-Committee and is to be considered by the Planning and Transportation Committee.
For Information
(Pages 71 - 100)
14. **CENTRE FOR LONDON CONFERENCE**
Report of the Director of Economic Development.
For Decision
(Pages 101 - 102)
15. **IPPR - ECONOMIC JUSTICE COMMISSION**
Report of the Director of Economic Development.
For Decision
(Pages 103 - 106)
16. **EUROPEAN FINANCIAL SERVICE CHAIRMEN'S ADVISORY COMMITTEE**
Report of the Director of Economic Development.
For Decision
(Pages 107 - 108)

17. **REMEMBRANCER'S BUSINESS PLAN 2016/19 - UPDATE**
Report the Remembrancer.
For Information
(Pages 109 - 114)
18. **INCREASING THE SUPPLY OF HOMES**
Report of the Director of Community and Children's Services.
For Information
(Pages 115 - 118)
19. **POLICY INITIATIVES FUND AND COMMITTEE CONTINGENCY**
- a) Annual Monitoring Report of the Town Clerk.
For Information
(Pages 119 - 130)
- b) Monthly Statement of the Chamberlain.
For Information
(Pages 131 - 142)
20. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**
21. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT**
22. **EXCLUSION OF THE PUBLIC**
MOTION - That under Section 100(A) of the Local Government Act 1972, the public be excluded from the meeting for the following items on the grounds that they involve the likely disclosure of exempt information as defined in Part I of the Schedule 12A of the Local Government Act.

Part 2 - Non-Public Agenda

23. **NON-PUBLIC MINUTES**
To consider non-public minutes of meetings as follows:-
- a) To agree the non-public minutes of the meeting held on 8 September 2016.
For Decision
(Pages 143 - 146)
- b) To note the draft non-public minutes of the Projects Sub-Committee meeting held on 7 September 2016.
For Information
(Pages 147 - 152)
- c) To note the draft non-public minutes of the Ceremonial Protocols Working Party Meeting held on 8 September 2016.
For Information
(Pages 153 - 156)

- d) To note the draft non-public minutes of the Hospitality Working Party meeting held on 14 September 2016.

For Information
(Pages 157 - 162)

24. **SERVICE BASED REVIEW - SAVINGS TARGETS**

Report of the Chamberlain.

NB: This report is to be considered by the Efficiency and Performance Sub-Committee also.

For Decision
(Pages 163 - 168)

25. **OPERATIONAL PROPERTY REVIEW - PROGRESS**

Report of the City Surveyor.

NB: This report is to be considered by your Resource Allocation Sub-Committee earlier this day.

For Decision
(Pages 169 - 180)

26. **PROJECT 3000 UPDATE**

Report of the City Surveyor

For Information
(Pages 181 - 184)

27. **POULTRY MARKET REPAIRS AND MAINTENANCE**

Report of the City Surveyor (TO FOLLOW).

For Decision

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

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

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POLICY AND RESOURCES COMMITTEE **Thursday, 8 September 2016**

Minutes of the meeting of the Policy and Resources Committee held at Committee Rooms, 2nd Floor, West Wing, Guildhall on Thursday, 8 September 2016 at 1.45 pm

Present

Members:

Mark Boleat (Chairman)
Simon Duckworth (Deputy Chairman)
Deputy Catherine McGuinness (Deputy Chairman)
Alderman Sir Michael Bear
Deputy John Bennett
Deputy Roger Chadwick (Ex-Officio Member)
Henry Colthurst
Stuart Fraser
Marianne Fredericks
Christopher Hayward (Ex-Officio Member)
Wendy Hyde
Vivienne Littlechild (Ex-Officio Member)
Andrew McMurtrie (Ex-Officio Member)
Wendy Mead
Deputy Alastair Moss (Ex-Officio Member)
Deputy Joyce Nash
Sir Michael Snyder
Tom Sleigh
Deputy John Tomlinson
Michael Welbank (Chief Commoner) (Ex-Officio Member)
Alderman Sir David Wootton

In Attendance:

Keith Bottomley
Anne Fairweather

Officers:

John Barradell	-	Town Clerk and Chief Executive
Peter Kane	-	The Chamberlain
Michael Cogher	-	Comptroller and City Solicitor
Paul Double	-	City Remembrancer
Peter Bennett	-	City Surveyor
Carolyn Dwyer	-	Director of Built Environment
Damian Nussbaum	-	Director of Economic Development
Bob Roberts	-	Director of Communications
Steve Telling	-	Chamberlain's Department
Paul Nagle	-	Chamberlain's Department
Steven Bage	-	City Surveyor's Office

Nigel Lefton - Remembrancer's Department
Peter Lisley - Assistant Town Clerk
Angela Roach - Principal Committee and Members Services Manager

1. **APOLOGIES**

Apologies were received from Doug Barrow, Charles Bowman, Alex Deane, George Gillon, Stephen Haines, Edward Lord, Andrew Parmley, Dhruv Patel and Giles Shilson.

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

The Chairman, Jeremy Mayhew and Sir Michael Snyder declared an interest in Item No. 7 as Trustees of the Crossrail Arts Foundation. Jeremy Mayhew also declared an interest in Item No. 6 having been the recipient of lunch with the Director of Museum of London.

3. **MINUTES**

3a. The public minutes of the meeting held on 7 July 2016 were approved, subject to the inclusion of John Tomlinson in the list of Members present.

Matters Arising - Central Criminal Court and Outside Bodies Sub-Committees

The Chairman referred to the Central Criminal Court and the Outside Bodies Sub-Committees and advised that in the absence of specified arrangements for the chairmanship of sub-committees the default position was that they would be chaired by the Chairman of the Grand Committee. He advised that given the longevity of the two sub-committees, he was keen for them to be chaired by one of his Deputies. He had asked Catherine McGuinness to chair the Central Criminal Court Sub-Committee and Simon Duckworth to chair the Outside Bodies Sub-Committee.

Members were of the view that currently there was no consistency in the approach taken on the chairmanship of sub-committee. Whilst the Committee had no objection to the Chairman's suggestions, the Town Clerk was asked to look at the procedures applied to the appointment of the Chairman of a Sub-Committee to ensure that it was dealt with in a consistent manner by all committees.

RESOLVED – That:-

1. it be noted that Catherine McGuinness had been asked to chair the Central Criminal Court Sub-Committee and Simon Duckworth the Outside Bodies Sub-Committee; and

2. The Town Clerk be requested to look at the procedures applied to the appointment of the Chairman of a Sub-Committee to ensure that it was dealt with in a consistent manner by all committees.
- 3b. The draft public minutes of the Resource Allocation Sub-Committee meeting held on 7 July 2016 were noted.
- 3c. The draft public minutes of the Public Relations and Economic Development Sub-Committee meeting held on 7 July 2016 were noted.
- 3d. The draft public minutes of the Projects Sub-Committee meeting held on 20 July 2016 were noted.
4. **CRIME AND DISORDER SCRUTINY COMMITTEE**
The Committee considered a report of the Town Clerk concerning the Crime and Disorder Scrutiny Committee.

Members noted that the purpose of the Committee was to scrutinise the work of the City's Safer City Partnership.

RESOLVED – that the report be noted.

5. **ACCOMMODATION AND WAYS OF WORKING**
The Committee considered a report of the Town Clerk concerning the accommodation and ways of working project.

Members were advised that the Project Sub-Committee had approved the accommodation and ways of working project proceeding to the next gateway of the project approvals procedure. However, whilst it was supportive, it was keen for officers to ensure that real change would be implemented with early wins being established. The Sub-Committee had therefore asked to be updated on the project in three months' time.

In response to concerns about some of the measures to be adopted, a Member advised that projects such as this could succeed only when underpinned by a good IT infrastructure. It was therefore crucial to get this right. Members supported his sentiments.

RESOLVED – that the report be noted.

6. **MUSEUM OF LONDON PROPOSED RELOCATION - UPDATE AND FUNDING**
The Committee considered a report of the Town Clerk concerning the progress of proposals to relocate the Museum of London and the next steps of the project.

Members noted the comments of the Smithfield Market Tenants' Association.

The Chairman of the Finance Committee referred to the cost of the project and the arrangements for it to be funded equally between the City Corporation, the Greater London Authority (GLA) and external fund raising. He advised that City Corporation and the GLA had an established match funding arrangement which should not be allowed to drift. Therefore, if it was unlikely that the fund raising target would be met, it was important for any shortfall as well as any additional cost associated with the relocation to be shared equally between both organisations. He reminded the Committee that the City Corporation had already made a considerable contribution by purchasing the site.

Detailed discussion ensued. Whilst it was felt that certain costs, such as the stabilisation works, should be met by the City Corporation, going forward Members were of the view that officers should seek to ensure that the overall principle of sharing the cost of the redevelopment project with the GLA was maintained.

RESOLVED: That:-

1. the letter from the SMTA be noted and that the decision taken at the July meeting regarding the relocation of the Museum of London be reconfirmed.
2. in progressing the project, officers should seek to ensure that the overall principle of sharing the cost of matters associated with the Museum with GLA was maintained;
3. a grant of up to £1.628m be made from City's Cash reserves to the Museum of London to fund the Museum's relocation project up to January 2017;
4. the approval of the final amount of grant, up to £1.628m, be delegated to the Town Clerk in consultation with the Chairman and Deputy Chairman and be subject to further discussions with the GLA over the coming weeks;
5. the Town Clerk be authorised to prepare and agree a letter setting out the terms and conditions of the proposed grant to the Museum to adequately protect the City's position in consultation with the Chamberlain (on matters of a financial nature) and the City Solicitor;
6. £1.3m be provided from City's Cash reserves to make the General Market and Annexe Buildings safe for the project team's access to the site to continue;
7. £1.5m be provided from City's Cash reserves for other identified works subject to additional due diligence;
8. the approval of the final cost of the health and safety and other works as set out in (6) and (7) above be delegated to the Town Clerk in consultation with the Chairman and Deputy Chairman;

9. it be noted that expenditure on the above works would be progressed through the gateway process in accordance with the City's project and procurement procedures;
10. £130,000 be provided from City's Cash reserves for necessary surveys and investigations;
11. the following be noted:-
 - the appointment of a project director to manage the City's relationship with the project;
 - that a report dealing with the Heads of Terms between the City of London Corporation and the Museum of London would be submitted later in the autumn; and
 - further funding would be required to cover the Museum's project costs from January – May 2017 and a report on this would be submitted in December 2016.

The Catherine McGuinness took the chair for the following item:-

7. CROSSRAIL ART PROGRAMME - FARRINGDON PROPOSAL

The Committee considered a report of the Town Clerk concerning the Crossrail Arts programme and the installation of artwork at Farringdon Station.

RESOLVED – that:-

1. the proposal for the City of London Corporation to fund an artwork at the Eastern Ticket Hall of Farringdon Station from the existing funding allocation for the Crossrail Art Programme (originally up to £3.5m) at an estimated cost of up to £200,000 be approved and that the sum applied for this purpose did not need to be match-funded by another sponsor;
 2. should the final cost be greater than £200,000, the approval of the final sum to be paid for the artwork from be delegated to the Town Clerk in consultation with two of the Committee's Deputy Chairmen;
 3. the approval of a variation to the terms agreed in respect of the City Corporation's match-funding commitment (provided by letter dated 22 June 2015 to the Crossrail Art Foundation and 4 November 2015 to Crossrail Ltd) and which arises from decisions taken in accordance with (1) and (2) above be delegated to the Town Clerk; and
 4. it be noted that no additional resources were required.
- 8. REVENUE OUTTURN 2015/16**
- The Committee considered a joint report of the Town Clerk, Chamberlain and Remembrancer on the revenue outturn for 2015/16.

RESOLVED – that the report be noted.

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

The Committee considered a statement of the Chamberlain on the use of the Policy Initiatives Fund and Committee Contingency for 2016/17.

RESOLVED – That the statement be noted.

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

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

RESOLVED – That it be noted that, subject to the approval of the Court of Common Council, approval was given to the amendment of Standing Orders as follows:-

- Standing Order 29: the inclusion of the Statutory Officer Review Panel to the list of Committees where a Member is eligible to become Chairman alongside the Chairmanship of another Grand Committee.
- Standing Order 63: clarifying the details about the disciplinary procedure to be followed rather than it being a straight lift from the Local Authorities (Standing Orders) (England) Amendments) Regulations 2015.

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

There were no questions.

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

Foundation for FutureLondon – Funding

The Chairman advised that he had met with the Chairman of the Foundation for FutureLondon. The Foundation had been set up to establish a culture and education district at the Queen Elizabeth Olympic Park and the meeting followed a request for the City Corporation to consider making a financial contribution to the project. Whilst the initial request was declined a further proposal has since been received from the Foundation involving a lesser sum. The Chairman advised that this was currently being looked at and that it might be the subject of a future report to the Committee.

13. **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
14 - 17	3

Part 2 – Non-Public Agenda

14. NON-PUBLIC MINUTES

- 14a. The non-public minutes of the meeting held on 7 July 2016 were approved.
- 14b. The draft non-public minutes of the Resource Allocation Sub-Committee meeting held on 7 July 2016 were noted and a recommendation relating to proposals for the sixth form of the City Academy Hackney was approved.
- 14c. The draft non-public minutes of the Projects Sub-Committee meeting held on 20 July 2016 were noted.
- 14d. The draft non-public minutes of the Ceremonial Protocols Working Party meeting held on 28 July 2016 were noted.
- 14e. The draft non-public minutes of the Hospitality Working Party meeting held on 13 July 2016 were noted.

15. GUILDHALL SECURITY ENHANCEMENTS

The Committee considered and agreed a report of the City Surveyor concerning security enhancements at Guildhall.

16. CITY OF LONDON WIRELESS CONCESSION & CITY WIFI NETWORK

The Committee considered and agreed a joint report of the City Surveyor and the Chamberlain concerning arrangements for the City of London Wireless Concession and City WiFi Network project and the use of City Corporation street furniture and building assets to support the deployment of comprehensive mobile telecommunications infrastructure.

17. DECISIONS TAKEN UNDER DELEGATED AUTHORITY OR URGENCY POWERS

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

RESOLVED – That it be noted that approval was given to matters relating to Innovate Finance and the Police Accommodation Strategy Project.

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

There were no questions.

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

There were no urgent items.

The meeting ended at 2.25pm

Chairman

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PROJECTS SUB (POLICY AND RESOURCES) COMMITTEE

Wednesday, 7 September 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
Hugh Morris (Deputy Chairman)	Jeremy Mayhew
Mark Boleat	Graham Packham
Keith Bottomley	Deputy John Tomlinson
Marianne Fredericks	James Tumbridge
Christopher Hayward	

Officers:

Peter Lisle	-	Assistant Town Clerk
John Galvin	-	Town Clerk's Department
Greg Moore	-	Town Clerk's Department
Oliver Sanandres	-	Town Clerk's Department
Craig Spencer	-	Town Clerk's Department
Tim Young	-	Town Clerk's Department
Arshi Zaman	-	Town Clerk's Department
Christopher Bell	-	Chamberlain's Department
John James	-	Chamberlain's Department
Steve Telling	-	Chamberlain's Department
Martin O'Regan	-	City of London Police
Pauline Weaver	-	City of London Police
Tom Evans	-	City Surveyor's Department
Mark Lowman	-	City Surveyor's Department
Peter Young	-	City Surveyor's Department
Steve Presland	-	Department of the Built Environment
Iain Simmons	-	Department of the Built Environment
Jim Turner	-	Barbican Centre
Nigel Walker	-	Barbican Centre
Jamie Bottono	-	Culture, Heritage and Libraries Department
David Downing	-	Community & Children's Services Department
Paul Murtagh	-	Community & Children's Services Department
Esther Sumner	-	Open Spaces Department
Charles Griffiths	-	City of London School
Ellis Whitcomb	-	City of London School

1. APOLOGIES

Apologies for absence were received from Deputy Roger Chadwick.

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

There were no declarations of interests.

3. **MINUTES**

The public minutes and summary of the meeting held on 20 July 2016 were approved, subject to it being noted that apologies had been received from James Tumbridge.

4. **GATEWAY APPROVAL PROCESS**

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

5. **ACCOMMODATION AND WAYS OF WORKING - GATEWAY 2 PROJECT PROPOSAL**

The Sub-Committee considered a report of the Town Clerk outlining a proposed programme aiming to introduce modernised working practices to the City Corporation.

Whilst supportive of the project, the Sub-Committee expressed a desire for officers to ensure that real changes would be implemented through this project and stressed the importance of “early wins” being gained so as to help establish the project and secure buy-in. To this end, the Sub-Committee requested an update on the project be submitted in three months’ time.

Members emphasised the importance of developing clear metrics and evaluation criteria to measure impact and progress, as well as observing that Member buy-in to the project would be vital, particularly that of the Chairmen of the various service committees.

In discussing potential savings that might accrue from the project, the Chairman noted that it would be unreasonable to include savings already being realised as part of the various operational property and accommodation reviews. He added that the outcomes of these existing reviews made it unlikely that significant further accommodation savings were likely to be identified through this particular project.

RESOLVED – That the project proceeds to the next Gateway on the complex route.

6. **GUTTER LANE AREA IMPROVEMENTS (S278) - GATEWAY 2 PROJECT PROPOSAL**

The Sub-Committee considered a report of the Director of the Built Environment which set out proposed public realm improvement works, funded via a Section 278 agreement, in the Gutter Lane area.

RESOLVED – That the project proceeds to the next Gateway on the Light route.

7. **TOWER BRIDGE – REPLACEMENT OF HEATING SYSTEM SERVING THE HIGH LEVEL WALKWAYS AND TOWERS - GATEWAY 2 PROJECT PROPOSAL**

The Sub-Committee considered a report of the Director of Culture, Heritage & Libraries proposing a project for the replacement of the heating distribution system at Tower Bridge.

RESOLVED – That the project proceeds to the next Gateway on the Regular route.

8. **PETTICOAT TOWER STAIRWELL PANELS - GATEWAY 2 PROJECT PROPOSAL**

The Sub-Committee considered a report of the Director of Community and Children’s Services concerning a project to conduct a condition survey of stairwell panels at Petticoat Tower, followed by repair and replacement of panels where required.

The Chairman expressed his concerns at the anticipated consultants costs set out in the report and instructed that efforts be made to minimise this expenditure as far as possible. It was also suggested that the survey could be perhaps be conducted more cheaply through using a drone, rather than needing to erect scaffolding or similar.

It was requested that a directory of useful equipment held by Corporation departments be compiled, which would allow officers to see where certain items could be borrowed internally rather than hired from external companies. This would also highlight where it would be sensible to procure items such as drones or cherry pickers to provide long term savings, as opposed to multiple departments hiring similar items repeatedly as higher cost.

Alongside this, it was observed that it would also be beneficial for a directory of skills to be produced, highlighting the various areas of expertise and knowledge held by officers across the Corporation. This would allow for officers confronted with certain issues or projects to consult with colleagues who might provide helpful advice or expertise, thereby limiting the extent to which consultants might be required.

It was also suggested that any consultant appointed should be senior and experienced, as they were more likely to be able to quickly and accurately assess issues and provide the correct advice.

RESOLVED – That the Project proceeds to the next Gateway on the regular route.

9. **CONCRETE REPAIRS TO CULLUM WELCH HOUSE - ISSUE REPORT (GATEWAY 3) - FURTHER INFORMATION REGARDING COSTS**

The Sub-Committee considered a report of the Director of Community and Children’s Services providing further information regarding a proposed budget increase for the project to conduct concrete repairs at Cullum Welch House.

In response to a query about the arithmetic in the report relating to construction cost inflation, officers undertook to circulate clarification outside the meeting.

Responding to a further query concerning residents' awareness of the issue and any likely costs they would be asked to bear, it was advised that the Section 20 consultation process for major works had yet to commence and residents would be informed through this process in due course.

RESOLVED – That the Sub-Committee:

- a) Approves the change in project approach to separate out the works to Cullum Welch House from the wider Golden Lane and Middlesex Street Estates concrete repair project.
- b) Notes the estimate project budget range of £1,050,000-£2,050,000 for the replacement and repair of concrete elements at Cullum Welch House and the potential inclusion of window renewal. A full options appraisal is to be brought to Committee at Gateway 4.
- c) Authorises the transfer of the existing estimated £600,000 works budget and £90,000 fees earmarked for Cullum Welch House from the estimated budget of the wider Golden Lane and Middlesex Street Estates concrete repair project.
- d) Retrospectively approves the consultancy fees (design, structural and testing expenditure), totalling £74,005, already spent to reach the current position and allocate them to this project. These fees are currently charged to HRA local revenue.
- e) Approves a sum of £28,000, comprised of £26,000 to complete the investigative work to the south elevation and £2,000 staff costs, to reach the next Gateway.

10. DEALING WITH PRICE INFLATION FOR CONSTRUCTION PROJECTS UP TO GATEWAY 5

The Sub-Committee considered a report of the Chamberlain which provided information regarding the impact of price inflation on construction project costing, and made suggestions for how this issue could best be tackled in gateway reports.

The Chairman expressed his opposition to an automatic inflator being applied to any approved budgets, advising that the existing process should remain and that officers should continue to request the funds they expect to be required for projects, with appropriate justification. Should it be the case that the construction market did indeed experience high levels of inflation and subsequent budget adjustments be required for individual projects, officers should request additional funds through the normal gateway process, as at present.

RESOLVED – That the Sub-Committee:

- a) notes the contents of this report; and
- b) does not agree the approach proposed in paragraphs 16 and 17 of the report.

11. **CONSTRUCTION MARKET TRENDS - QUARTERLY REPORT**

The Sub-Committee received a report of the Chamberlain which provided information on construction market and industry trends that have an impact on tender pricing and capital project cost certainty.

Members thanked officers for the report but observed that there were conflicting external views as to the likely development of the market, with some suggesting that construction costs could decrease in the longer term.

RESOLVED – That the Sub-Committee notes the report.

12. **REVIEW OF TERM CONTRACTS AS A STRATEGY**

The Sub-Committee received a report of the Chamberlain which outlined the use of Term contracts as a procurement option and considered the benefits and disadvantages of such contracts.

Whilst noting that the Highways Maintenance Contract case study provided in the report was a good example of term contracts working well, Members noted a number of other instances where the outcomes had not been as positive. It was suggested that a wider range of examples would be beneficial in assisting the Sub-Committee to better assess the use of such contracts and understand the different types of term contracts that might be employed. The Head of Procurement was consequently asked to produce a report for a future meeting.

RESOLVED – That the Sub-Committee receives the report.

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

There were no questions.

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

There were no items of urgent business.

15. **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, 17-28	3
16	3, 7

16. **NON-PUBLIC MINUTES**

The Sub-Committee approved the non-public minutes of the meeting held on 20 July 2016 as an accurate record, subject to one amendment.

17. **SECURITY CROSS-CUTTING AGGREGATE REPORT: GUILDHALL, MANSION HOUSE, CENTRAL CRIMINAL COURT AND BARBICAN CENTRE - GATEWAY 2 PROJECT PROPOSAL**
The Sub-Committee considered and approved a report of the City Surveyor concerning proposals associated with a number of security enhancement projects across the City Corporation's estate.
18. **TEMPLE CHAMBERS, 3/7 TEMPLE AVENUE EC4: EXTERNAL CYCLICAL REDECORATION WORKS - GATEWAY 2 PROJECT PROPOSAL**
The Sub-Committee considered and approved a joint report of the Chamberlain and City Surveyor proposing a project to undertake external redecorations and repairs to Temple Chambers.
19. **CITY OF LONDON SCHOOL VISITOR WC PROVISION - GATEWAY 2 PROJECT PROPOSAL**
The Sub-Committee considered and approved a report of the Headmistress, City of London School, proposing a project to improve the provision of toilets at the School.
20. **CONCERT HALL 2016 – PHASE 1 - PIANO LIFT AND STAGE RISERS - ISSUE REPORT (GATEWAY 5)**
The Sub-Committee considered and approved a report of the Managing Director, Barbican Centre which requested variations to the contractors' contracts for works related to the Concert Hall Piano Lift and Stage Risers project.
21. **POLICE ACCOMMODATION STRATEGY PROGRAMME: PHASE 3J - 21 NEW STREET AND BISHOPSGATE DECANT**
The Sub-Committee considered and approved a joint report of the Chamberlain, Commissioner and City Surveyor concerning the Police Accommodation Strategy.
22. **BRIDGEMASTERS HOUSE PHASE 2 - POST COMPLETION WORKS: REQUEST FOR DELEGATED AUTHORITY**
The Sub-Committee considered and approved a report of the City Surveyor seeking delegated authority in respect of a number of post-completion works associated with the Bridgemasters House project.
23. **CITY OF LONDON POLICE PROGRAMME - RED, AMBER REPORT UPDATE**
The Sub-Committee noted a report of the Commissioner of the City of London Police which provided details of projects rated red and amber within the Police's project programme.
24. **OPEN SPACES DEPARTMENT RED, AMBER AND GREEN REPORT**
The Sub-Committee noted a report of the Director of Open Spaces which provided information regarding the projects rated as Red or Amber within the Open Spaces projects programme.

25. **BUILDINGS PROGRAMME RED, AMBER AND GREEN REPORT**

The Sub-Committee noted a report of the City Surveyor which provided information regarding the projects rated as Red or Amber within the Buildings Programme (including Housing projects).

26. **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 action taken under delegated authority or urgency procedures since the last meeting.

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

There was one question.

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

There were no items of urgent business.

The meeting closed at 11.15 am

Chairman

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Committee: Policy and Resources	Date: 6 October 2016
Subject: Change to Committee Terms of Reference	Public
Report of: Town Clerk	For Decision
Report Author: Angela Roach, Principal Committee and Members Services Manager	

Summary

1. The Central Criminal Court (CCC) is embarking on a particularly important time. Extensive refurbishment works are planned for the building over the next few years and a review of the Court's activities is currently in-hand with the aim of improving the arrangements and practices it operates. The Committee therefore agreed to create a Sub-Committee – the Central Criminal Court Sub-Committee (CCCSC) - to oversee CCC activities and sought the approval of the Court of Common Council to amend its terms of reference to include a reference to the CCC to enable this happen.
2. At its meeting on 23 June 2016 the Court agreed to amend the terms of reference of the Policy and Resources Committee by giving it oversight of all the City's courts and not just the CCC. The Court also agreed that the composition of the Sub-Committee should be increased by including an additional two Common Councilmen.
3. The Committee now needs to decide the governance arrangements for this new area of work. A number of options have been explored and the preferred option is to expand the remit of the new CCCSC, change its title to the *Courts Sub-Committee* and its terms of reference to reflect its wider remit.

Recommendation

4. Members are asked to consider:-
 - a. widening the remit of the new Central Criminal Court Sub-Committee by giving it oversight of all matters relating to the City's Courts;
 - b. changing the title of the new Sub-Committee to the *Courts Sub-Committee*; *and*
 - c. altering its terms of reference as follows:-

City Courts

To be responsible for oversight of the management of all matters relating to the City's Courts, so far as they concern the City of London Corporation.

Main Report

1. At its meeting on 23 June 2016 the Court of Common Council considered an amendment to this Committee's terms of reference to enable it to have oversight of the management of all matters relating to the Central Criminal Court (CCC). This was on the basis that:-
 - the next few years would be a particularly important time for the CCC, with extensive refurbishment works being planned for the building;
 - a review was currently in-hand in order to improve its working arrangements and practices and to extend its community engagement role; and
 - this had created a new Sub-Committee (the Central Criminal Court Sub-Committee), with a limited life span of five years to oversee activities during that period.
2. In discussing the matter, the Court agreed to widen the Policy and Resources Committee's overall terms of reference giving it oversight of all of the City's courts rather than those of the CCCSC. This would allow the CCCSC to begin work whilst also providing an opportunity for the Grand Committee to discuss an appropriate mechanism for reviewing the totality of the City's court provision without ruling out it possibly being delegated to the CCCSC.
3. The Court also agreed to the composition of the Sub-Committee being increased by two Common Councilmen. It has been practice for the Chairman and a Deputy Chairman of the Committee to serve on all the Committee's sub-committees, noting that the attendance of the Chairman could be limited due to the level of commitments. The composition of the Sub-Committee is now as follows:-
 - Chairman of the Policy and Resources Committee
 - Deputy Chairman of the Policy and Resources Committee
 - Two Aldermen nominated by the Court of Aldermen;
 - Four Members appointed by the Court of Common Council (previously two)
 - One Member appointed by the Policy and Resources Committee;
 - One Member appointed by the Finance Committee;
 - the Recorder and Sheriffs at the Central Criminal Court (Ex-officio), with the Recorder and any Sheriff who was not a Member of the Court of Common Council, having no voting rights

The two additional Common Councilmen positions were filled at the Court's meeting in July. Named Members of the Sub-Committee are listed in Appendix A.

4. Consideration now needs to be given to how the Committee should undertake its remit of having oversight of all of the City's courts. A number of options have been explored. This included:-

- oversight being retained by the Grand Committee but this was dismissed on the basis that the Committee should continue to operate at a strategic level with detail being delegated to a dedicated body; and
 - the creation of a Sub-Committee in addition to the new CCCSC. This was also dismissed. Excluding the Committee's four working parties, the creation of another sub-committee would bring the total number of Policy Committee's sub-committees to seven.
5. The preferred option would be to expand the remit of the CCCSC and to change its title to the *Courts Sub-Committee*. Its terms of reference would also be changed as follows:-

~~*Central Criminal City Courts*~~

~~*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 City's Courts, so far as they concern the City of London Corporation.*~~

6. Given that the CCCSC now comprises 13 Members it is not proposed to make any further adjustments to this.

Aldermen and Magistracy Sub-Committee

7. As mentioned in the previous report 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. It should also be noted that the General Purposes Committee of Aldermen recently established a new Aldermen and Magistracy Sub-Committee. Its principal role is to maintain a regular channel of communication with the City's magistrate courts as well as to report on matters which relate to the judicial functions of the Court of Aldermen and make recommendations in relation to Livery and Royal Charter applications.

Conclusion

8. Following the Court of Common Council's decision to amend the Committee's terms of reference by giving it oversight of all the City's courts, consideration has been given to how the Committee can exercise its widened remit. A number of options have been explored and the preferred option is to expand the remit of the new CCCSC by changing its title and its terms of reference to reflect the Court's decision.

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Membership of the Central Criminal Court/City's Courts Sub-Committee

Deputy Catherine McGuinness (a Deputy Chairman of the Policy and resources Committee and Chairman of the Sub-Committee)
Alderman Sir Michael Bear (appointed by the Court of Aldermen)
Nicholas Bensted-Smith (appointed by the Finance Committee)
Mark Boleat (Chairman of the Policy and Resources Committee)
Alderman and Sheriff Bowman (Ex-Officio)
Deputy Alex Deane (appointed by the Policy and Resources Committee)
Michael Hudson (appointed by the Court)
Adam Richardson (appointed by the Court)
James De Sausmarez (appointed by the Court)
John Scott (appointed by the Court)
Sir David Wootton (appointed by the Court of Aldermen)
Sheriff Christine Rigden (Ex-Officio)

Committee Policy and Resources Committee	Dated: 06/10/2016
Subject Central Grants Programme Resourcing and Management Fee	Public
Report of: Chief Grants Officer	For Decision
Report author: Scott Nixon, Grants Project Manager	

Summary

In March 2016, this Committee agreed the recommendations of the Effectiveness of Grants report and the implementation of a Central Grants Programme (CGP). Members requested that a follow up report be submitted to the Policy and Resources Committee to approve the management fee for the CGP. It is proposed that the full report recommending the longer term staffing, resource and management fee be deferred until 2017. This is to allow one pilot grants round to take place and a more accurate assessment of resource requirements to be captured.

In this report Members are requested to endorse an approach which allows City Bridge Trust (CBT) to second staff in to manage the CGP until 31st March 2017; and to agree an interim resource of up to £41,000 to support the Central Grants Unit (CGU) during this time (equivalent to 10% of the CGP's total budget allocation).

During this six month period a time recording system will be implemented by the CGU so that each individual grant programme can be recharged for the actual time and resource spent by officers.

By taking this approach, the CGU will benefit not only from the expertise of CBT in its first six months of operation, but also allow the actual time and resource required to manage one full grant round (which includes all four agreed funding themes) to be better understood. This evidence will form the basis for the report to be submitted to this committee in March 2017.

All four grant giving committees (Culture, Heritage and Libraries, Community and Children's Services, Education Board and Open Spaces and City Gardens) agreed that the Policy and Resources Committee could approve the proportionate management fee to be charged by the CGP for their respective funding theme.

Recommendations

- To endorse the approach of seconding staff from City Bridge Trust to manage the CGP for a 6 month period.
- To note that a follow up report will be submitted to this committee in March 2017 to approve resources for 2017/2018 and the management fee for the CGP.
- To agree that the CGU can recharge up to £41,000 to manage the CGU over a 6 month period.

Main Report

Background

1. In March 2016, the Resource Allocation Sub-Committee and the Policy and Resources Committee received a report outlining the work that had been undertaken to date to implement the recommendations of the Effectiveness of Grants Service Based Review (SBR). The aim of the review was to increase the strategic impact of grant-making, ensure that the grants are managed more efficiently and effectively, improve the consistency and quality of the customer experience and so bring consequential reputational benefits. The report recommended a consolidated Central Grants Programme be implemented.
2. In order to manage the CGP effectively a new CGU was proposed. The CGU will manage all grant applications, monitoring and evaluation processes and committee reporting procedures.
3. The CGU will be co-located within City Bridge Trust in order to facilitate consistency of approach and harmonise service standards. The Chief Grants Officer, responsible for the grant-making activities of CBT will maintain an overview of the CGU, with relevant input from the Head of Charity and Social Investment Finance.
4. In the report received by this Committee in March 2016, Members questioned the level of resources proposed to run the CGU in comparison to the amount of funds it would dispense (20% of the total budget), and referred the matter back to officers for further consideration.
5. Since then, all grant-giving committees have agreed their individual eligibility criteria and the number of grant rounds for 2016/2017.
6. Through the consultation process, each of the four grant giving committees (Culture, Heritage and Libraries, Community and Children's Services, Education Board and Open Spaces and City Gardens Committee) agreed that this Committee could approve the proportionate management fee to be charged for the CGP.
7. In order to expedite the launch of the CGP, the Finance Committee approved (under Urgency procedures) a funding request of up to £18,600 to support the staffing of the CGU for a total of three months, or until such a time as this Committee had duly considered the overall level of resources for the CGU, and approved the proportionate management fee to be deducted from each grant-giving committee's budget allocation.

Current Position

8. The CGP started accepting grant applications from 15 August 2016. The agreed Finance Committee funding allocation has been used to fund a Grants Consultant to manage the CGP over the course of August, September and October 2016. The CGU required this staffing and resource in place to prevent further delay in opening the CGP to applications and reputational risk to the CoLC.

Proposal

9. The agreed number of grant rounds per committee and the budget for the Central Grant Programme 2016/2017 is shown below.

Funding theme	Number of grant rounds 2016/2017	Budget allocation 2016/2017
Inspiring London through Culture	1	£78,700*
Enjoying green spaces and the Natural Environment	1	£75,182*
Stronger Communities	1	£75,182*
Education and Employment	1	£184,000*
		£413,064*

* Note - The management fee has not been deducted from the figures provided.

10. To support these grant rounds, it is proposed that a part-time Senior Grants Officer and part-time Grants Administrator be seconded in from CBT until 31st March 2017. The expertise and management time of the Chief Grants Officer and Head of Charity and Social Investment Finance will also be drawn upon.
11. During this six month period a time recording system will be implemented by the CGU so that each individual grant programme can be recharged for the actual time and resource spent by officers. CBT will backfill their grants team using their consultants to ensure no adverse impact on its own resources.
12. Regular updates on the time recorded by each member of staff delivering the CGP will be provided to the Chairman of CBT and Chairman of the Finance Grants Oversight and Performance Committee.
13. Once a more detailed evidence base is available on the actual time and resources required to manage each grants round, a report will be submitted to this Committee to propose the management fee and associated staffing and resource for the CGP for 2017/2018.
14. During this pilot phase, it is proposed that up to £41,000 is allocated to support the CGU with the proportionate recharge being determined by the time recharging system. This equates to 10% of the annual budget for the CGP.
15. For this initial six month period each grant-giving committee has agreed that one grant round will take place. The management fee to be charged to each of the four grant-giving committees will be within a 7.5% to 12.5% indicative range of their grants budget allocation.
16. Should the time spent by the CGU exceed the approved cap, a proposal to increase the management fee will be submitted to the Chairman and Deputy Chairman of the Policy and Resources Committee to approve by delegated authority (and, if agreed, will be deducted from the CGP budget allocation for financial year 2017/2018).
17. Similarly, should the time and resource requirements of the CGU decrease over time, the level of staffing, resource and the associated management fee will be restructured and reduced accordingly by the Chief Grants Officer.

Background Papers

- Policy and Resources Committee, March 2016, 'Implementation of Grants Review'

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Committee(s)	Dated:
Policy & Resources – For Information	6 October 2016
Subject: The City's Franchise	Public
Report of: Town Clerk, Remembrancer and Comptroller & City Solicitor	For Decision
Report author: Simon Murrells – Town Clerk's Department	

Summary

The purpose of this report is to consider whether people or businesses who occupy serviced and shared office space are eligible to register and vote in City-wide elections.

Based on a specimen agreement to occupy space in WeWork premises (a shared office space provider), it is apparent that such occupation represents a licence rather than a tenancy and, as such, under the current franchise arrangements, their clients are currently ineligible to register.

To change the current franchise arrangements would require primary legislation but in light of the timescale and risks associated with that route at the present time, it is not recommended.

This view is supported by Members of the Resource Allocation Sub-Committee. However, the Members believe it important for consideration to be given to recognising a new and increasing category of constituent who, whilst not eligible to register and vote, should nevertheless be engaged with.

The report also highlights that a greater impact on voter registration could be achieved if registrations in a particular already eligible category of business were increased.

Recommendation(s)

a) Members are asked to note the report and endorse the view expressed informally by the Resource Allocation Sub-Committee that no action should be taken to seek primary legislation to amend the City's franchise;

b) consideration be given to recognising a new category of constituent who, whilst not eligible to register and vote, should nevertheless be engaged with;
and

c) subject to agreement to a) and b) above, submit a report on your conclusions to the Court of Common Council, for information.

Main Report

Background

1. The issue of voter registration has been raised recently by Members in the Court of Common Council and, in particular, whether people who occupy serviced and shared office space are eligible. The Chairman agreed to the position being examined and for a report to be presented to the Court before the end of 2016.
2. When the matter was raised subsequently at the Policy & Resources Committee it was suggested that it might be advantageous for a small number of Members to look at the issue informally. Whilst no action has been taken to establish a separate working party, Members of the Resource Allocation Sub-Committee have considered the matter informally and their views are set out in this report.

Serviced Offices in the City

3. Research carried out by the Economic Development Offices shows that there are no official sources of data on serviced offices and occupiers. Bespoke research was commissioned in 2014 to look at serviced office space in the City and since that time, a number of new serviced offices have opened most notably the new WeWork building in Moorgate, which at full capacity can accommodate 3000 people. Serviced office space in the City is growing quickly with capacity quadrupling in size since 1995, with 60% of the 85 centres having opened since 2008. They account for 3% of the City's total office stock.
4. The research showed that there were an estimated 2,250 businesses based in serviced offices in the City, employing around 18,000 people. An estimated 40% of occupiers were in professional services (eg accounting, legal, consulting, real estate and recruitment), 20% in finance and insurance and the remainder split across other sectors.
5. Most businesses in serviced offices were SMEs (employing fewer than 250 people) accounting for 70% of serviced office space. The average length of stay was between 18 and 24 months with longer periods of 3 to 5 years not uncommon. The remaining 30% of space was split between representative offices of larger companies (10%) and flexible space (20%).

The City's Franchise

6. For registration purposes, under the City's franchise, Qualifying Bodies, sole traders and partnerships are required to occupy premises as owner or tenant. A tenant of such premises may, subject to the other requirements, be registered whereas a licensee may not. The issue is, therefore, the basis on which businesses occupy shared office space e.g. whether they occupy the space as tenants or licensees.

The Legal Position

7. The Comptroller & City Solicitor has considered the legal aspects and in doing so, has had the benefit of seeing an agreement issued to occupiers of WeWork premises. His advice is as follows.
8. A tenant has the grant of a right of exclusive possession of land for a determinable period of time. A tenant has both a contractual relationship with the landlord and an interest in land. The key element of a tenancy is exclusive possession. A tenant can exclude the whole world from the land including the landlord, although in practice the landlord will reserve rights to enter the land to inspect and repair it.
9. In contrast a licence is simply permission for a licensee to do something on a licensor's property which prevents the activity from being trespass. A licence is by definition not a lease, it is a personal right or permission and does not confer exclusive possession. Indeed by its nature occupation will be shared with others. A licence can vary in duration and formality. For example a customer has an implied licence to enter a coffee shop to purchase and consume coffee along with other customers. An employee has a licence to attend their employer's place of work for the purposes of their employment and a customer has a licence to occupy a hotel room for the duration of their stay. These examples will be created with no or limited formality. On the other hand, licences can be for longer duration and have a more formal structure, for example in the case of serviced offices or concessions in a department store.
10. The fact that an agreement purports to be a licence does not mean that it will be construed as one. A Court will look at all the circumstances of the arrangement and a purported licence conferring exclusive possession for payment is likely to be construed as a tenancy. In other words the Courts will not permit sham licences where the real arrangement is a tenancy. This is important because of the rights, particularly security of tenure, which can attach to tenancies in various circumstances. A tenancy-at-will is the lowest form and most insecure type of tenancy but it nonetheless confers exclusive possession on the tenant during its life.
11. Thus an arrangement where an occupier has exclusive possession of part of a property for rent will generally be a tenancy and an arrangement where the occupier has personal permission to occupy part of a property in common with others will generally be a licensee. Landlords will generally be at pains to ensure that the nature of the occupation will be clear to the parties.
12. Turning to the WeWork agreement it is very clear that the arrangement is intended to be a licence and not a tenancy and its nature is clear from the agreement. In paragraph 2 the agreement confers "non-exclusive access to the Office Space" and, at paragraph 2(c), WeWork reserve the right to access the Office Space without notice for any purpose, and to alter the Office Space.
13. Most tellingly, paragraph 9(a) provides:-

“Nature of the Agreement; Relationship of Parties. Your agreement with us is the commercial equivalent of an agreement for accommodation in an hotel. The whole of the Office Space remains our property and in our possession and control. We are giving you the right to share with us the use of the Office Space so that we can provide the Services to you. Notwithstanding anything in this agreement to the contrary, you and we agree that our relationship is not that of landlord and tenant or lessor-lessee and this Agreement in no way shall be construed as to grant you or any Member any title, easement, lien, possession or related rights in our business, the Premises, the Office Space or anything contained in or on the Premises or Office Space. This Agreement creates no security of tenure, tenancy interest, leasehold estate or other real property interest”.

14. Thus on the face of it there is a clear intention to create a licence which could only be overridden if it could be shown that it were in fact a sham. This would only be likely if the individual was, say, the only occupier and it was not in fact being run as shared office facilities.

Amending the Franchise

15. Whilst individual applications to register will always be considered on a case by case basis, in light of the legal position set out above, enabling occupiers of shared office space such as that provided by WeWork to register would require the City's franchise to be amended. The Remembrancer has confirmed that to change the franchise would require primary legislation which is likely to be a lengthy and detailed process.
16. The reforms to the current franchise, enacted in 2002, took over three years to progress through Parliament, through a combination of the vagaries of the legislative timetable and delays caused by Members of the Commons (some still sitting in the House and now in prominent positions) who were hostile to the concept of a business vote.
17. The qualifying period for registration for the City-wide March 2017 elections commenced on 1 September 2016 and there is, therefore, no prospect of any amendments being introduced in time for the 2017 elections. There is also the issue, should primary legislation be pursued, of identifying who should be eligible to vote. For example, should eligibility require a minimum licence period, should part-time licences count (ie: on, say, 2 days each week), should it include people who regularly sit in a coffee shop using a laptop or businesses who jointly hire a meeting room for regular use?
18. Quite apart from these features, even in the form of a simple amendment, seeking to base registration on a licence is fraught with difficulty because the range of licences would effectively amount to a worker vote, given that so many people have licences to occupy their employer's premises.

The Informal Views of Members of the Resource Allocation Sub-Committee

19. Members of the Resource Allocation Sub-Committee considered this matter on an informal basis at their annual Awayday held in July. The Members were unanimous in agreeing that no action should be taken to seek primary legislation to amend the City's franchise. The fact that serviced offices represented only 3% of the City's total office stock was taken into account (although that figure is increasing) and it was noted that a greater impact on voter registration could be achieved if registrations in a particular already eligible category of business were increased. For example, if the 90 plus unregistered large firms registered all of their voters it would uplift the current voter registrations by 15% and if the 2,500 or so unregistered small firms did likewise, it would uplift current voter registration levels by 22%.
20. It could, therefore, be argued that a focus on increasing registration levels within the current system is more advantageous and action is being taken to highlight voter registration generally through increased awareness such as the City's Roadshows which have been visiting larger businesses over the summer months together with other initiatives.
21. It was, however, fully acknowledged that the nature of employment in the City was changing and that consideration should be given to recognising a new category of constituent who, whilst not eligible to register and vote, should be engaged with. A simple first step would be to include occupiers of shared office space in the circulation of Ward Newsletters and other publications such as CityView and further thought should be given on how to communicate with them in different ways.

Conclusion

22. This report addresses the question of whether occupiers of shared office space are eligible to register and vote in City-wide elections. Based on a specimen agreement to occupy space in WeWork premises, it is apparent that such occupation represents a licence rather than a tenancy and, as such, under the current franchise arrangements, they are currently ineligible to register. To change the current arrangements would require primary legislation but in light of the timescale and risks associated with that route at the present time, it is not recommended. This view is supported by Members of the Resource Allocation Sub-Committee. However, the Members believe it important for consideration to be given to recognising a new and increasing category of constituent who, whilst not eligible to register and vote, should nevertheless be engaged with.

Background Papers - Serviced Office Review Research by the Instant Group – 2015.

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Committee(s)	Dated:
Policy & Resources Committee – For Information	6 October 2016
Subject: Voter Registration and City of London Ward Elections 2017	Public
Report of: Town Clerk	For Decision
Report author: Simon Murrells – Assistant Town Clerk	

Summary

The purpose of this report is to update Members on the preparations so far for the Common Council elections in March 2017, including steps taken to increase voter registration. Members may recall approving a budget of up to £90,000 for initiatives to improve voter registration and set out are brief details of progress in each area, including a City Roadshow which has been taken to several businesses in the City.

For residents, just over 300 more properties have returned their first set of registration forms this year compared to 2015. The response rate has increased from 27% in 2015 to 32% in 2016. Overall and at the time of writing, the number of firms registered so far has increased to 1,174. This is compared with 845 firms that had registered at the same point in 2015. The number of businesses that have registered online is over 650, which is an increase of 150 compared to the total number of businesses using this method in 2015.

Members are also asked to endorse the principle that the number of meetings of committees should be reduced to the minimum for the period after 17 February 2017.

Recommendation(s)

Members are asked to note the report and endorse the principle that the number of meetings of committees should be minimised for the period after 17 February 2017.

Main Report

Background

1. 23rd March 2017 sees the next City-wide elections for Common Councilmen and the purpose of this report is to update Members of the Policy & Resources Committee on the preparations for that event, including steps taken to increase voter registration.

2. In January 2016, a number of activities and proposals were agreed to ensure that as many people and businesses as possible are encouraged to register on the 2017/18 Ward Lists for the 2017 Ward elections. A budget of up to £90,000 was approved from your Committee's contingency for 2016/17 and charged to City Fund. The current spend from that budget is set out below.

Current Position

3. The registration period for the 2017/18 Ward Lists commenced on 1 September 2016 and closes on 16 December 2017. Only persons who register on the 2017/18 Lists will be eligible to vote in the Common Council elections on 23 March next year. Members may recall that the previous 'carry-over' arrangement ceased to operate. Any voters appointed by businesses or residents removed from this year's Ward Lists because they had not registered still have the opportunity to be registered again in 2016 in time for the Common Council elections next March.
4. Generally, the City Corporation works to retain as high a number of voters as possible on the Ward Lists and there is a greater imperative to see as many residents and businesses registered in 2017 because of the ward elections which will take place. In light of this, the Policy & Resources Committee approved a number of proposals to increase awareness and promote greater registration and participation and this report provides an update on those actions and the impact they are having.

Online Registration

5. In 2015 businesses that were already registered to vote had the option to re-register online and over 500 businesses opted to use that channel to do so. The option of online registration has now also been made available to unregistered businesses. As at 19 September, the number of businesses registering online was 650, which is an increase of 150 compared to the total number of businesses using this method of registration in 2015.

Communication

6. A programme of communication about the 2017 elections and encouraging voter registration is underway and set out below are some examples so far:
 - The distribution of an election flyer with the City Occupier Database surveys;
 - Creation of an electronic campaign logo which has been added to signatures on emails;
 - Articles in Ward Newsletters;
 - Creation of the CityVote17 webpage on the City's website which will be the landing page for all information on the elections, linking to other voter-related pages;
 - Articles in CityView magazine;
 - Promotional 'business cards';
 - Promotional panels on display boards at Royal Exchange;

- City Corporation Roadshow (see below).
7. In October, businesses in the City that have not registered any voters (including those that have previously registered but have not so far re-registered) will be contacted for a second time by email and in hard-copy. A final reminder will be sent in November. In addition, efforts will be made for personal contact to be made to encourage registration. All new business voters on the Ward Lists will receive a letter welcoming them which is intended to introduce them the City of London Corporation explaining the services it provides and making sure they are aware that they are eligible to vote in City elections.
 8. The canvassing of the City's residents has also commenced. Registration forms were sent to each household in August with reminder forms sent to non-responding addresses in September. In October, canvassers will begin calling door-to-door to complete forms with residents who have still not registered. There has been an encouraging start to the residential canvass. Just over 300 more properties returned their first set of registration forms this year compared to 2015. The response rate for the first set of forms has increased from 27% in 2015 to 32% in 2016.

City Corporation Roadshow

9. A City Corporation 'Roadshow' has been taken to several City businesses covering topics of concern to their employees, e.g. safety/cycling/open space/public health/air quality etc, with a clear message of 'have your say' at the 2017 elections. This has enabled people working in the City to see the breadth of our work, ask questions and understand that they can influence this through exercising a vote.
10. The Roadshows, which included a specially commissioned stand with backdrop, commenced in June at the food market held in Guildhall Yard. This was followed by visits to companies such as CBRE, M&G and further presence at the food markets in July and September. The Roadshow was taken to Accenture in September and there are plans to showcase it at the offices of AIG and UBS.
11. The Roadshows were well positioned to catch considerable numbers of workers at lunchtimes and there was a lot of interest. The opportunity was taken to inform people about their ability to become registered to vote but at the time of writing, it is difficult to judge how effective that message has been. The initiative was, however, clearly successful in helping to inform people who work in the City about the City Corporation's services, many of whom had no prior knowledge of the City Corporation or its activities.

Temporary Staff to Increase Voter registration

12. The number of staff available to canvass businesses has been increased temporarily. Their job is to actively encourage businesses to register, identifying the correct contact in the firm for this purpose and following-up. This is probably the most effective part of the campaign and three further temporary staff were recruited for a period of eight months.

13. As at 21 September 2016 the number of firms registered was 1,174. This represents a significant increase when compared to the same period in 2015, when 845 firms had registered.

Social Media

14. The City Occupiers Database Team responsible for registering businesses has developed a programme of social media interaction. The number of tweets with a clear message to encourage voter registration is increasing as we head towards the cut-off date for registration. There are also proposals to upload a clip on YouTube explaining how to go about registration.

Common Council Elections 2017

15. The majority of the Wardmote and Polling arrangements have been finalised and Members will be contacted shortly to confirm the arrangements made in their Ward. Electoral Staff will also be meeting with Honorary Ward Clerks to brief them on their role and responsibilities for the election.
16. A briefing on the elections for Members is planned after the informal meeting of the Court on 10 November in the Old Library. There will also be a candidate briefing at 6pm on 10 November in Committee Rooms 3 and 4 which is open to everyone interested in standing for election. Members are welcome to attend either or both sessions. They will both give an overview of the arrangements for the elections and there will be an opportunity for questions on any aspect of the elections. There will be further candidate briefing sessions at the time of the elections which will go into some of the specifics of the election including polling and the count.
17. With the help of Members, a FAQ sheet has been produced to assist candidates with understanding the process. A copy is attached at Appendix A. In addition, information is available on the City's website on how to become a councillor and the work they do and, as Members are aware, there are also proposals being progressed aimed at encouraging diversity.
18. The CityVote17 webpage (www.cityoflondon.gov.uk/cityvote17) will be the landing page for all information regarding the elections. At present it links to relevant information on registering to vote for the elections, the election timetable and information for potential candidates. The page will be updated up to and throughout the election to include information regarding polling stations, the Wardmotes, postal voting and proxy voting. All official notices will also be published on these pages.

The Committee Timetable

19. For the City elections in both 2009 and 2013, Members indicated that they would prefer to have no committee meetings in the period between the publication of the Notice of Election (for 2017 elections, that is 17 February) and the Wardmotes (for 2017, they are to be held on 22 March). This quiet, internal recess is fairly common practice elsewhere.

20. In light of previous experience, very few meetings of committees have been scheduled (for example, the Planning & Transportation Committee) in the diary after 17 February although the Court of Common Council will still meet on 9 March. Members are asked to endorse the principle of a reduced number of meetings in the period after 17 February 2017.

Funding

21. Your Committee approved a budget of £90,000 to cover the anticipated cost of the various initiatives to promote voter registration. Set out below is the current expenditure position:

Heading	Budget	Expenditure	Remaining
Communication	£30,000.00	£5,892.00	£24,108.00
Roadshow	£20,000.00	£4,425.40	£15,574.60
Temporary Staff	£40,000.00	£32,867.61	£7,132.39
TOTAL	£90,000.00	£43,185.01	£46,814.99

Conclusion

22. This report updates Members on the activities that have and are currently taking place to promote voter registration in advance of the 2017 Common Council elections. It shows that at this stage, the number of businesses and residents registering on the Ward Lists exceeds the numbers in registering at the same time in 2015. The report also gives information about the preparations for the 2017 elections.

Appendices

- Appendix 1 – FAQ Sheet for candidates standing in the 2017 Common Council elections

Background Papers

Report, Town Clerk, to the Policy & Resources Committee January 2016

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APPENDIX A

City of London Elections for Common Councilmen – 2017

Frequently Asked Questions

Set out below are some typical questions that people have when first considering whether they should stand for election as a councillor in the City of London (or Common Councilman as the position is known).

A visit to the City of London's website is an obvious first contact to learn more about the City Corporation and what it does. The information there tells you about the services provided not only for the financial and commercial heart of Britain, the 'Square Mile', but those provided for London more generally and, in many cases, for the Nation. Further details can be found at <http://www.cityoflondon.gov.uk/about-the-city/about-us/Pages/default.aspx>

Becoming an elected Common Councilman or councillor in the City is similar in most respects to the process for election to a local authority. In both cases candidates must be 18 years of age and a British citizen or a citizen of a Commonwealth or European Union Country. As elsewhere, candidates must then also meet one of a number of other qualifications. As a result of differences in legislation, the qualifications in the City are slightly different from those at local authorities.

Information about this can be found in the sections below but you can also discover more on the City's website at <https://www.cityoflondon.gov.uk/about-the-city/elections-and-wards/Pages/becoming-a-councillor.aspx>

Standing for Election – the Criteria

Q: How do I know if I can stand for election?

A: To stand for election as a Common Councilman in the City of London, you must meet all of the requirements listed below at A-C and at least one of the requirements listed below at D – F. You do not need to live or work in the Ward in which you intend to stand.

You must:

- A.** be aged 18 years or over; and
- B.** be a British, Irish or Commonwealth citizen, or a citizen of another member state of the European Union; and
- C.** be a Freeman of the City of London (for those who are not already, the City will arrange for the freedom to be given and at no cost. Please contact Seth Alker, the Electoral Services Manager to arrange for this. Mr Alker's contact details can be found below)

You must also fulfil at least one of the following requirements:

- D.** be registered on the City of London Ward Lists; or
- E.** own freehold or leasehold land in the City. In practice, this can be as simple as having a nominal interest in a small space. For example, this could be just a very small part of an office. (It should be noted that while this would make people eligible to become a

candidate for election it would not make people eligible to vote in City elections as that requires actual occupancy of the premises concerned); or

F. have resided in the City for the whole of the 12 months preceding the date of nomination and until the date of election

If you would like to discuss your eligibility in more detail please contact the Electoral Services Manager, Seth Alker (details below).

Q: Do I need to represent a political party?

A: Candidates may represent a political party if they wish, however the vast majority of current members are independent.

Q: How do I become a candidate?

A: Candidates must submit nomination papers at the beginning of the election they intend to stand in. Those papers have to be signed by 5 voters in the Ward (see below for information about how to find out who your voters are and how you can communicate with them).

There is a specified period of about a week at the beginning of the election during which candidates must submit their nomination forms. **For the Common Council elections in March 2017, this period runs from Friday 17 February until noon on Tuesday 28 February 2017.**

Q: How do I obtain the nomination papers?

The nomination papers and other forms and information regarding the election will be available from the Electoral Services Office at Guildhall shortly before the start of the election on 17th February 2017, as part of a candidate pack. You can contact the Electoral Services Manager (details below) if you wish to be added to the mailing list of potential candidates, so that you can be kept informed about when the candidate pack is available and when your papers will need to be submitted.

It is important to understand that if a potential candidate does not submit valid nomination papers before the deadline then they cannot stand in that election.

Q: Are all nominations accepted?

A: All nomination forms are checked by the City's Electoral Services team to ensure that they have been completed correctly and that the 5 voters in the Ward who have nominated a candidate are eligible to do so.

Candidates must also state which of the criteria for becoming a candidate they meet (these are set out above). The Electoral Services team will happily check nomination papers informally before they are finally submitted – this will allow candidates to correct any errors prior to submission. If the nomination forms are not correctly completed when they are formally submitted then they will not be accepted.

It should be noted that all candidates' nomination forms are available for inspection by the public after the close of nominations which is noon on 28 February 2017.

Q: Do I need a deposit

A: No payment will be required at any stage.

Campaigning

Q: What is an election agent and do I need to appoint one?

A: Election agents are responsible in law for the proper management of a candidate's election campaign, including finances and literature, and should be knowledgeable of the relevant legislation surrounding the campaign. You can appoint a named person to be your election agent, or you can act as your own agent. If you do not appoint an agent, you automatically become your own agent.

Q: When will I know who I am standing against?

A: The "statement of persons nominated", which is a list of candidates standing in each Ward, will be published on the 2nd March 2017.

Q: Are there any limits on campaign expenses?

A: From the start of the election on 17th February to the 23rd March 2017 candidates have a limit on how much they may spend on their campaign. This is £266 plus 5.2p per voter.

Following the election, a candidate's election agent (or the candidate if they have no agent) must submit a declaration of the expenses incurred – including copies of receipts and invoices. Information regarding expenses will be included in the detailed Guidance to Candidates and Agents which is part of the candidate pack. This will give general advice on what is and is not covered by the expenses spending limit. The Electoral Commission can also provide guidance and advice to candidates.

It is important to note that money spent before a person becomes a candidate counts against the spending limit if the goods or services purchased are used after the person becomes a candidate.

Q: Will my expenses be reimbursed?

A: Expenses will not be reimbursed.

Q: Are there any rules around campaign literature?

A: Yes. All campaign material (printed and electronic) should include an imprint (footer) so that it is clear who has produced it and on who's behalf. This will be covered in more detail in the Guidance to Candidates and Agents which is part of the candidate pack.

Q: Are there any debates or hustings between the candidates?

A: A "Wardmote" or Ward Meeting, will take place in each ward on Wednesday 22 March 2017 - the day before the election (the timings and venues will be confirmed nearer to the elections). All voters in the Ward are invited to attend the meeting, and candidates will have the opportunity to address the meeting. Voters have the opportunity to ask candidates questions.

Q: Will there always be a poll?

A: If there are no more candidates than there are seats available, i.e. if the election is uncontested, those candidates standing will be declared to have been elected. If there are more candidates than there are seats, then an election will take place.

The Electorate

Q: Who is allowed to vote in City elections?

A: Uniquely, in addition to City residents, many businesses and other organisations are eligible to appoint voters in City ward elections. The annual update of the Ward Lists (the register of voters) takes place through the autumn and the final deadline to register to vote in the March 2017 elections is 16 December 2016.

How do I know who my electors are and how can I communicate with them?

A: A copy of the Ward List (the register of voters) for the ward you are standing in will be included in the candidate packs that will be available shortly before the start of the election on 17 February 2017. The List contains the names of the people who are registered to vote.

Please be aware that these Ward Lists are subject to data protection legislation and may only be used for electoral purposes. Care must be taken of them. The legislation surrounding data handling can be found <https://www.gov.uk/data-protection/the-data-protection-act>.

[When you know who the voters are you can make contact with them in writing, in person or if you find out an address for them, by email.](#)

The Election

Q: How do voters cast their vote?

A: Like all other UK elections, voters can either vote at their allocated polling station, or chose to vote by post. Voters may also appoint someone to vote on their behalf (a proxy) if they have a particular reason why they cannot attend their polling station on polling day.

Q: How will voters know where to vote?

A: Each voter is allocated a polling station. Each Ward has at least one polling station - a couple of the larger Wards have two. Voters will be sent a Notice of Election letter at the beginning of the election, and then a couple of weeks before polling day will be sent a poll card. These will advise them of the location of the polling station in their ward.

Voters will also be able to find out this information on our website:

www.cityoflondon.gov.uk/cityvote17

Q: When will voters be able to cast their vote?

A: Polling Stations will be open on Thursday 23 March, between 8am and 8pm. If a voter has arranged a postal vote, their ballot paper will be sent to them on or around 10 March and their completed vote must be returned by 8pm on polling day.

Q: How many candidates can a person vote for?

A: A voter may vote for as many candidates as there are vacancies. In other words if the Ward has two Common Councilmen, a voter may vote for up to two candidates. If the Ward has ten Common Councilmen, a voter may vote for up to 10 candidates.

Q: When and where are the votes counted and the results announced?

A: The count for the election will take place directly after the poll closes at a venue in the Ward – often this will be at the polling station. Candidates and their Agents are entitled to attend and scrutinise proceedings. The result is announced officially at a second Wardmote (ward meeting) which will take place when the counting of votes has been completed.

After the Election

Q: What happens if I am elected?

A: If you are successfully elected as a Common Councilman you will be asked by the Alderman who is presiding over the Wardmote meeting to make a Declaration of Office and sign up to the City Corporation's Code of Conduct for Members. You will subsequently be admitted formally at a meeting of the Common Council on **Thursday 27th April 2017** at 1.00pm.

Q: How will I know what is expected of me?

A: There will be a comprehensive induction programme for all new Members coordinated by the Town Clerk's Office at Guildhall.

Key Dates

17th February – Publication of the Notice of Election – the official start of the election, and the start of the period in which nomination forms can be submitted.

17th February – Limits on campaign spending begin

28th February – Deadline for submission of Nomination Forms (12 noon)

2nd March – Publication of the Statement of Persons nominated (list of candidates)

8th March – Deadline for applications to vote by post

15th March – Deadline for applications to vote by proxy

22nd March – Wardmote (Ward meeting)

23rd March – Election (Polling Stations open 8am-8pm)

23rd March – Votes counted and result announced

27th April – First meeting of the Court of Common Council

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Electoral Services

Town Clerks Department

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September 2016

Committee: Policy and Resources	Date: 6 October 2016
Subject: Funding for the Foundation for FutureLondon	Public
Report of: Town Clerk	For Decision
Report Author: Peter Lisley, Assistant Town Clerk	

Summary

In July 2016 the City of London Corporation was approached by the Chairman of the Foundation for FutureLondon for a substantial donation to “kick start” a funding campaign to secure major pledges by spring 2017. The Foundation for FutureLondon’s vision is to deliver the London 2012 promise to be the first host city to regenerate an entire community for the direct benefit of everyone who lives there, through the unique opportunity of Queen Elizabeth Olympic Park.

The Foundation seeks to work in partnership with the world class organisations planning new buildings and programmes as part of the new Cultural and Education District on the Park. The aim is to do this by bringing together leading education and cultural institutions with the thriving creative arts sector in east London to enhance opportunities and to benefit many.

The City of London has been extensively involved with education in east London over the past 30 years through the work of the Guildhall School of Music & Drama, London Symphony Orchestra (LSO), Barbican and Museum of London, as well as the City Academies. Notable outreach/engagement programmes in that time include Guildhall Connect, LSO Discovery, Barbican Education and, more recently, Barbican Guildhall Creative Learning. The long term relationships established over the years with local authorities, music hubs, schools and their surrounding communities led to the East London Cultural Education Partnership being launched in 2014. It feels appropriate therefore that we support this emerging work in exchange for being fully involved in the strategy and realisation of the plans. This would ensure that linkages with the Cultural hub at the emerging City of London Cultural Education Partnership are reinforced.

The City of London Corporation’s potentially substantial investment in its own cultural hub over the coming years is a material constraint in terms of the level of direct financial support to Foundation for FutureLondon, therefore the original request is not recommended. Instead, a smaller contribution over a five-year period is recommended along with an agreement to support the Foundation by providing advocacy for its wider fundraising efforts with the City and the financial services sector. The direct funding contribution of £200,000 per annum for five years will commence from 2018. Appropriate milestones linked to the progress of the project will be agreed with FFL for the drawdown of funds.

A more detailed outline of the proposed partnership can be seen in paragraph 11.

Recommendation

To include provision in the City Cash budgets for payments of £200,000 per annum to the Foundation for FutureLondon commencing in Financial Year 2018/19 and four subsequent Financial Years. The release of such funding being conditional upon the Foundation for FutureLondon meeting its fundraising target, meeting the recognition criteria set out in paragraph 11 of this report and other appropriate milestones, to be agreed with the Town Clerk.

Main Report

Background

1. The Foundation for FutureLondon has been established to realise the potential of a Culture and Education District on Queen Elizabeth Olympic Park. It aims to be a new centre for innovation and creativity, through the collaboration of world-leading institutions including:
 - Sadler’s Wells;
 - University of the Arts London’s London College of Fashion
 - University College London (UCL);
 - Victoria & Albert Museum (V&A); and
 - Smithsonian.
2. The organisations moving to the park have forged a partnership to engage many different audiences, particularly those underserved by the current reach of cultural provision.
3. The Culture and Education District will be set in the largest urban space established in Europe for 150 years. The £1.3 billion scheme will be funded through a combination of public, private and philanthropic investment. With completion of the capital development scheduled for 2021, 90% of the investment is in place for the project to proceed. The remainder, which will see the completion of the two key cultural buildings, is to be raised through a joint funding campaign, coordinated on behalf of the partnership by Foundation for FutureLondon.
4. The Foundation originally sought a founding donation from the City of London Corporation “as a means of kick-starting the wider funding campaign and demonstrating to wider London the City of London Corporation’s endorsement of the project.”
5. The proposal went on to suggest that such a contribution would symbolically link the emerging cultural hubs in the City of London and the Queen Elizabeth Olympic Park.

6. It was recognised that collaboration between the two hubs would be mutually beneficial. However, following internal consultation your Chairman wrote back to the Foundation's Chairman explaining that at a time the City was potentially making a significant investment in its own cultural hub he did not feel that it would be possible to meet such a request in the current financial climate. However, he indicated that the City of London Corporation would be very keen to consider opportunities to work together to develop further the education offer in the east of London. The Barbican Centre, Guildhall School and LSO already work in the area and have been the prime movers in establishing the east London Cultural Education Partnership with funding from the Esmée Fairbairn Foundation.
7. The Foundation's Chairman subsequently telephoned your Chairman and stressed the importance of the City of London Corporation's involvement for the Foundation's fundraising visibility and positioning the Culture and Education District in Queen Elizabeth Olympic Park as a partner of the exciting developments in the City. An agreement to offer some funding would be an important signal to others.
8. To this end a revised proposal was made for the City of London Corporation to consider a smaller donation of £1m paid in equal instalments over five years from 2018. This funding would only be released if the Foundation raised the balance of funding elsewhere.

Proposal

9. Formally linking the aspirations of the City's cultural hub partners and those in the Queen Elizabeth Olympic Park would create a partnership which has the potential to become a leading cross-London initiative in its own right, contributing to the Mayor of London's aspirations to develop cultural infrastructure and this thriving sector which already contributes over £320 million GDP to London's economy.
10. Such a partnership would recognise the long-standing principle that the City of London Corporation and the partners in the City's cultural hub are outward looking and fully engaged with wider-London, through both the emergent City of London and more established east London Cultural Education Partnerships.
11. In acknowledgment of the City of London Corporation support of £200,000 per annum over each of five years from 2018 the Corporation and its cultural hub partners would:
 - Be invited to participate in a steering group to help establish and develop the education and outreach policy of the Park and its partners, drawing on the research, activity and learning of the current east London Cultural Education partnership.

- Be invited to engage in mutual dialogue about future public events and activities in the Park and the City of London Cultural Hub to optimise opportunities to build audiences.
- Mount at least one substantial joint initiative between the City and the Park to demonstrate the synergies between these emerging City and East London 'cultural hubs', and the wider value they bring to London and the nation, both as destinations and inspirational learning resources for children and young people, as well as their families and schools.
- Receive an appropriate credit in the Queen Elizabeth Olympic Park and in associated publicity material.

Conclusion

12. The City of London Corporation has developed plans for delivery of a cultural hub in the Barbican/Smithfield area. A key component of these plans is a focus on education and outreach.

13. It is recognised that similar plans are being progressed in the Queen Elizabeth Olympic Park to deliver on the Olympic legacy. It would be in the interests of both organisations to work together to maximise benefits to London's communities. By aligning strategic efforts particularly in relation to children and young people, there is an opportunity bring about lasting social and economic change. A financial contribution to Foundation for FutureLondon would cement this relationship and bring the City of London Corporation a number of tangible benefits.

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Committee:	Date:
Policy and Resources	6 th October 2016
Subject: Review of Parliamentary Constituency Boundaries	Public
Report of: Town Clerk and Remembrancer	For decision
Report author: Sam Cook, Assistant Parliamentary Affairs Counsel	

Summary

The Boundary Commission for England has published its initial proposals for the 2016–18 review of parliamentary constituency boundaries. The Commission proposes that the current Cities of London and Westminster constituency be retained, covering the same area as at present, with the addition of one extra ward of the City of Westminster and two wards of the Borough of Camden.

The position of the City Corporation at the last boundary review was to support the long-standing constituency link between the City of London and the City of Westminster, on the basis that the two cities share a number of common circumstances and interests to a greater extent than they do with adjacent areas. The considerations which underpinned this position remain current, and it is therefore proposed that the link with Westminster be supported again in the present review.

The initial proposals are subject to extensive consultation and could undergo significant revisions. It is therefore desirable to engage in the process even if the proposals are in keeping with the City Corporation’s position. It is also proposed to publicise the review so that local residents, businesses, and organisations are aware of the proposals and how they can respond.

Recommendation

Members are invited to authorise—

- 1) the Town Clerk and the Remembrancer to draw up for the consideration of the Committee a written representation on the initial proposals of the Boundary Commission, supporting the retention of the constituency link between the City of London and the City of Westminster;
- 2) the Town Clerk to take appropriate measures to make local residents, businesses and organisations aware of the proposals and of the consultation process.

Main Report

The 2016–18 Boundary Review

1. The Boundary Commission for England has published its initial proposals for the 2016–18 review of parliamentary constituency boundaries. This commences a lengthy process of consultation and deliberation, which will culminate in a parliamentary vote in September 2018.
2. The review is the second to be begun under the rules laid down by the Parliamentary Voting System and Constituencies Act 2011. If carried to completion it will be the first to be implemented, the 2011–13 review having been aborted as a result of a legislative defeat suffered by the then Government in the House of Lords.
3. The new rules differ from the previous rules in that the number of constituencies is fixed at 600 (a reduction from the current 650), and the number of electors in each constituency must be within five per cent of the national average (the so-called 'electoral quota'). Reviews are also now required to take place every five years, meaning that each General Election will, in the usual course of events, take place with a new set of constituencies.
4. The changes to the rules mean that the present review will involve an unusual degree of disruption to existing constituencies. In London, the number of constituencies will be reduced from 73 to 68. The strict arithmetical criteria which must be satisfied by the revised constituencies mean that the Boundary Commission has less scope to give effect to considerations such as existing boundaries and local ties.
5. The review is politically controversial. The Conservative party is expected to benefit from constituencies with more equal electorates, as seats held by it currently contain higher than average numbers of electors. The Labour party supports the principle of more equal electorates but argues that it is disadvantaged by the under-registration of eligible electors in areas that are more likely to support it.
6. Consultation will now take place on the initial proposals until 5th December. Interested parties may submit written representations and a number of public hearings will be held at which oral representations may be made. A further four-week consultation period will follow in the spring of 2017, during which representations on the initial proposals will be made public and others will have the opportunity to comment on them. The Commission will publish revised proposals towards the end of 2017, on which consultation will take place for eight weeks. A final report will be made to the Government in September 2018 and will have to be supported by a vote of both Houses of Parliament if it is to be implemented.

The City's position

7. The Commission's initial proposals would see the current Cities of London and Westminster constituency be retained, covering the same area as at

present, with the addition of one extra ward of the City of Westminster and two wards of the Borough of Camden. The inclusion of additional wards is necessary in order to satisfy the new electoral quota.

8. These proposals differ from the initial proposals for the 2011–13 review, under which the City would have been paired with Islington South to form a new constituency. On that occasion, the City Corporation made representations against the initial proposals and in support of retaining the constituency link with Westminster. This position (which was shared by the Conservative, Labour and Liberal Democrat parties) was accepted by the Boundary Commission in its revised proposals, published shortly before the abandonment of the review.
9. The City Corporation's support of the link with Westminster was based on the view that the two cities shared a number of common circumstances and interests to a greater extent than they did with adjacent areas. In particular, the following points were made in the representation:
 - The City of London has been combined with Westminster ever since it lost its separate parliamentary representation in 1948.
 - The two cities have a strong historical relationship as the original part of the Metropolis, and influenced each other's political and institutional development.
 - The two cities play host to a high concentration of financial and professional services activity.
 - The City of London has an increasingly prominent role in the sort of retail and cultural activities typically centred on Westminster.
 - The two cities accommodate large numbers of visitors.
 - The two cities share a valuable architectural heritage.
 - There are strong and important transport links between the two cities.
 - The two cities face significant security challenges, having in recent years been the focus of large-scale protests and attendant disorder.
 - The two cities share a strong civic and ceremonial tradition, for instance in the hosting of foreign Heads of State.
10. The considerations outlined above remain current. It is accordingly proposed that the City Corporation once again support the retention of the constituency link between the two cities, by means of a written representation to the Boundary Commission. If the Committee agrees, a draft of this representation will be submitted for the consideration of the Committee at its meeting in November.

11. It is desirable to engage in the consultation process even if the City Corporation's representations would on this occasion be in keeping with, rather than opposed to, the Boundary Commission's initial proposals. The 2011–13 review saw considerable changes made between the initial and revised proposals. The constraints under which the review operates mean that changes made in one area can have knock-on effects in other areas. The Boundary Commission has itself noted the risk that its perception of public feeling may be distorted by the greater tendency of people to speak against proposals which they oppose than in favour of those which they support.
12. During the 2011–13 review, efforts were made to raise local awareness of the Boundary Commission's initial proposals and to inform residents, businesses and organisations of the means by which they could respond. These efforts led to a large number of representations being made to the Commission (most of which were in support of the retention of the link with Westminster), by residents, City workers, and bodies such as ward clubs and professional associations. While the proposals are now consistent with the Corporation's position as previously expressed, for the reason given in paragraph 11 it is proposed that suitable awareness-raising activity take place on this occasion to make local residents, businesses and organisations aware of the proposals and of the consultation process.
13. A number of individual Members also submitted representations to the previous review. The Town Clerk will inform Members of the means by which they may do so on this occasion.

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Committee(s)	Dated:
Finance Committee Policy and Resources Committee	20 th September 2016 6 th October 2016
Subject: Efficiency Plan	Public
Report of: Chamberlain	For Decision
Report author: Paul Nagle, Chamberlain's Department	

Summary

The Court of Common Council agreed at its 3rd March 2016 meeting that an efficiency plan be published subject to an assessment of any detailed requirements set by the Department for Communities and Local Government (DCLG).

The Efficiency and Performance Sub-Committee, Finance Committee, Resource Allocation Sub-Committee were consulted on the proposed efficiency framework and draft Efficiency Plan at Committee meetings in July.

The Efficiency Plan focuses on the existing Service Based Review programme and other agreed transformation initiatives, along with the framework that currently exists and is being developed for continuous efficiency improvement for 2017/18 and later years. The link through to sustainability and medium term financial strategy is a key context in the plans being developed by Local Authority bodies and therefore this has been reflected in the drafting and labelling of the City Corporation's plan. Although the City Corporation's non-local authority services are not covered by the DCLG requirements, it is intended that this plan will apply to all public facing non-police services.

Approval for the final version of the plan will be sought from the Court of Common Council on the 13th October 2016 prior to publishing on the 14th October 2016. Detailed internal plans for driving forward efficiency initiatives that will be developed then considered and monitored by the Efficiency and Performance Sub-Committee.

Recommendations

Members are asked to:

- Agree the draft Efficiency and Sustainability Plan

Main Report

Background

1. The Local Government provisional funding settlement includes figures for four years (2016/17 to 2019/20). The Government presented this as an 'offer' to local government with the proviso in the consultation being that any Council accepting the offer will have to publish an efficiency plan by the 14th October 2016.
2. The Court of Common Council agreed at its 3rd March 2016 meeting that an efficiency plan be published subject to an assessment of any detailed requirements set by the DCLG. In the absence of onerous conditions, we have proceeded on the production of an Efficiency Plan, which will cover the period through to 2019/20.
3. No specific guidance has been provided on the nature of these efficiency plans other than that they should be published, and recognition that efficiency targets should already be reflected in the Medium Term Financial Strategy for Councils. The link through to sustainability and medium term financial strategy is a key context in the plans being developed by Local Authority bodies and therefore this has been reflected in the drafting and labelling of the plan.
4. Although the City Corporation's non-local authority services are not covered by the DCLG requirements, it is intended that this plan will apply to all public facing non-police services. Separate discussions are taking place with the Police Commissioner on the development of a further efficiency and change programme to ensure the Force is sustainable.

Financial Context

5. For non-Police services, the local government settlement in autumn 2015 was challenging but fell within the prudent assumptions included with the City Corporation's financial forecast. Subject to there being no significant adverse changes in financial planning assumptions across the period, forecasts indicate a small surplus in each of the next financial years moving close to breakeven by 2019/20. However, the economic outlook has deteriorated since the announcement of the local government settlement and the public finances have become more uncertain. Following the Brexit decision it is too early to predict what the impact on public services might be.
6. The City Corporation therefore needs to take steps now to manage this external financial risk. We also need to recognise that any organisation should be expecting to deliver annual continuous savings as a result of being smarter in the way that business as usual activity is conducted. This is consistent with the specific duty on local authorities to secure best value in the use of public money and resources. We also have a number of financial pressures which are not currently factored into the medium term financial plan.

Efficiency Plan Framework

7. The Plan sets out a framework that incorporates continuous improvement savings, with a rolling programme of departmental peer reviews to help secure more radical changes in efficiency and effectiveness, alongside a limited number of cross cutting reviews. The key aspects are:-
 - An across the board light touch continuous improvement target reducing departmental budgets by 1 – 2 % from 2018-19, with an incentive element adopted - in which a share of the savings could be re-invested in new priorities in the subsequent year as part of a revised carry-forward process.
 - A rolling programme of departmental peer reviews to help identify more radical effectiveness and efficiency improvements, most likely to impact from 2018-19 onwards (but with pilots starting in earlier years).
 - Further cross cutting reviews, including prevention/demand management, when the current reviews have been implemented.

8. The approach to the plan has drawn on the lessons from the Service Based Review (SBR) process and current workload pressures on departments.

9. To sum up, developing an Efficiency Plan, which builds on the SBR savings, should enable us to:
 - respond to possible future funding gaps / risks;
 - reduce the bow wave of deferred maintenance works on our operational property, and
 - support new priorities/pressures – e.g. cultural hub, housing, education, work generated by the outcome of the referendum vote.

10. The Efficiency and Performance Sub-Committee, Finance Committee, Policy & Resources Committee and Resource Allocation Sub-Committee were consulted on the proposed efficiency framework and draft Efficiency Plan at Committee meetings in July.

Publishing an Efficiency Plan

11. This is intended to be a high level plan, focusing on the existing Service Based Review programme and other agreed transformation initiatives, along with the framework that currently exists and is being developed for continuous efficiency improvement for 2017/18 and later years. It does not set out specific details of new individual efficiency initiatives.

12. Detailed internal plans for driving forward efficiency initiatives that will be developed then considered and monitored by the Efficiency and Performance Sub-Committee.

Corporate & Strategic Implications

13. The review supports Key Policy Priority 2 in the Corporate Plan 2015-19: “Improving the value for money of our services within the constraints of reduced resources”.

Conclusion

14. The development of the Efficiency and Sustainability Plan for the City Corporation will provide a framework to consider how the City Corporation will continually review its priorities and operations and seek further efficiency and performance improvements. Savings made as a consequence of further efficiency initiatives can then be positively applied to addressing funding gaps, enhancing services and pursuing new priorities.

Appendices

1. Draft Published Efficiency and Sustainability Plan

Background Papers

City Fund 2016/17 Budget Report and Medium Term Financial Strategy

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Efficiency and Sustainability Plan – Draft v6.2

The City Corporation has a long-standing and in-built culture of maximising returns from its resources and seeking value for money. It assesses the scope for improvements in efficiency /value for money at a corporate and service level by a variety of means, including improvement priorities set by the Policy and Resources Committee through the annual resource allocation process, and internal examination and review by the Efficiency and Performance Sub Committee.

The Local Government provisional funding settlement in December 2015 included an ‘offer’ to local government of a 4 year funding settlement, as opposed to an annual settlement, to provide more funding certainty and an ability to plan changes over the medium-term. The condition of this offer was that each Local Authority would prepare and publish an efficiency plan by the 14th October 2016. The City of London Corporation has decided to accept this offer in relation to its Local Authority functions, and has also decided to include within the Efficiency and Sustainability Plan the full range of services it provides that promote financial, professional and business services and support the City, Capital and Country as a whole.

The City Corporation has a number of procedures in place to ensure that its policies and the principles that underpin them are implemented economically, efficiently and effectively. This framework includes:

- Financial Strategy. This provides a common base for guiding the City Corporation’s approach to managing financial resources and includes the pursuit of budget policies that seek to achieve a sustainable level of revenue spending and create headroom for capital investment and policy initiatives;
- Budget policy. The key policy is to balance current expenditure and current income over the medium term. Both blanket pressure and targeted reviews are applied to encourage Chief Officers to continuously seek improved efficiency;
- Annual resource allocation process. This is the framework within which the City Corporation makes judgements on adjustments to resource levels and ensures that these are properly implemented;
- Corporate Property Asset Management Strategy. This aims to ensure that the City Corporation’s operational assets are managed effectively, efficiently and sustainably, in support of the organisation’s strategic priorities and business needs;
- Capital project evaluation, management and monitoring. The City Corporation has a comprehensive system of controls covering the entire life cycle of capital and major revenue projects;
- Treasury Management and Investment Strategies. Setting out the arrangements for the management of the City Corporation’s investments, cash flows, banking and money market transactions; and
- Risk and Performance management. The effective control of risks and the pursuit of optimum performance consistent with those risks.

Consideration is given to efficiency during the development and approval stages of all major projects, with expected efficiency gains quantified within reports to Members. The performance of the City Corporation’s financial and property investments are monitored and benchmarked regularly, both in-house and independently, through experts in the field.

The City Corporation's project management and procurement arrangements provide a consistent approach to project management and co-ordination of the portfolio of projects across the organisation. The Projects Sub Committee meets monthly to ensure that projects align with corporate objectives and strategy, and provide value for money.

The City Corporation has introduced a centralised procurement team over the last three years which has made its procurement to pay process increasingly efficient, with procurement savings of £8m per year now being achieved.

Fees and Charges and income generated from services are regularly benchmarked and further opportunities for commercial income generation are being pursued.

Financial Challenges and Outlook

In 2014, the City Corporation estimated that due to cuts in government funding, the City Fund would be facing deficits approaching £11m by 2017/18, so it had to deal with this by scrutinising all its activities in what was called the Service Based Review. Proposals totalling £20m have been identified and are being implemented over a 4 year programme which will be substantially implemented by 2017/18. These efficiency proposals include reducing costs through more effective working, increasing income, departmental and also corporate cross-cutting reviews. The cross-cutting reviews which are now in implementation phases cover Strategic Asset Management (including Operational Property Reviews, Facilities Management, Contract Management, and Project Management), Income Generation and Effectiveness of Grants.

The City Corporation could have just made efficiencies in those areas paid out of public funds, where it has a duty of Best Value under the Local Government Act 1999 to secure continuous improvement having regard to a combination of economy, efficiency and effectiveness. But it was decided that it was not fair or equitable to ask some parts of the organisation to be more efficient and not others. This is because the City Corporation has a duty to ensure the most effective and efficient use of resources, and it has a growing cost pressure to address the maintenance and renewal costs of its IT equipment and some of its deteriorating properties. Finally, by being efficient and effective, it can enhance existing services and pursue new priorities for the benefit of the City, Capital and Country as a whole.

For non-Police services, the local government settlement in autumn 2015 was challenging but fell within the prudent assumptions included with the City Corporation's financial forecast. Subject to there being no significant adverse changes in financial planning assumptions across the period, forecasts indicate a small surplus in each of the next financial years moving close to breakeven by 2019/20. However, the economic outlook has deteriorated since the announcement of the local government settlement and the public finances have become more uncertain. Following the Brexit decision it is too early to predict what the impact on public services might be.

Securing Future Financial Sustainability and Improving Effectiveness

Beyond 2017/18 when the current Service Based Review programme will be substantially complete, an annual continuous efficiency target reducing net budgets by 1 – 2 % will be introduced for each department. It is projected that this will deliver sufficient efficiencies

across the City Corporation funds per year from 2018/19, sustaining these budgets over the medium term and allowing for planned investment in our services.

In addition to these continuous improvement targets, further Corporate Efficiency and Effectiveness reviews are planned for when the current cross-cutting programmes are completed. The role member Committees have in oversight of VFM is currently being developed and enhanced.

The City Corporation is currently reviewing its Business Planning and Performance Framework; this will support widespread service improvement and transformation based on a new business planning and performance monitoring framework. The new framework will introduce a standard way of planning over a longer timeframe with stronger links to resource planning (including HR, IT, and Asset Management) and a more consistent approach to measuring VFM. In addition the City Corporation is implementing a major Accommodation and Ways of Working change programme. This programme aims to: modernise working practices, based around the needs of our internal and external customers; optimise our buildings and facilities to provide focus for improvements to our business processes, skills and assets; and positively enhance the wellbeing of our staff.

The City Corporation will continue to evaluate opportunities for shared services and partnerships with other organisations. The City Corporation currently provides shared services to London Councils and the Museum of London, jointly commissions Public Health services with the London Borough of Hackney and has recently established a joint IT provision with the City of London Police. Greater use of peer review and benchmarking of services will increasingly assist in the generation of more transformational/long-term change options, concentrating on effectiveness and different ways of delivering services.

The City Corporation maintains close links to the general public and business users of its services. Performance is communicated to Council Tax and Business Rate payers through the City-wide residents' meetings, the annual business ratepayers' consultation meeting and regular electronic and written publications, including an annual summary of the accounts. These existing consultation and other service specific mechanisms will be used and developed in seeking stakeholders' views as the City develops its services, prioritises resources and seeks to implement services which are more efficient and effective and meet the needs of its customers.

City of London Police

The Court of Common Council is defined as the police authority for the City of London Police area. The role of police authority is to ensure that the City of London Police runs an effective and efficient service by holding the Commissioner to account; and to ensure value for money in the way the police is run. This function is primarily delivered on behalf of Common Council through a Police Committee consisting of Aldermen, Common Councillors and two independent members.

The Police Performance and Resource Management Sub Committee's responsibilities include overseeing the Force's resource management in order to maximise the efficient and effective use of resources to deliver its strategic priorities and ensuring that the Force delivers value for money.

The City of London Police manages its budget on a ring-fenced basis. The Court of Common Council has agreed to increase the Business Rates Premium from April 2016 (the first increase for ten years) with the additional income, estimated at £1.6m a year, being allocated to the Force to cover emerging cost pressures relating to security. Nevertheless, the underlying financial position remains challenging with deficits forecast across the period and reserves exhausted during 2017/18. This is despite implementing a savings plan and previous budget reductions resulting in a 22% decrease in the number of police officers and £20.2m removed from the budget. A further efficiency and change programme is being developed to ensure the Force is sustainable.

The Force are taking steps to ensure the budget is balanced over the period to 2018/19, which includes provision for a minimum general reserve balance for unforeseen or exceptional operational requirements. The Force and the City Corporation are also investigating areas for greater collaboration, including the development of a Joint Contact and Control Room as part of the One Safe City programme.

Committees Streets & Walkways Sub Committee – For information Planning and Transportation Committee – For decision Policy and Resources Committee – For information Cultural Hub Working Party – For information	Dated: 27 th September 2016 4 th October 2016 6 th October 2016 17 th October 2016
Subject: Cultural Hub - Look and Feel Strategy	Public
Report of: Department of the Built Environment	For Information
Report author: Director of the Department of the Built Environment	

Summary

This report sets out a proposal to develop a distinct ‘Look and Feel’ Strategy for the public realm in the area covered by the City’s Cultural Hub, located in the north-west of the City (see map in Appendix 1).

Cities across the world are realising the importance of investing in their cultural infrastructure, from Hong Kong, to Los Angeles, to Paris, Berlin and across the UK. Against this backdrop, the positioning and unifying identity of the City of London’s Cultural Hub becomes increasingly important. The opening of the City’s new Crossrail stations in 2018, in particular, will present a once-in-a-generation opportunity for the Corporation and its partner institutions to capture new audiences.

The benefits of creating a coherent and unified scheme for lighting, greening, public art and other public realm improvements have been seen in the creation of cultural districts globally. The regeneration of Kings Cross is one recent, London-based example, in which public realm has contributed significantly to the economic regeneration of an area. The City’s ambitions for the Cultural Hub public realm will be given clear and demonstrable direction through a ‘Look and Feel’ Strategy, which will facilitate the delivery of change in the Cultural Hub area in the most efficient and coordinated manner.

The City has developed a vision for the Cultural Hub along with its four partners the Barbican, Guildhall School, London Symphony Orchestra and Museum of London, which states: ‘The City of London Cultural Hub – the creative heart of the Square Mile – is an internationally renowned, distinctive, vibrant and welcoming centre of arts, heritage and learning.’ That vision is now being developed with a branding and identity project to give the public communication of the Hub a clear focus, and this will inform the look and feel initiative. The Cultural Hub initiative comprises three main strands; Creative Content, Property and Public Realm; each will contribute to the public impact of the Hub.

The Cultural Hub vision and principles were used as the basis for developing a set of specific objectives to guide the look and feel of the Cultural Hub’s public realm during a key stakeholder workshop in April 2016. These objectives will provide the framework for a Look and Feel Strategy, similar to an Area Enhancement Strategy, which will guide a consistent design approach to public realm elements within the Cultural Hub area. The design approach will have regard to the adopted City policy

in the Public Realm SPD and technical guidance. Once completed, the Strategy will inform public realm works within the Cultural Hub. The key themes to be explored by the Strategy are:

- Lighting
- Way finding
- Public information
- Public art and place activation
- Greening
- Servicing, infrastructure and management
- Low Emission Neighbourhood (LEN)

A number of related activities in the Cultural Hub area will need the guidance provided by a Look and Feel Strategy within the next 12 months to align the City's preferred approach with the timing of key decisions on public realm design and projects such as Beech Street. This includes activities led by external parties (Crossrail Partnership), partner institutions (Museum of London) and activities within Department of Built Environment (Citywide Way-finding Review) and Town Clerks Department (Cultural Hub Identity and Branding Strategy).

In addition external partnerships are currently being scoped out with a range of organisations in the Cultural Hub area, and these will need to be involved in the roll-out of identity, wayfinding, and look and feel. This includes partnerships with neighbouring boroughs to ensure a consistent approach to the public realm and wayfinding- for example around Farringdon Crossrail station.

The 'Look and Feel Strategy' is an essential tool to enable the delivery of change on street in the Cultural Hub area in the most efficient and coordinated manner. An officer-level working party is proposed to be established to help guide the delivery of the Strategy, to realise the benefits, to ensure the project is undertaken in collaboration with relevant City departments, and to agree priorities.

The Strategy is to be fully funded from money allocated for Cultural Hub funding, from 2015/16 corporate underspend.

Recommendation:

Members are asked to: -

- **approve the initiation of the Look and Feel Strategy, utilising up to £350k from the Cultural Hub funding allocation in the Town Clerk's local risk budget, derived from 2015/16 corporate underspend; and;**
- **note that the release of each phase of funding will be authorised by the Town Clerk on the recommendation of the officer level working party overseeing this programme.**

Main Report

Background

1. The Cultural Hub, directed by a Cultural Hub Working Party and a Cultural Hub Programme Board, was initiated in 2013 and is guided by a vision and set of principles adopted by the Court of Common Council in 2015. The Working Party is exploring possibilities for the transformation of a place with outstanding arts institutions supported by the City of London Corporation, but which inhabits an underwhelming, tired and unwelcoming environment.
2. Much progress has been made over the past two years in exploring how to shape a distinctive, vibrant and welcoming cultural district for London. The core area of the Hub has broadly been defined and a “Vision for the City of London Cultural Hub” has been established. The Barbican and Golden Lane Area Enhancement Strategy has also provided a comprehensive analysis of the area, as well as developing outline principles for the Hub (see Appendix 2). A property strategy has been developed, and initial feasibility work on a priority project, improving Beech Street, is already being developed. Since the Area Strategy was completed, two major new potential projects have been initiated: a new Museum of London in Smithfield, and the possibility of a new Centre for Music on the present Museum site. Guiding all of this work is a governance structure for the Cultural Hub that utilises the in-house expertise of the City across the areas of creative content, property, and public realm. The public realm steering group has grouped its projects into four different work-streams, namely East-West Route, North-South route, Moorgate Quarter and the Cultural Hub Look and Feel (See Appendix 3). The full Cultural Hub programme is monitored and directed by the joint Member and Chief Officer-level Cultural Hub Working Party.
3. The arrival of Crossrail in 2018/19, bringing an estimated 1.5m additional people to within a 45 minutes 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 welcome this new audience and attract it to the cultural offer, and to anticipate the future needs and provide coordinated approach for the public realm of this new cultural district, a strategy that clearly sets out the intended look and feel of the area is essential.
4. Accordingly, the need for a ‘Look and Feel’ strategy has been identified, led by the Department for the Built Environment, in collaboration with other relevant City departments in the Hub, and to be overseen by the Cultural Hub Working Party. This will plan and direct a range of improvements within the public realm, which are complementary to the approach adopted City-wide in the Public Realm SPD whilst allowing a distinctive, cohesive sense of place and sense of arrival to be created that will draw audiences to the cultural district. A look and feel workshop was attended on 20 April 2016 by key stakeholders from across the five core partner organisations in the cultural hub; with the purpose of establishing the main principles of the ‘look and feel’ of the area (see Appendix 4).

5. Since that workshop funding for the strategy stage of the project has been identified as part of a Cultural Hub funding provision from general underspend 2015/16.

Current Position

6. The City, having established the principal of transforming the area into a 'cultural hub', has built up considerable momentum in getting the project off the ground, which make the timing of the Look and Feel Strategy particularly pertinent now. There are currently a number of substantial projects being undertaken that will all contribute to the development of the area, in particular:
 - i. Crossrail, opening in 2018/19, will bring with it many more potential visitors to the area both from London and environs, and internationally with this area becoming connected quickly and easily to Heathrow. The City is liaising with Crossrail about a number of issues arising from this major development. Routes from Crossrail stations within and immediately outside of the City to cultural venues in the City will need to be fitting for a world class city. Crossrail is due to finalise its designs for its stations, public realm and wayfinding in the next year, with a considerable amount of work already undertaken to ensure the creation of distinctive and attractive arrival points with a sense of place that is beyond the functional requirements of moving people from A to B. There is now an opportunity to build on this work to deliver a wayfinding strategy and public realm design that is commensurate with the creation of a world class cultural destination.
 - ii. The Museum of London has recently announced the winner of the architectural competition for its new site, which is expected to be located on the western end of the Cultural Hub, at Smithfield Market. The designs for the site are now progressing and will have huge implications for the public realm in the area, as this site will bring many new visitors to that part of the City. Officers will work with the Museum to ensure that the spaces around the museum are fitting for its use and attractive to visitors whilst being sensitive to/aware of the operational needs of Smithfield Market and St Bartholomew's Hospital, and the Look and Feel Strategy will complement and enhance the Museum's plans. Equally, the plan for a Centre for Music on the current Museum site would involve improvements to the urban realm and transport infrastructure of the area, which would be aligned to the Look and Feel Strategy
 - iii. The City's Built Environment Department has Gateway 1 and 2 Member approval to undertake a Citywide Way-finding Review, which will investigate and deliver a fit-for-purpose signage system and complementary way-finding measures such as digital signage, lighting, and the use of cues and clues to aid navigation. This project includes a management system that enables future changes, and a funding stream for the ongoing maintenance of the City's signage. The Look

and Feel Strategy will make recommendations on Cultural Hub-specific way-finding, which will dovetail in with the City's wider scheme, with the Cultural Hub work building on the Citywide Way-finding Review project.

- iv. Finally, funding for an Identity and Marketing/Communications Strategy was approved by Members in May 2016. This work will provide: a name for the Cultural Hub; a website; signage designs; a logo/ visual identity; and a detailed communications plan setting out the implementation of the new identity. This work has been progressing over the summer months and much of this will inform the Look and Feel Strategy.

Proposals

7. Staff costs are included in the total to cover the costs of staff from the Transportation and Public Realm division; Open Spaces; Barbican Centre and others. This project will use the in-house expertise of a number of different departments across the City. It is also proposed that funding is provided to employ a specialist agency/ agencies to assist the City of London Corporation in developing an effective Look and Feel Strategy for the public realm in the Cultural Hub.
8. The Strategy will comprise: research, stakeholder engagement, design options, trials, and recommendations for a coordinated approach for design and implementation. Recommendations from the identity and branding exercise that are linked to the public realm – such as colour schemes, lighting and visual cues - will be developed in this Strategy. Work will be undertaken across a range of areas:
 - a) Lighting. Innovative, sustainable lighting technologies and alternative approaches designed to enhance the feeling of the place, and that can be altered to meet different functions, will be considered. Understanding the specifics of lighting spaces that are architecturally distinctive, whilst simultaneously linking them together into a coherent look and feel, will be crucial to this work.
 - b) Wayfinding. The wayfinding in the area is notoriously difficult. The Strategy will recommend new signage, but also consider a broader approach to wayfinding: suggesting a variety of methods to make movement around the area much more intuitive. This piece of work will inform the Citywide Wayfinding Review 'clues, cues and themes' workstream, which will be undertaken in partnership with the City Public Realm team.
 - c) Public information. Concentrating on how to deliver information about the Cultural Hub to visitors, across many different platforms, the Strategy will consider the way information is portrayed about the Cultural Hub in a holistic way- from digital information both remotely and on site, travel information and physical signage placed on the street, whilst respecting the area's heritage assets.

- d) Public art and place activation. An approach to public art and place activation in the Cultural Hub, to maximise the investment in the public realm by generating activity in public spaces, will be created. The Strategy will set out principles for public art and place activation in the area, from management of spaces and curatorial strategy to understanding how the art programme will engage with the users of the streets. Professional expertise will be necessary to deliver this public art strategy.
- e) Greening and Climate Resilience. There are opportunities for further greening, which will assist in reducing vulnerability to climate change, in the Cultural Hub. This work will assess how best to introduce trees, climate resilient planting and sustainable drainage (SuDS) to complement the cultural activities and increase the dwell time of visitors in the area. Working with the Open Spaces Department, an on-going management plan will also be developed to ensure the sustainability of the initiative, including for example the recent City Churchyards collaboration.
- f) Servicing, infrastructure and management. The servicing, security, and other infrastructure required throughout the Cultural Hub public realm will be considered. Recommendations may consider timed closure of streets to accommodate different uses in weekdays, evenings and weekends. These developments will need to be managed alongside the needs of servicing residents, local businesses and the many audiences to key sites such as the Museum of London and the Barbican. Recommendations for the future management and operations specific to the Cultural Hub public realm will be put forward.
- g) A Low Emission Neighbourhood (LEN) project has been approved that will include work-streams that crossover with the 'Look and Feel' Strategy. The LEN work will complement the broader, higher-level Freight Strategy and other strategic transportation initiatives being delivered by the Directorate of the Built Environment. Workstreams impacting the Cultural Hub area are expected to include: a 'zero emissions network' of local organisations; engagement with TfL about emissions from local buses; establishing a 'City Freight Forum' to reduce freight; new planning guidance and policies; new Non-Road Mobile Machinery emissions targets; a no idling zone set up; exploring access restrictions to Beech Street; possible loading bay restrictions; Electric Vehicle charging and cycle parking; a greening programme; the creation of an area-wide delivery and service plan; creation of a micro consolidation centre; new cycle quietways; and Zero Emission capable-only taxi ranks. Officers will consider the results of these workstreams and integrate them with the emerging Look and Feel Strategy.

9. The different workstreams will require a high level of technical knowledge in a wide variety of different subjects. Accordingly, the appointed consultants will be required to demonstrate their expertise across these areas, and sub-contracting or entering into partnerships with different consultants where appropriate. The work will be managed by the City Public Realm Team. In addition, other City departments will contribute their in-house technical knowledge where required – for example, the Barbican and Museum in relation to public art curatorial work, and DBE for highways/transportation issues.

10. An officer-level working party will be set up to guide the delivery of the Strategy. As a Cultural Hub project, the development of the Strategy is subject to the existing governance arrangements for the Cultural Hub, and therefore project updates will be reported to the Cultural Hub Programme Board and Working Party on a regular basis.
11. The benefits of creating a coherent and unified scheme for lighting, greening, public art and other public realm improvements has been seen in the creation of cultural districts all over the world. The City's ambitions for the Cultural Hub public realm will be given clear and demonstrable direction through the Look and Feel Strategy.

Corporate & Strategic Implications

12. Work towards the transformation of the north-west of the City and the creation of a global cultural destination supports strategic objectives 2 and 3 of the City of London Corporate Plan 2015-19 and relates to one of the 'Key City Places' identified in the City of London Local Plan 2015. 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'.
13. The City has adopted a set of Area Strategies which set out the priorities for public realm projects. This Look and Feel Strategy is not an Area Strategy, but will sit alongside them, and will be linked to the Area Strategies which deal with the areas covered by the 'Cultural Hub'. For example, a number of the recommendations included in the City's approved Area Strategy for the Barbican and Golden Lane will be addressed through this Look and Feel Strategy. In addition, the West Smithfield Area Strategy, which is due to be reviewed, will be considered as part of the Look and feel work.

Key Risks

14. The key risks are:
 - Public realm in certain parts of this area is tired and in need of repair. Doing nothing will mean the area falls further behind.
 - The 'Do nothing' option risks audiences being drawn away by the increasingly dynamic range of activities in existing and new areas across London. Without a distinct look and feel the proposed new developments at West Smithfield, London Wall and Beech Street risk lacking cohesion. This could lead to audiences feeling further confused, disconnected, and less attracted to the area.
 - The City of London is minded to guard against uncertainty derived from the EU referendum results. The lack of investment in attracting tourism and visitors could leave the City behind other national or international cultural destinations.

Financial Implications

15. The estimated cost of developing and managing the programme is covered as part of the £350,000 (CoL staff costs and fees). This includes programme management, site surveys and assessments. The work is both wide-ranging and highly technical, and therefore a number of different consultants will be

used, alongside a range of in-house expertise. It is anticipated that this extensive piece of work will be completed within approximately 12 months.

16. At this stage, indicative costs for the project are as follows:

Item	Estimated Cost (£)
External consultant fees	
Initial research, analysis, mapping, and consultation stage	35,000
Development of Strategy for: <ul style="list-style-type: none"> • Lighting • Wayfinding • Public information Art and place activation • Greening • Street furniture • LEN As detailed in Para.8 and 9.	125,000
Develop management guidelines for servicing, management, security	40,000
Total fees	200,000
Staff costs	
Including: City Public Realm (project management); Open Spaces; Barbican/ Museum; Other technical DBE advice. A number of partnerships across the City will be put in place to help deliver this work – see para. 8 and 9 above for detail.	
Research phase	30,000
Development of the Strategy and consultation	65,000
Development of management guidelines and consultation	55,000
Total staff costs	150,000
TOTAL COSTS	350,000

17. The consultant/s will be selected via a tender exercise overseen by the City of London Procurement Service. Given the wide-reaching scope of the project, tendering consultants will be invited to state how they plan to either sub-contract work or enter into partnerships with other consultants to present the right level of expertise in each distinctive area.
18. It is proposed that costs of up to £350,000 be allocated from the Cultural Hub funding allocation in the Town Clerk's local risk budget, derived from 2015/16 corporate underspend.. The release of each phase of funding will be authorised by the Town Clerk following recommendation from the officer level working party.

Conclusion

19. The City of London's ambition is to create a new cultural destination that has his own character and is recognisable within the City. A specialist input is now needed to deliver a Look and Feel Strategy that will allow a coordinated approach to this work in tandem with the branding and identity work for the hub. It is therefore recommended that Members approve the proposals set out in this report.

Appendices

- Appendix 1 – Map of the Cultural Hub
- Appendix 2 – Cultural Hub Principles
- Appendix 3 – Cultural Hub Public Realm steering group programmes
- Appendix 4 – Key Principles of the Look and Feel Programme

Clarisse Tavin

Projects Officer

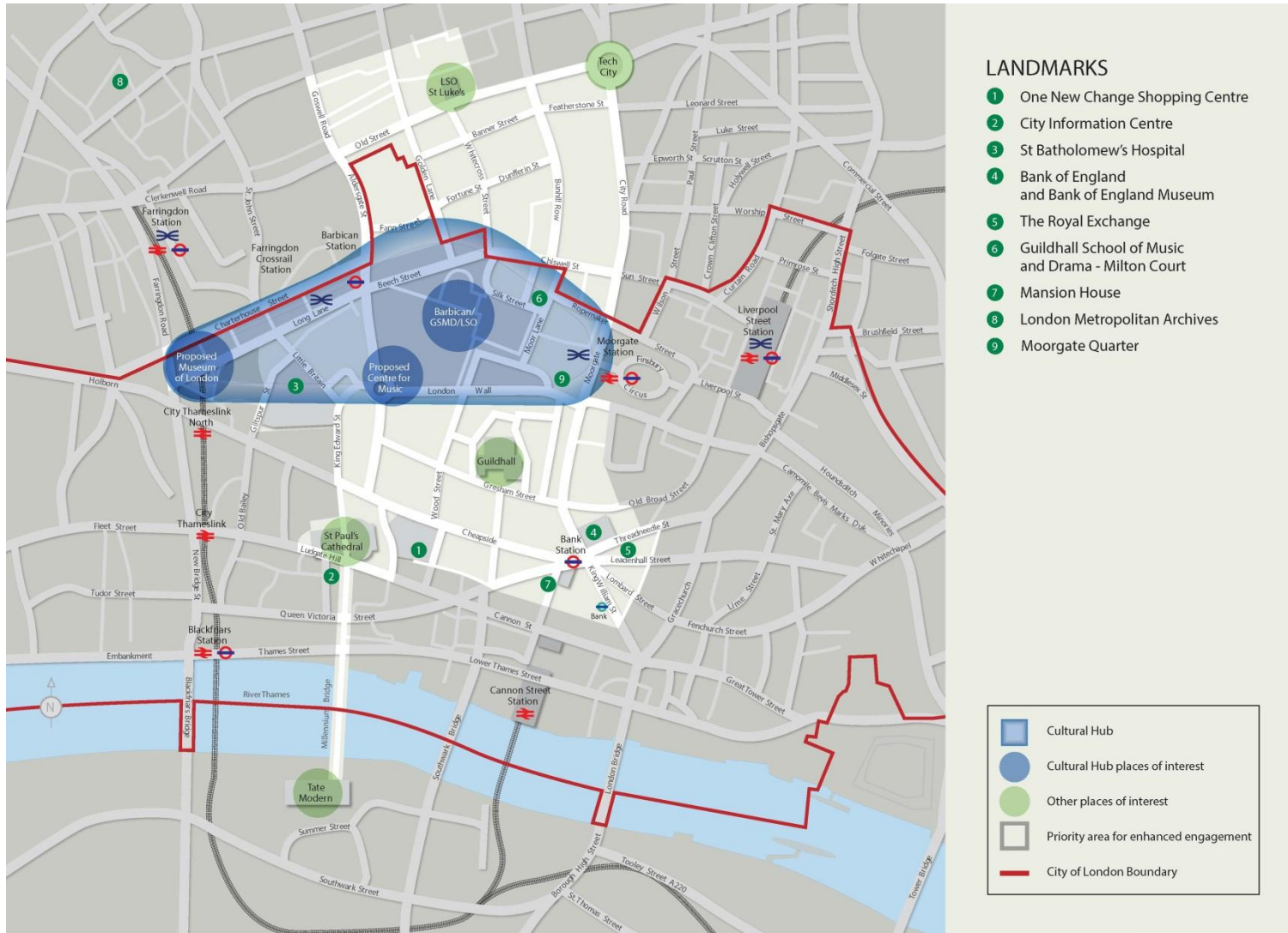
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Appendix 1 – DRAFT Map of the Cultural Hub



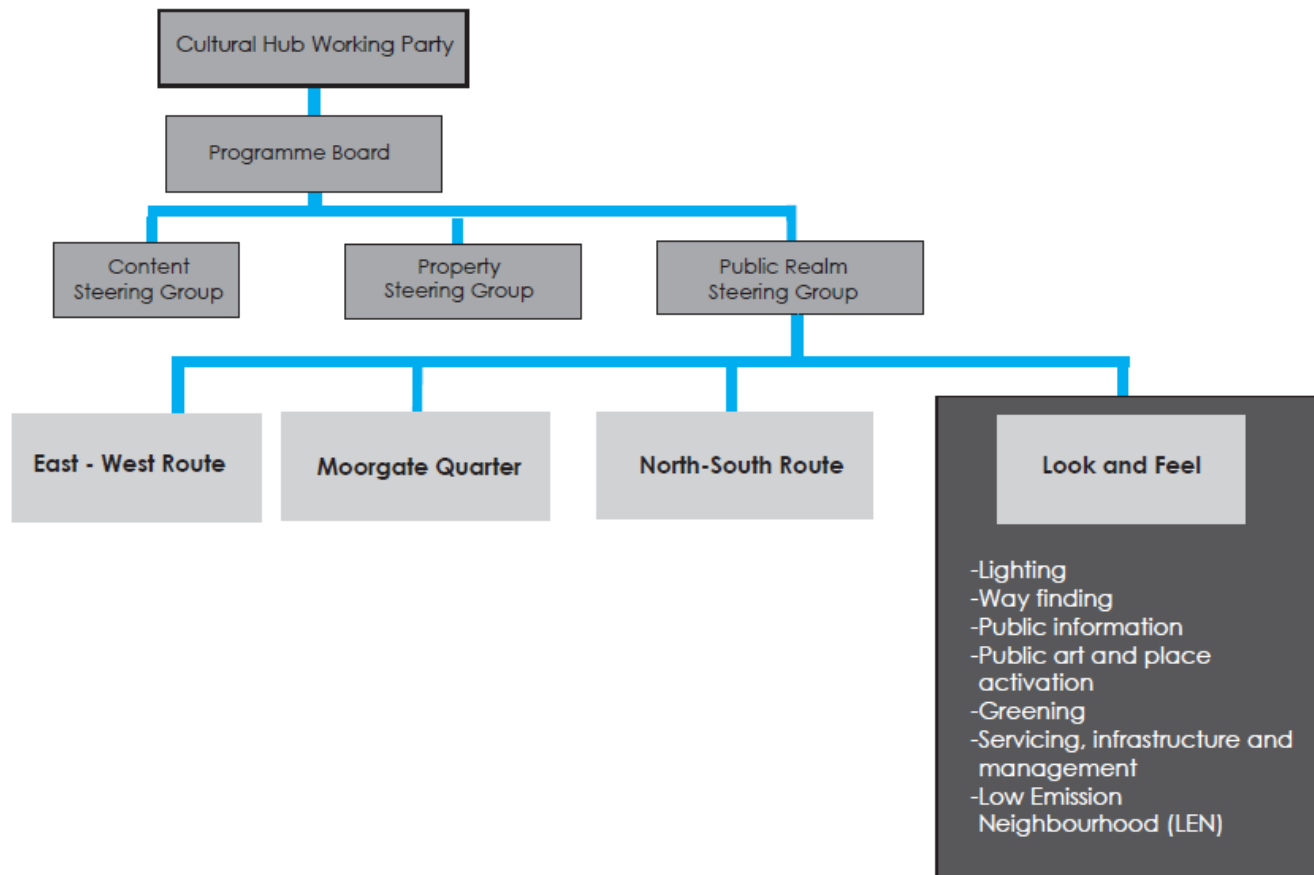
Appendix 2 – Principles of the Cultural Hub (Barbican Area Enhancement Strategy - 2015)

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 3 – Public Realm steering group programme

Cultural hub - Public Realm steering group programmes



Appendix 4 - 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, intuitive 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.

Committee(s) Streets and Walkways Sub – For information Planning & Transportation – For information Policy & Resources – For information	Dated: 27 September 2016 4 October 2016 6 October 2016
Subject: Major Highway Works for 2016/17	Public
Report of: Director of the Built Environment	For Information
Report author: Ian Hughes	

Summary

1. As predicted in last year's report, the volume of activity taking place in the Square Mile has placed increasing demands on the City's highway network. In particular, the sheer scale of schemes such as Crossrail, the Bank Northern Line upgrade and the imminent Thames Tideway project means that long-term co-ordination of works is vital to keep the City moving.
2. In addition, the City currently has the largest volume of building development taking place since 2008, and although this is traditionally the sign of a thriving Square Mile, this activity brings with it a need for road space, additional streetworks connections and additional heavy vehicle traffic.
3. The most significant impact on the City's road network in the last 12 months has been the construction and subsequent operation of TfL's cycle super highway, and although it is too early to reach definitive conclusions, observations would suggest that areas of traffic congestion can frequently be found on those roads directly affected by the scheme, and a degree of network resilience to absorb other temporary activities has been lost as road capacity has been reallocated.
4. Otherwise, the City has a statutory responsibility to minimise disruption as part of its Network Management Duty, and so officers will continue to work to ensure the co-operation of major project sponsors, utility companies and developers in co-ordinating their works and minimising disruption. The key objectives remain:
 - balancing the need to keep projects on track with the need to minimise congestion and limit the impact on traffic and pedestrians (especially vulnerable road users);
 - ensuring the needs of the City's wider stakeholders (ie businesses, residents and visitors) are also considered;
 - maximising the opportunity to combine works together to minimise their overall impact;
 - working with Transport for London and our neighbouring authorities to ensure the needs of the wider transport network are considered.

Key to that effort remains:

- the close level of contact established by officers with individual utilities, developments and projects;
- the ability of officers to find, influence and negotiate innovative solutions to construction problems and programmes with contractors;
- understanding, programming and managing the City's own long-term programme of projects;
- continuing the development of the City's various communication channels through which upcoming activities are publicised.

Recommendation(s)

Members are recommended to receive this report.

Main Report

Background

5. The Highways team within the Transportation and Public Realm Division of the Department of the Built Environment (DBE) is tasked with co-ordinating all major activities on the highway, and has officers involved in negotiating, approving and facilitating the extent and timing of:
 - All road closures and diversions
 - Major building site operations, including mobile crane works
 - Special events, including the Lord Mayor's Show
 - Street works by utilities
 - Major street scene and transportation projects by the City
 - Resurfacing & highway repairs by the City's term contractor, JB Riney
 - Works by major transport infrastructure providers, such as Crossrail
 - Works by TfL on the 'Red Routes', and by the City's neighbouring authorities on the City fringe
 - Large scale deliveries and building removals through the parking 'dispensation' system
 - Large film shoots and outside broadcasts
 - Parking bay suspensions
6. To deliver this function, officers have well-established links with the City's Environmental Health and Highway Structure teams, the emergency services,

Transport for London and other key City stakeholders so that information can be shared, co-ordinated and publicised to the general public.

7. The demand for room on the City's streets remains high, and officers try to accommodate the needs of applicants and works promoters whenever they can. However, the Highways team seeks to ensure that the needs of the public are not forgotten, and that a balance is struck between their needs and those of the works promoters.
8. As an example, when considering road closures, the following general approach is adopted:
 - no works are allowed that directly conflict with each other;
 - no diversions that use the same streets;
 - no parallel streets to be affected;
 - local access to be maintained as much as possible;
 - ideally two 'north / south' and 'east / west' routes through the City to be kept clear of disruption at all times;
 - no more than four major daytime closures in the City at any one time, ideally spread across the Square Mile (albeit this number may have to be reduced as a consequence of changes in network capacity from schemes such as the cycle super highway).

Limitations to the Consent Process

9. The City exercises its authority to control activity on-street through the issue of scaffold & hoarding licences, permits to dig up the street, traffic orders to allow roads to be closed, approval of Construction Logistics Plans for developments, and the agreement for parking dispensations & bay suspensions for lorries to deliver.
10. However, the City has to act reasonably in exercising these powers, and its ability to control the pace and detail behind major works has a number of limitations. This can often mean using the power of influence to co-ordinate and manage that activity, rather than what might be a limited regulatory authority. For example:
 - The utilities retain wide-ranging statutory powers to excavate the highway; the City's authority is more about timing and impact than the works per se.
 - A developer can decide when they wish to trigger a planning application that leads to a major building site, and highway reparation or enhancement works around the site typically need to be delivered before the building is occupied.
 - As Strategic Transport Authority, TfL have the authority to implement Mayoral transport policy such as the construction of the cycle super highway on their road network.
 - Crossrail, the Bank Northern Line upgrade and Thames Tideway come with bespoke powers enabled by Acts of Parliament that assume primacy of their works over other projects. They disapply many of the

City's normal controls, and are deliberately drafted to limit the ability of a local authority to prevent, delay or control those works.

11. Where the City does have full control is obviously in relation to its own works, and these are programmed to ensure they only proceed with a full understanding of their scale, timing and impact on-street, plus any consequences for network resilience. That means looking to avoid other major projects and works on-street, or equally the main special events

Current Position

Activity Levels

12. The first half of this report looks back at the last year, and despite the volume of street works in the City remaining more than 30% below pre-Olympic levels, the demand for space on the City's highway network has continued to be tested by the largest concentration of major construction initiatives in the Square Mile for many years. Overall, those works can be categorised into four areas:
 - Development activities
 - Major transport projects
 - Utility works
 - City of London works
13. Although utilities are traditionally thought to be the main source of disruption to the highway network, the scale of major projects such as the cycle super highway, Crossrail, Bank Northern Line upgrade and Thames Tideway has changed that profile. Such projects have had a wide ranging impact, but the City is also enjoying the largest boom in building development since 2008, and although this is usually to be welcomed as a sign of a healthy City economy, the current concentration of development requires road space for scaffolds, hoardings, lorries and logistics, as well as associated utility connections.
14. The table below shows the breakdown of road closure applications by source over the last six years.

Road Closure Application Volumes

Type / Year	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16
Developments	145	99	107	101	155	231
Utilities	96	68	52	62	67	89
Emergencies	48	92	69	26	57	68
CoL	47	22	25	40	85	89
Other	11	18	8	3	18	17
Total	347	299	261	232	382	494

15. The continuing surge in development activity has fuelled an increase in building-related applications of more than 130% in the last two years, and although most of these applications are for side streets and at weekends (for things like crane operations), a significant number are for much longer periods to facilitate day to day construction activity.
16. In parallel, the number of road closure applications from utilities has increased by a third in the last year, which is also thought to be linked to development activity as most developments require upgraded and diverse supplies from multiple utilities.
17. The table also indicates that last year's increase in road closure applications by the City itself has been maintained. This results from a more proactive approach to highway maintenance issues, where additional funding has been secured to deliver essential road resurfacing and repairs. However, in contrast to building sites, these closures are typically short term and confined to evenings and weekends.
18. As in previous years, officers continue to identify opportunities to combine works from different contractors, thereby reducing the need for yet more closures. This resulted in 584 days of disruption saved on the network between January and July this year - an exceptionally high number for any highway authority - and reflects the pro-active forward looking approach by officers and the level of co-operation by utilities in using round table discussions to draw out medium and long-term works plans.

Traffic Congestion

19. The first half of 2016 saw the delivery of a number of major highway schemes, including:
 - the north / south and east / west cycle super highways by TfL
 - a major gas main upgrade in Newgate Street by National Grid Gas
 - power supply connections by UK Power Networks in Old Broad Street for the Angel Court development
 - the closure of Liverpool St bus station for Crossrail works
 - the closure of the Fenchurch St / Leadenhall St / Aldgate junction for the final major road element of the City's Aldgate scheme.

20. Even with careful advance planning and publicity, each of these works inevitably created pockets of congestion that had to be addressed. One example was the closure of Newgate Street, which in the past had been successfully managed with a diversion through Ludgate Circus. However, with the cycle super highway reducing capacity at that key junction, traffic congestion was greater than previously experienced, and this led City officers, Members and TfL colleagues to identify and implement a new box junction at Ludgate Circus, adjust four bus diversion routes to create capacity, and increase parking enforcement coverage at pinch points, all to mitigate this effect.
21. With so many temporary activities needing to be accommodated, it can be difficult to appreciate and understand the real background level of traffic congestion, but a dedicated officer was brought in and tasked with monitoring the road network in the past six months to try to identify consistent hotspots, and to tackle those hotspots in real time as best they can.
22. To begin with, those observations suggest that the number of occasions when traffic is actually at a standstill is really very low, and when it does happen, the cause is usually traceable to one-off incidents such as a vehicle collision, a badly parked lorry or another form of temporary activity. An example of this was the fatal accident on 29th March that closed Old Street and Great Eastern Street, causing gridlock as far away as Aldgate.
23. Nevertheless, it is accepted that slow moving traffic can be a regular feature of some localised parts of the City, although by contrast other parts of the City can equally flow freely on most days. Observations would suggest that when the network is free from other disruptions, congestion generally happens in the same geographical areas, and is slightly worse in the afternoon peak as traffic leaves both the City and the West End together (see Appendix 8).
24. In terms of those localised areas, they can typically be divided in two, namely the Bank junction and its approaches, and those streets affected by the cycle super highway.
25. The capacity issues at Bank have, of course, been known for some time and are linked to the very nature of the junction and the safety of those who use it. Together with the Monument junction (see below), Bank remains a key pinch point for the City's network, and as Members are no doubt aware, a project is already underway to consider how best to approach the issue of making the junction operate more safely and efficiently. Interestingly enough, the Crossrail project's closure of Moorgate has had a beneficial impact at Bank as this has removed pressure from the Princes Street approach, which in turn has reduced congestion at the junction.
26. Away from Bank, one other consistent theme from our observations has been traffic congestion on those streets carrying the north / south and east / west cycle super highways (Farringdon St / New Bridge St and Upper / Lower Thames St respectively), as well as the primary alternative to the east / west route from Fleet Street to Great Tower Street via Ludgate Hill and Cannon Street.

27. That impact is particularly felt at two locations, namely:

- Monument junction, which is having to balance normal traffic flows of a five way junction with the additional impact of the Arthur Street closure (by TfL), the Tooley Street closure (by Network Rail), a lane closure on London Bridge (for the redevelopment of 33 King William Street) and displaced traffic from the east / west cycle super highway. This will be further complicated by the upcoming diversion for the City's closure of Tower Bridge from October.
- Ludgate Circus, which now has to accommodate new signal phases as well as an 'all red' pedestrian element for the cycle super highway. This has affected the capacity on all four arms, resulting in queues on the approaches extending further than before, and reducing the junction's ability to cope with other temporary activities on the network.

28. As noted earlier, Monument junction remains a key consideration in the overall Bank project, and TfL's attention will no doubt return to Ludgate Circus once Newgate Street reopens following the completion of the gas works there. However, it is understood that TfL will continue to dynamically fine-tune the balance of traffic signal timings at both locations in response to local conditions.

29. Otherwise, TfL continue to do their own monitoring in relation to both general traffic congestion and the impact of the cycle super highway, and some of that information is shared with City officers on a daily basis. These Network Performance Reports largely support our observations of localised traffic congestion on certain routes, but on the wider front, they also suggest that traffic congestion across central London is still limited to known major pinch points (often influenced by construction works), and in other areas the network performs well with a high degree of journey time reliability.

30. Finally, as mentioned earlier, this year DBE has had a dedicated officer troubleshooting issues that might be the cause of slow moving traffic, as well as monitoring the network to identify weekday congestion hotspots. This is primarily done using the City's CCTV coverage, but problems are often investigated on the ground and solved through liaison with any number of key stakeholders, such as:

- Requesting additional parking enforcement from the City's parking contractor, asking for Civil Enforcement Officers to attend to vehicles parked in contravention
- Contacting TfL's Road Traffic Enforcement Officers for assistance on the Red Routes
- Highlighting information to be put out via the City's social media channels
- Seeking assistance from fellow City officers in relation to streetworks and building sites under the umbrella of the Considerate Contractor Scheme
- Contacting TfL to report traffic signal faults or requesting TfL's Traffic Control Centre to adjust traffic signal phasings
- Liaison with the City Police regarding the appropriate response to incidents and accidents

Details of Major Works and Schemes 2016/17

31. The second half of this report looks ahead to the major works expected to take place in the next 12 months from October 2016, including details of how officers have sought to assess, co-ordinate and influence each project in turn. Summary details can be found in the appendices to this report, including an outline calendar of major works proposed in 2016/17 and a map of the locations of these various projects.

Major Transportation Projects

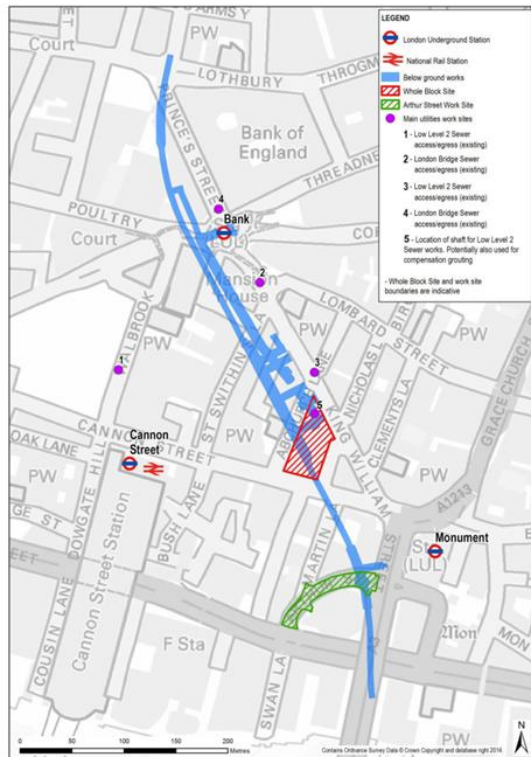
Crossrail

32. Crossrail continues to have a major presence in the Square Mile, but thanks to the close co-operation between the City and the five surface-level construction sites at Moorgate, Liverpool Street, Blomfield Street, Finsbury Circus and Lindsey Street, complaints from the public remain at a very low level, and its impact has been 'manageable'. The scale of the project may be much larger than a 'normal' set of building sites, but Crossrail has managed to become part of the background activity in the City.
33. Moorfields, Moor Place, Finsbury Circus (west arm), Liverpool Street (west), Hayne Street and Charterhouse Square (westbound) all remained closed throughout the last year, and will likely stay closed until the completion of the project. In a repeat of an earlier closure, Moorgate (southbound) closed again in July to facilitate the station construction, and this is currently expected to be in place until March 2017.
34. Now marking five years of close liaison and co-operation, Crossrail and the City continue to meet fortnightly to plan and review the project's highway works, and Crossrail continues to recognise that without this level of commitment, the project would be well behind schedule and have had a far more disruptive impact on City life.

Bank Northern Line Upgrade

35. This project will deliver a new Northern Line tunnel for Bank station by 2022, plus a new ticket hall in Cannon Street, various new interchanges underground, and lift access from street level direct to the Docklands Light Railway.
36. At surface level, the project now has two main worksites, namely Cannon Street for the new station entrance and Arthur Street, where a new shaft will connect to the tunnelling operation.

Bank Northern Line Upgrade: Works Location Plan



37. TfL have had Arthur Street closed for some time to move the utilities in the highway and to start the shaft's construction, and they have now started demolition of the building above the second construction site, closing both Abchurch Lane and Nicholas Lane in order to do this safely.
38. There is still a possibility that TfL will require at least one major road closure away from Arthur Street to complete their advance utility works which are needed to protect utility plant from the vibration and potential settlement of the tunnelling. The key remaining issue involves a gas main directly underneath the pedestrian passageways for Bank station, but given the difficulty in gaining access to that main, National Grid Gas and London Underground are still reviewing how this can be done.
39. City officers have been involved in the overall planning of the Bank project's construction activity since its inception, and continue to meet the project team on a fortnightly basis to discuss the progress of works. Both sides also meet on a regular strategic level to discuss planning considerations, legal consents, noise issues, local stakeholder engagement, adjacent development activity and TfL's overall programme.

Cycle Super Highway

40. As Members are no doubt aware, work to construct the Mayor's separated cycle lane corridors, north / south and east / west across London, has largely completed. Snagging of those works continue with TfL, who are also monitoring a small number of locations where a redesign of the localised network may be needed.
41. However, there are two main locations where TfL are expected to undertake cycle super highway-related works in the next 12 months:
- TfL have committed to amending the junction of Tower Hill and Trinity Square to facilitate a movement into the Square 'at any time', but funding is not available in the current financial year. Therefore works are expected to start in Q2 2017, with lane closures on Tower Hill as utilities need to be relocated and kerbs realigned.
 - TfL have also just completed a public consultation on an extension to the north / south super highway, starting in Farringdon Street by Stonecutter Street and heading north towards Kings Cross. Proposals are still subject to detailed design and approval by TfL's Project Board in March next year, but if approved, works (with lane closures) are likely to start in July 2017.
42. As with the previous super highway programme, City officers will work closely with TfL colleagues to understand the impact of the construction, monitor & inspect any works on City Corporation streets, and co-ordinate activity on the rest of the network.

Thameslink

43. The Thameslink works to upgrade London Bridge station continue, and as part of those works, Network Rail have now closed Tooley Street eastbound until February 2018. As noted earlier, this has placed additional pressure on London Bridge and the Monument junction, and given the upcoming closure of Tower Bridge, TfL will continue to monitor traffic flows in the area and adjust traffic signals to try to balance the needs of all road users.
44. However, it is worth noting that TfL have modelled the combined impact of Tooley Street being closed on the Tower Bridge diversions, and in consultation with the City and LB Southwark, TfL feel the Tooley Street closure will not have a material impact on the congestion from the works at Tower Bridge.

Utilities

45. The volume of utility work taking place in the City has continued to remain low compared to its peak level just before the Olympics, when the pressure to accelerate works prior to the 2012 moratorium coincided with Thames Water's Victorian Mains Replacement programme.

Year	2010	2011	2012	2013	2014	2015	2016
Total Permit Applications	3755	4379	3331	3319	3099	3074	3115*

* Projection based on permit application volumes from Jan-June 2016.

46. Since the Olympics, only National Grid Gas have sought to undertake proactive capital upgrade works to their infrastructure, leaving the remaining utilities to focus on development connections, faults and emergencies. This low volume of work (compared to 2011) is reflected in a relatively low number of permits applications, with just a small increase expected this year over 2015.

47. However, looking into these figures in more detail, officers believe the impact of the development boom is being felt, and the proportion of permits within these figures that relate to the delivery of additional power, heating, cooling and telecom requirements for new developments is increasing.

Citigen: Customer Connection to the Barts Square Development

48. Citigen are currently installing a heating & cooling supply to the new development in Bartholomew Close from the mains connection in Aldersgate St. These works are much larger than a typical utility operation, involving the installation of four 320mm pipes, 2m below the road surface, beneath the existing utility and drainage networks already in place.

49. This project began in early 2016 and won't be finished until Spring 2017, just in time for the first occupation of Helical Bar's Bartholomew Square development. Having laid pipes along Bartholomew Close and Newbury Street, the current phase involves a closure of Long Lane eastbound and 'no right turns' at the Aldersgate Street / Long Lane junction, as Citigen cope with the needs of local premises, through traffic, and the fact that these pipes will lie just above the Tube lines.

50. Works have been closely co-ordinated with residents, Smithfield, TfL and Crossrail, and in particular, Citigen will reopen Long Lane in December in recognition of the needs of the Market, who require all access & egress points to be available during their peak festive period.

Combined Utility Works: Cornhill / Leadenhall St

51. Three utilities have highlighted their need to undertake major works along the east / west corridor of Cornhill and Leadenhall St. They are:
- BT, who need to demolish and rebuild a major carriageway chamber in Cornhill that is starting to fail.
 - Thames Water, who need to undertake a series of new connections, some left over from the Victorian Mains Replacement project.
 - UK Power Networks, who need to complete the permanent power supply connections to the Scalpel and 10 Fenchurch Ave developments
52. These three sets of works (plus the City's work at Aldgate – see below) are all expected to require directional road closures lasting several weeks, so City officers are proceeding on the basis of combining those works into one combined corridor closure, minimising the extent of their individual impacts. This is likely to take place in early 2017, once the works at Tower Bridge have finished.

Water Main Repair: Old Broad Street

53. During the recent closure of Old Broad Street by UK Power Networks, a whole series of other utility works were combined into the closure and then the road was resurfaced by the City. During that work, Thames Water disappointingly identified that the majority of the Victorian Mains Replacement work that they thought had been completed in Old Broad Street was in fact unfinished, and they have since requested the opportunity to return to fix this.
54. However, given the street has just been resurfaced, City officers are not inclined to prioritise an immediate excavation, although Thames Water's long-term need to tackle potential sources of leakage is fully recognised. Other planned works also mean an immediate working window is not available.
55. As a result, works are likely to take place sometime next year, but as part of these discussions, Thames Water will be pressed to resurface a wider part of the street to compensate for the disturbance to our new road surface (as opposed to just a narrow reinstatement of their works area).

Thames Water: Thames Tideway Tunnel

56. Thames Water's project will involve a large construction site in the Thames connecting London's 'super sewer' to the outfall of the River Fleet, just west of Blackfriars Bridge. This particular outfall is high on Thames Water's priority list as it still discharges around 500,000 tonnes of raw sewage into the Thames every year.

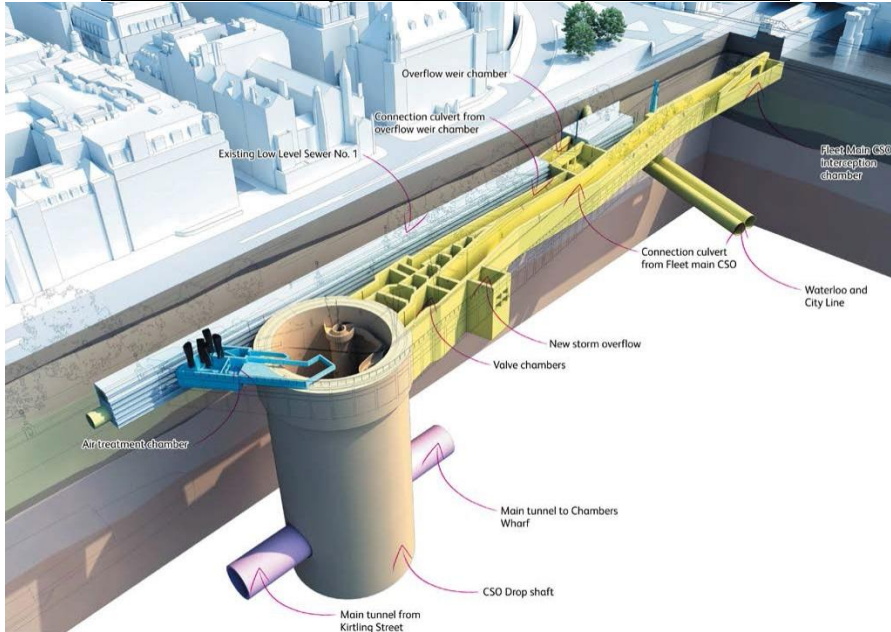
57. Enabling works have already started, with a new pedestrian lift under construction, and Blackfriars Pier about to be relocated east of Blackfriars Rail bridge. Main site construction will begin in March 2017, with two main consequences:

- Firstly, the works will involve the removal of the riverside walkway to enable the shaft, overflows and valve chambers to be constructed. This will close the riverside footpath, and requires pedestrians to be diverted via the new lift, across the Blackfriars junction and towards Temple Ave.
- Secondly, the site will be located at the intersection of the north / south and east / west cycle super highways, and will require the closure of the down ramp from Blackfriars Bridge to the Embankment. This is currently occupied by the connecting link between the two cycle routes, and will require a significant revision of TfL's scheme. TfL and Thames Tideway have been scoping several options to divert this interchange, and are expected to bring those to the City very shortly.

Thames Tideway Tunnel Location at Blackfriars



Thames Tideway Tunnel Cut-away at Blackfriars



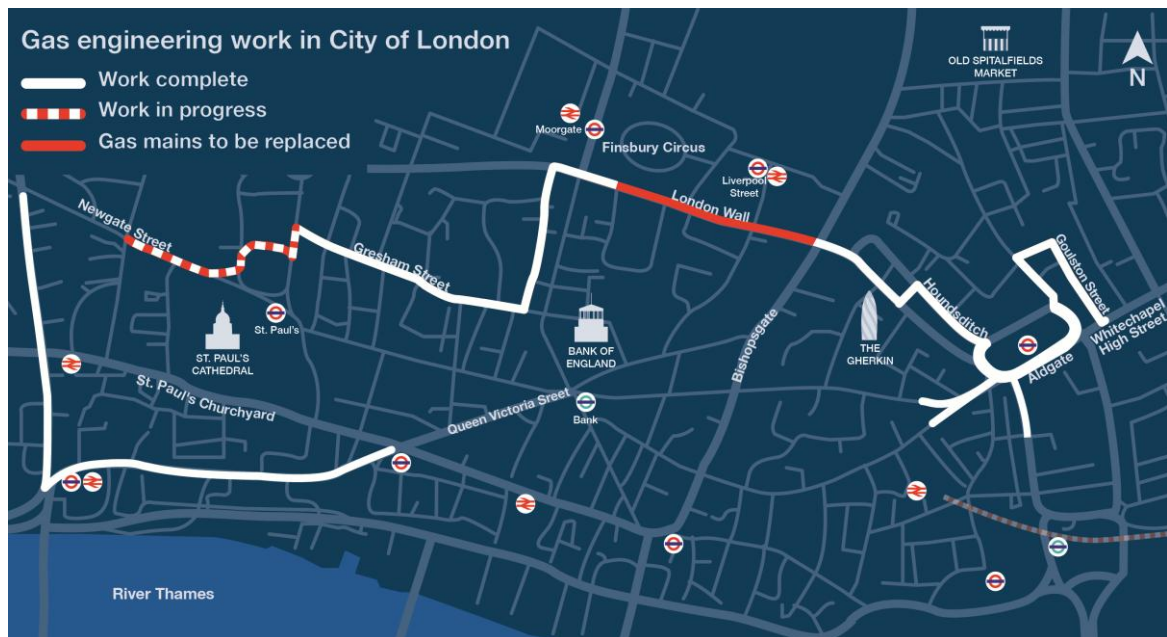
58. As with Crossrail, City officers now meet the Thames Tideway project team fortnightly to discuss these highway aspects, and a forum for higher level cross-borough strategic discussions has been in place for several years. However, the City expect Thames Tideway's local level stakeholder engagement to accelerate in the next few months as they move towards the mobilisation of their major site works.

National Grid Gas: Gas Main Replacement Programme

59. National Grid Gas (NGG) are replacing and upgrading their Victorian gas mains with new, more durable pipes across the City, from Aldgate in the east to Farringdon and Blackfriars in the west. The works are part of a wider long-term programme agreed with Ofgem and the HSE to replace ageing gas mains, and are essential to reduce leakage and maintain a safe and reliable gas supply.

60. As Members will know, in the last year NGG have completed this process in the Aldgate area, Gresham Street, St Martins le Grand, Angel Street and (most recently) Newgate Street. The map below indicates that the last remaining part of their network needing to be upgraded is in London Wall by Circus Place, which Members may know has been subject to a number of leaks and emergency road closures in the last six months.

National Grid Gas: Works Complete (white) / Outstanding (red)



61. Given the size of the main involved and its location under several other utilities, the works in London Wall will be a major undertaking, likely to need a closure in one direction to facilitate work at several places at once. Each existing main has to be exposed at both ends to allow the new main to be inserted inside the old one, and this process has to begin again every time there is a bend in the pipe.
62. In their work so far, NGG have sought to minimise the duration of their works by using a number of methods including the use of robotic cameras to pinpoint any bends or obstructions inside the gas main, extended working hours agreed with City Environmental Health, and new techniques to excavate the road known as core & vac.
63. We will expect them to adopt the same practices here, and to fully publicise the works to the widest possible extent beforehand. In the City's wider programme, the ideal time for this work is in summer 2017, co-ordinated with Crossrail and a number of other utility works in the vicinity. In addition, this timing will be when traffic levels are at their lowest, and the gas mains pressure is best suited for this work.

Development Activities

64. Once a developer has a planning consent in place, the City cannot control when a development wants to start, nor do we have the power to stop a development just because other activities are taking place in the vicinity. In other words, we are unable to set an arbitrary limit on the volume of development taking place in any one area
65. In many ways, redevelopment of the City has historically been seen as an indication of a thriving Square Mile, but given the overall level of on-street

activity is noticeably higher, work sites will inevitably overlap in places as they bring with them a need for road space, a reduction in network capacity and additional heavy vehicle traffic to our streets.

66. However, those same streets still need to function for residents, businesses and visitors, and be safe for motor vehicles, cyclists and pedestrians. To that end, we have staff dedicated to liaising with building sites to understand their construction needs, to working with the major projects to help manage their impacts, and to co-ordinating activities so that works overlap as little as possible.
67. That typically involves making the best use we can of the tools we have at our disposal, including our Considerate Contractor Scheme (which currently has over sixty active building sites as members) and Construction Logistics Plans for sites that are conditioned from the Planning approval process.
68. For the next 12 months, the key activities relating to building developments in the City are briefly as follows.

London Wall Place

69. Works will be required to reinstate the highway and enhance the public realm around the London Wall Place development in London Wall, Fore Street and Wood Street (see Appendix 4). The largest element will be in London Wall itself, where the footway will need to be extended over the underground car park to accommodate the new building design, albeit the construction space required is likely to mirror the same eastbound lane closure currently used by the site's lorries.
70. Works will be phased in stages around the development from November 2016 to January 2018, with the key London Wall element taking place in the first half of 2017.

Bloomberg

71. Similarly, works have already started in Walbrook to implement the new public realm and highway design around the Bloomberg development at Cannon St / Queen Victoria St. This 20 month programme involves new paving, kerb lines, trees and lighting on all four sides of the site, co-ordinated in phases with the completion of the development (see Appendix 5).
72. Works have already been integrated into the wider City programme, including the closure of Tower Bridge and the implementation of the 'Bank on Safety' project. This advance planning process led to a major reprogramming exercise when the original first phase in Cannon St was thought to clash with Tower Bridge, and now this phase has been delayed until Q1 2017 in order to fit between that project and the likely Bank implementation date.

Eastern Cluster

73. The greatest concentration of activity in the City is still in the Eastern Cluster, where the number of individual building sites proposed or already underway has increased to 24 (see Appendix 6).
74. It is almost inevitable that works for 100 Bishopsgate, Creechurch Place, the Scalpel, the Matrix Hotel, 80 Fenchurch St, 75 Fenchurch St and 120 Fenchurch St will overlap, but the City continues to meet these sites together once a month to co-ordinate their respective programmes, and to combine (or separate) their utility works, crane operations and construction logistics. This also allows officers the opportunity to feed in our plans for Aldgate and Tower Bridge, look ahead to the future enhancement of Fenchurch Street and keep key stakeholders such as Lloyds of London informed.

City of London Works

75. Although most of the City Corporation's own schemes for public realm enhancement, road danger reduction or highway maintenance are due to take place with little if any disruption to the network, three significant schemes are worthy of note.

Tower Bridge

76. The City's project to re-deck the bascules of Tower Bridge and to waterproof the viaduct approaches will result in a three month closure of road and river traffic at Tower Bridge from October to December, including three weekends when the bridge will be closed to pedestrians as well. This will also require the diversion of the Congestion Charge Ring Road through the City, via London Bridge, Southwark Bridge, Eastcheap and Fenchurch Street.
77. Closing Tower Bridge will have a significant impact on traffic throughout much of the City (see TfL's assessment in Appendix 7), and it will be the dominant planned activity throughout that period. As a result, all other major network activities (beyond Crossrail and the Bank Northern Line Upgrade) have already been brought forward or delayed, and the publicity campaign to raise awareness of the works has already started.

Aldgate

78. Members will be fully aware of the City's own programme of works to regenerate and redefine the Aldgate gyratory. In the context of this report, the City has now completed the highway works elements, leaving the completion of the pavilion and the landscape spaces.

79. The only major road closure required relates to the completion of the western landscape space directly adjacent to Aldgate High Street, and an eastbound closure lasting a month may be required to complete this in early 2017. However, in order to minimise the impact of these works, the City intends to include this within the closure of the east / west corridor mentioned earlier for BT, Thames Water & UKPN.
80. As before, works will be carefully planned with TfL, traffic will be advised beforehand and there will be wide publicity to those who live and work in the area via our well-established communications channels and co-ordination protocols.

Bank Junction

81. As the 'Bank on Safety' project progresses towards the consideration of an experimental scheme, Highways officers are working with the Bank team to understand the network resilience implications of removing traffic from Bank. In both the interim design and the permanent options, the on-going need to manage temporary activities and road closures on the network will be factored into this assessment.
82. The current programme suggests that if approved, the 'Bank on Safety' scheme will be implemented in April 2017, and so all the works programmes listed above, both overlapping this date and subsequent to it, will have to be considered in the context of this new traffic environment.

Communications

83. The Highways team continues to strengthen its communications with the public, helping to mitigate the impact of all these works. These channels include:
- 2,900 followers to the Highways Twitter feed (@squarehighways), providing up-to-date information on road closures, special events and road safety initiatives.
 - Nearly 1,200 people receive the weekly e-mailed Traffic Management Bulletin, covering major highway works and events for the week ahead.
 - Over 53,000 people visited our road closure web pages in the first half of the year, and another 14,000 used our interactive map of streetworks.
 - The recent post on our Facebook page regarding the Tower Bridge works (www.facebook.com/squarehighways) reached almost 4,000 people.

Summary

84. The approach from officers remains to identify the needs of these major projects early, to combine them where possible, and to keep them apart when necessary. This requires officers to:

- establish the dependency between separate projects;
- understand their potential conflicts and impacts, and;
- engage with project managers at an early stage (and frequently thereafter) to ensure that disruption can be minimised through a combination of regulation, negotiation and influence.

Conclusion

85. With projects such as Crossrail, Thames Tideway and Bank Northern Line Upgrade now well underway, co-ordinating works on the City's road network will remain a challenge into the longer term, but officers will continue to work to ensure the co-operation of major project sponsors, utility companies and developers in co-ordinating their works programmes, as well as regulating the City's own activity into that picture.
86. The aim will remain to ensure there is a balance between the need to keep projects on track and the need to limit both the direct and cumulative impact they cause on the public at large.

Appendices

- Appendix 1 – Major Works Timeline (2016/17)
- Appendix 2 – Major Works Map (2016/17)
- Appendix 3 - Major Works Details (2016/17)
- Appendix 4 – London Wall Place Highway Works: Phasing Plan
- Appendix 5 - Bloomberg Highway Works: Phasing Plan
- Appendix 6 – Current and proposed sites in the Eastern Cluster
- Appendix 7 – Tower Bridge Diversions & Impact
- Appendix 8 – Cycle Super Highway Congestion Impact Corridors

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Appendix 1: Major Works Timeline 2016/17 (High, Medium & Low Impact schemes)

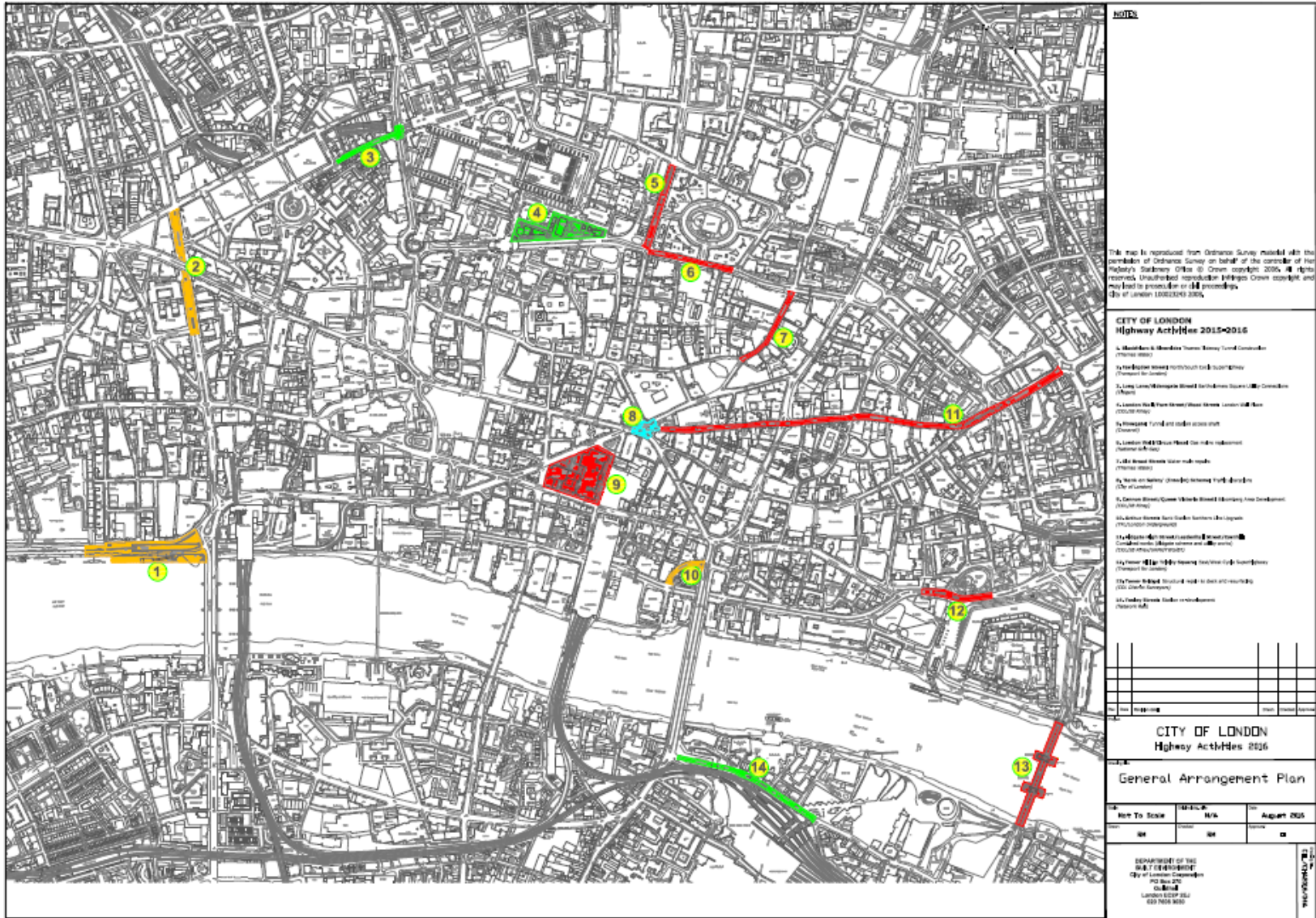
Q4	<p>October</p> <p>Tower Bridge (CoL) Moorgate S/B (Crossrail)</p> <p>Arthur St (TfL / LUL)</p> <p>Tooley St (Network Rail) Long Ln / Aldersgate St (Citigen)</p>	<p>November</p> <p>Tower Bridge (CoL) Moorgate S/B (Crossrail)</p> <p>Arthur St (TfL / LUL)</p> <p>Tooley St (Network Rail) Long Ln / Aldersgate St (Citigen)</p>	<p>December</p> <p>Tower Bridge (CoL) Moorgate S/B (Crossrail)</p> <p>Arthur St (TfL / LUL)</p> <p>Tooley St (Network Rail)</p>
Q1	<p>January</p> <p>Moorgate S/B (Crossrail) Cannon St W/B (Bl'mberg)</p> <p>Arthur St (TfL / LUL)</p> <p>Tooley St (Network Rail) Long Ln / Aldersgate St (Citigen)</p>	<p>February</p> <p>Moorgate S/B (Crossrail) Cannon St W/B (Bl'mberg)</p> <p>Arthur St (TfL / LUL)</p> <p>Tooley St (Network Rail) Long Ln / Aldersgate St (Citigen) London Wall Place (E/B)</p>	<p>March</p> <p>Moorgate S/B (Crossrail) Cannon St W/B (Bl'mberg)</p> <p>Arthur St (TfL / LUL) B'friars/Vic Embank (TTT)</p> <p>Tooley St (Network Rail) London Wall Place (E/B)</p>
Q2	<p>April</p> <p>Cannon St W/B (Bl'mberg)</p> <p>Arthur St (TfL / LUL) B'friars/Vic Embank (TTT)</p> <p>Tooley St (Network Rail) London Wall Place (E/B)</p> <p>*'Bank on Safety' (CoL)</p>	<p>May</p> <p>Queen Vic St (Bl'mberg)</p> <p>Arthur St (TfL / LUL) B'friars/Vic Embank (TTT)</p> <p>Tooley St (Network Rail) London Wall Place (E/B)</p>	<p>June</p> <p>Queen Vic St (Bl'mberg)</p> <p>Arthur St (TfL / LUL) B'friars/Vic Embank (TTT)</p> <p>Tooley St (Network Rail) London Wall Place (E/B)</p>
Q3	<p>July</p> <p>Cannon St W/B (Bl'mberg)</p> <p>Arthur St (TfL / LUL) B'friars/Vic Embank (TTT) Farringdon St (TfL CSH)</p> <p>Tooley St (Network Rail)</p>	<p>August</p> <p>Queen Vic St (Bl'mberg)</p> <p>Arthur St (TfL / LUL) B'friars/Vic Embank (TTT) Farringdon St (TfL CSH)</p> <p>Tooley St (Network Rail)</p>	<p>Sept</p> <p>Queen Vic St (Bl'mberg)</p> <p>Arthur St (TfL / LUL) B'friars/Vic Embank (TTT) Farringdon St (TfL CSH)</p> <p>Tooley St (Network Rail)</p>

* This notes the anticipated date for the introduction of the 'Bank on Safety' scheme.

To be programmed:

Location	Contractor	Works	TM	Duration	Timing
Leadenhall St	UKPN	Customer connection	E/B closure	TBC	Q1 2017
Aldgate High St	CoL Highways	Aldgate scheme	E/B closure	1 month	Q1 2017
Cornhill	TWU / BT	Combined utility works	Full/part closure	10 weeks	Q1 2017
Old Broad St	Thames Water	Mains repair	Full closure	12-20 weeks	Q1-Q2 2017
London Wall / Circus Place	NGG	Gas governor	E/B closure	TBC	Q2-Q3 2017
Byward St / Trinity Square	TfL	Cycle Super Highway	Lane closure	TBC	Q2/Q3 2017

Appendix 2 – Major Works Map 2016/17



Appendix 3: Major Works Details 2016/17

No.	Location	Activity	Contractor	Traffic Mgt	Impact	Start	Finish	Cert.*	Powers
1	Blackfriars & Riverside	Thames Tideway Tunnel construction	Thames Tideway Tunnel (Thames Water)	Slip road closure & lane restrictions	Med	March 2017	2021	High	TWA
2	Farringdon Street	North / south cycle super highway	TfL	Lane restrictions & side road closure	Med	July 2017	Dec 2017	Med	TfL / CoL
3	Long Lane / Aldersgate Street	Utility connections for Barts Square development	Citigen	E/B road closure & No Right Turns	Low	In progress	Feb 2017	High	CoL
4	London Wall / Fore Street / Wood Street	Area enhancement around London Wall Place	CoL (Riney)	Eastbound lane closure	Low	Feb 2017	June 2017	High	CoL
5	Moorgate	Tunnel & station access shaft	Crossrail	Southbound road closure	High	In progress	March 2017	High	TWA
6	London Wall / Circus Place	Gas mains replacement	National Grid Gas	London Wall closed E/B	High	Q2 2017	Q3 2017	High	CoL / TfL
7	Old Broad Street	Water main repairs	Thames Water	Road closure	High	Q1 2017	Q2 2017	Low	CoL
8	'Bank on Safety' experimental scheme	Traffic alteration	CoL	TBC	TBC	April 2017	April 2017	Med	CoL / TfL
9	Cannon Street / Queen Victoria Street	Area enhancement around Bloomberg development	CoL (Riney)	Westbound road closures	High	Jan 2017	Oct 2017	High	CoL / TfL
10	Arthur Street	Bank Northern Line Upgrade construction	TfL (London Underground)	Road closure	Med	In progress	2022	High	TWA
11	Aldgate High St / Leadenhall St / Cornhill	Combined works (Aldgate scheme & utility works)	CoL (Riney), UKPN, TWU, BT	Eastbound road closure	High	Q1 2017	Q1 2017	Low	CoL / TfL
12	Tower Hill by Trinity	East / West cycle	TfL	Lane restrictions	High	Q2 2017	Q3 2017	Med	TfL / CoL

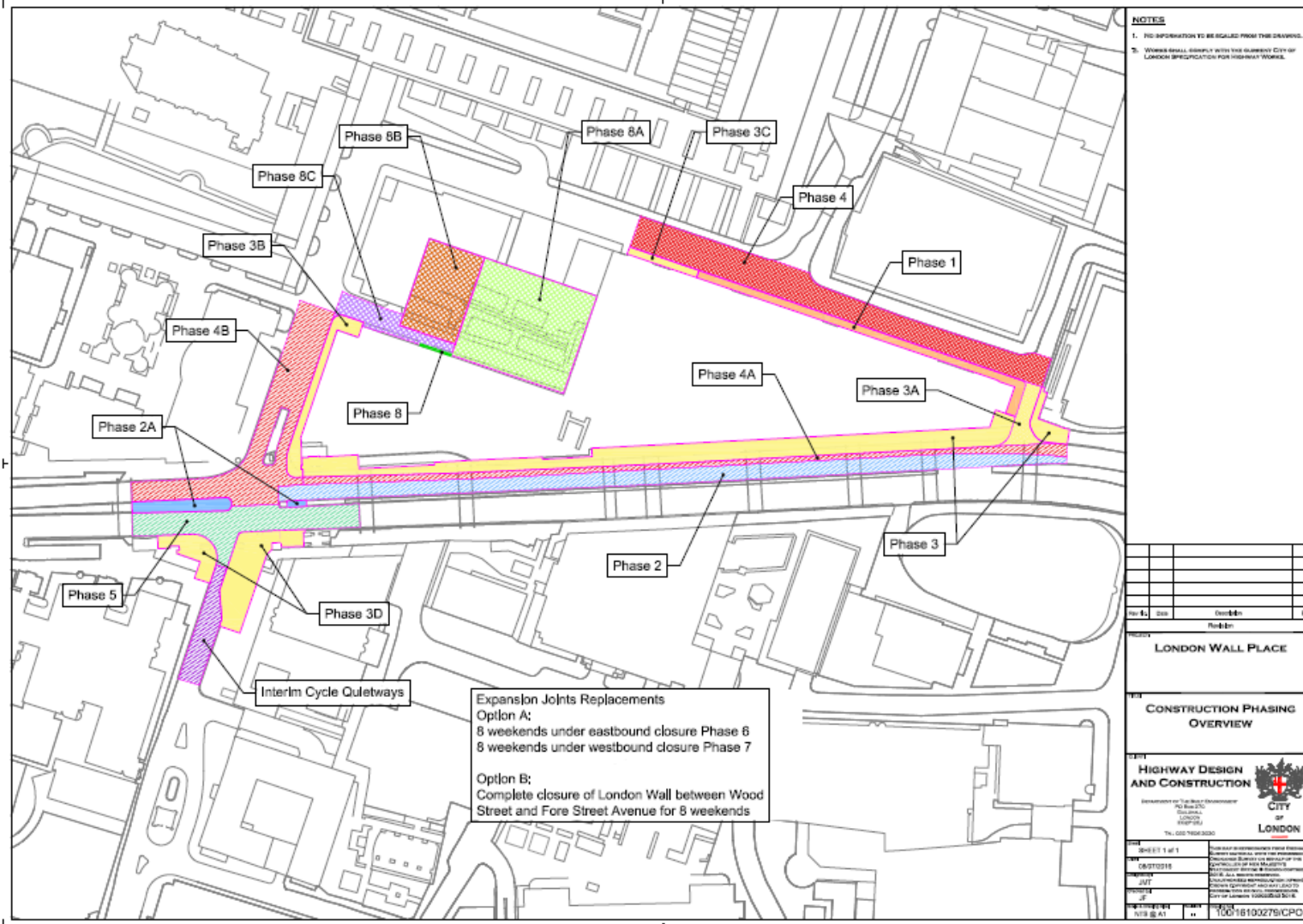
	Square	super highway		& side road closures					/ LBTH
13	Tower Bridge	Structural repair to deck & resurfacing	CoL (District Surveyors)	Road & (part) pedestrian closure	High	Oct 2016	Dec 2016	High	TfL / PLA
14	Tooley St	Station redevelopment	Network Rail	Eastbound road closure	Low	In progress	Feb 2018	High	TfL

* Cert = Certainty, or how likely the programme is currently expected to be met

Powers

- CoL = City Corporation authority required
- TfL = TfL authority required (either as highway authority on the Red Routes, or as overall Strategic Transport Authority)
- LBTH = London Borough of Tower Hamlets authority required
- TWA = Transport & Works Act granting bespoke powers to the work promoter (Crossrail Act, Northern Line upgrade, Thames Tideway)
- PLA = Port of London Authority approval required

Appendix 4 – London Wall Place Highway Works: Phasing Plan



- NOTES**
1. NO INFORMATION TO BE CALLED FROM THIS DRAWING.
 2. WORKERS SHALL COMPLY WITH THE CURRENT CITY OF LONDON SPECIFICATION FOR HIGHWAY WORKS.

No.	Date	Description	By

LONDON WALL PLACE

CONSTRUCTION PHASING OVERVIEW

HIGHWAY DESIGN AND CONSTRUCTION

Department for Transport
 PO Box 276
 London
 W8 9JF
 Tel: 020 7066 2000

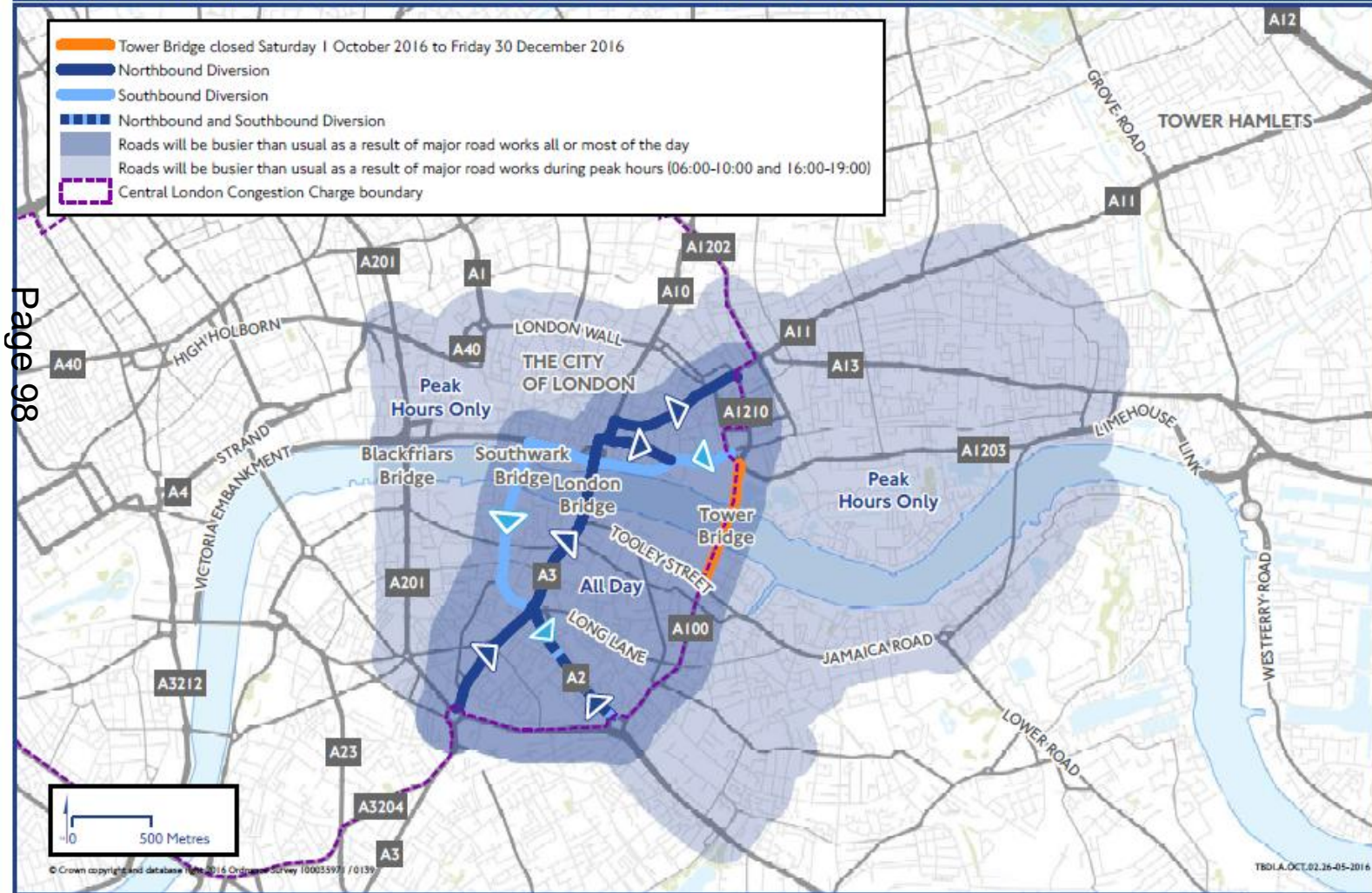


CITY OF LONDON

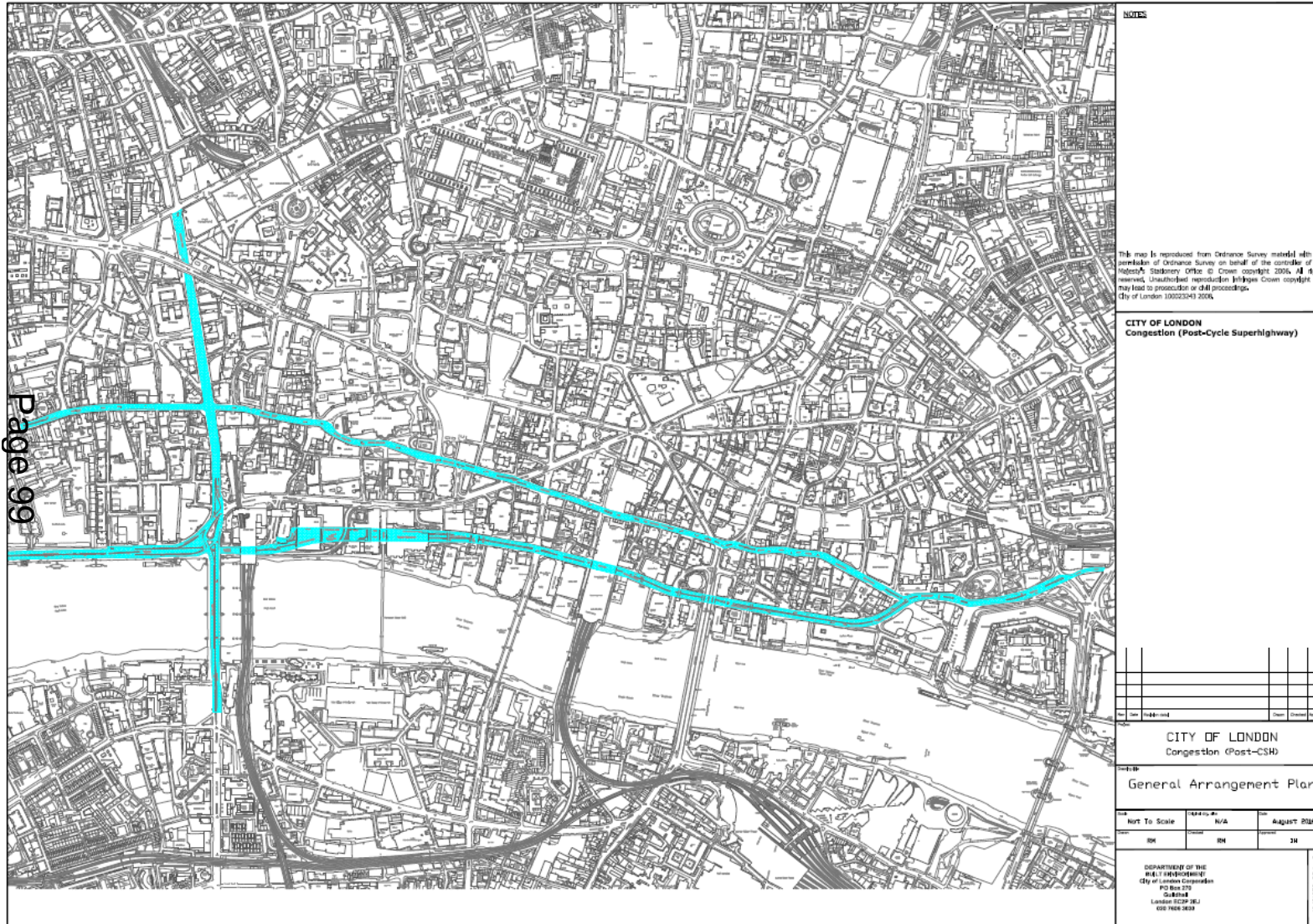
SHEET 1 of 1	For use in conjunction with other drawings
DATE	10/01/2016
PROJECT	London Wall Place Highway Works
CLIENT	City of London
DESIGNER	HDR
DRAWN BY	
CHECKED BY	
DATE	10/01/2016
PROJECT NO.	10016100275/CPC

Appendix 7 – Tower Bridge Diversions & Impact

Tower Bridge closure: Saturday 1 October 2016 to Friday 30 December 2016



Appendix 8 - Cycle Super Highway Congestion Impact Corridors



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Committee	Dated:
Policy and Resources – For decision	06102016
Subject: Sponsorship of the Centre for London’s ‘2016 London Conference’	Public
Report of: Damian Nussbaum, Director of Economic Development	For Decision
Report author: Colton Richards, Corporate Affairs Officer	

Summary

The Centre for London is a politically-independent, not-for-profit think-tank and charity focused on exploring economic and social challenges across London. The Centre of London’s stated aim is to work with policymakers to develop “long-term, rigorous and radical solutions” for London.

This report proposes headline sponsorship by the City Corporation of the CFL’s 2016 London Conference. The event will take place on 16 November. The London Conference convenes leaders – London, national and global – from a range of sectors to look at the social and economic challenges facing London in the year ahead.

Headline sponsorship of this event will provide a forum for high-level interaction with key City Corporation audiences and supports the City Corporation’s economic development programme and engagement on key political and economic issues.

Recommendation

Members are asked to agree to provide £22,000 from the Policy Initiatives Fund 2016/17, categorised under ‘Events’ and charged to ‘City’s Cash’ to be a headline sponsor of the 2016 London Conference, in partnership with the Centre For London.

Main Report

Background

1. The City Corporation has a longstanding relationship with the Centre For London: the City Corporation gave seed funding when it was first set up in 2011, and further core funding in 2012 and 2013. It has collaborated with the organisation on a number of high-level events and projects, including the 2014 London Conference.

Current Position

2. The City Corporation plays a leading role supporting and promoting the City’s status. It focuses on its strategic economic development at local and global level.

This includes convening and supporting discussions of interest to our business stakeholders.

Proposals

3. The proposal is for the City Corporation to be a headline sponsor of the 2016 Centre for London 'London Conference,' which takes place on 16 November at the Royal Institution. The Conference is an all-day, invite-only programme of events, looking at key issues such as housing, transport, devolution and globalisation of the economy. The topline theme will be '*In a time of rapid change, what is London's place in the world and how can it succeed as a global city?*' and will examine how London adapts to the post-EU Referendum landscape.
4. A number of senior figures have been invited to speak. The list includes Mayor of London Sadiq Khan, Mayor of New York City Bill de Blasio, First Minister of Scotland Nicola Sturgeon, the Chancellor of the Exchequer Philip Hammond and leading economists Stephanie Flanders and Joseph Stiglitz.
5. Headline sponsorship provides the City Corporation with membership of the advisory committee to shape the Conference programme, speaking opportunities for a City Corporation representative on a panel, eight complimentary conference passes, along with branding opportunities. There will be a maximum of five headline sponsors. The Conference is typically supported by a coalition of businesses, public sector and voluntary partners. In recent years this has included JP Morgan, the London Fairness Commission, EY and London Councils.

Implications

6. It is proposed that the required funding of £22,000 is drawn from the Policy Initiatives Fund 2016/17, categorised under Events and charged to *City's Cash*. The current uncommitted balance in the 2016/17 Fund is £347,400 prior to any allocation being made for any other proposals on today's agenda.

Conclusion

7. The proposed headline sponsorship of the Centre for London's '2016 London Conference' accords well with the role the City Corporation plays in promoting debates on issues that affect the City and more widely, London. Headline sponsorship of this event will provide a forum for high-level interaction with key City Corporation audiences and supports the City Corporation's economic development programme and engagement on key political and economic issues.

Damian Nussbaum

Director of Economic Development

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Committee(s) Policy and Resources	Dated: 6 October 2016
Subject: Sponsorship of the IPPR Commission on Economic Justice	Public
Report of: Director of Economic Development	For Decision
Report author: Eugenie de Naurois, Head of Corporate Affairs	

Summary

The Institute of Public Policy Research (IPPR) is a registered charity and independent think tank. IPPR was founded in 1998 to make Britain a better country through better public policy. Its chair is Lord Adonis, an independent peer and the Chair of the National Infrastructure Council at HM Treasury.

The proposal is to become one of the sponsors of the IPPR Commission on Economic Justice. To be launched in November 2016, it will last for two years to help rewrite the rules for the post-Brexit economy. Brexit opens up new space for economic thinking and the Commission aims to craft a New National Economic Policy for Britain. We would seek £75,000/year for two years, i.e. £150,000 in total.

The proposal is also to provide support to the parliamentary wing of the Commission, the APPG on Inclusive Growth. We would seek £10,000/year for two years, i.e. £20,000 in total.

We would offer to host the launch of the finalised report in late 2018, which we estimate would come to £15,000.

This would bring the total sponsorship to £185,000 over two years.

Sponsorship of the event will provide the City Corporation with a representative on the Commission, the opportunity to contribute to and shape the debate, high profile hosting opportunities and exposure. This will also be the occasion for the City Corporation to work with leading thinkers on a project which promises to have substantial economic influence.

Recommendation(s)

The Committee is asked to agree to provide £185,000 (£85,000 in 2016/2017 and £100,000 in 2017/2018) from the Policy Initiatives Fund categorised under 'Promoting the City' and charged to 'City's Cash' to sponsor the Commission on Economic Justice, to be launched in November 2016.

Main Report

Background

1. The City Corporation has worked with and been a corporate sponsor of IPPR since 2008. A number of successful events and research pieces have come out of this partnership.

Proposals

2. The proposal is to become one of the sponsors of the IPPR Commission on Economic Justice and its parliamentary wing, the APPG on Inclusive Growth.
3. The Commission will assemble leading thinkers from all parts of British Society to craft a new National Economic Policy for Britain. It aims to articulate the economic priorities for Brexit, define the long-term vision for the UK's economy, and develop specific policy proposals to boost Britain's rate of growth and ensure that the gains are justly and broadly shared across all regions and households in the UK.
4. The Commission is seeking tangible returns in the shape of specific, credible and effective policy proposals that successfully influence government, business and civil society.
5. Current members of the Commission include: Mustafa Suleyman, (Google co-founder, DeepMind), Jurgen Meier (Chief Executive of Siemens), Revd Justin Welby (Archbishop of Canterbury, Church of England), Dominic Barton (Global Managing Director, McKinsey&Company), Neera Tanden (Center for American Progress), John Mills (Founder, JML), Frances O'Grady (General Secretary, Trade Union Congress), Helena Morrissey (CEO Newton Investments)
6. The Commission will be supported by a panel of Economic advisors, including Andy Haldane (Bank of England), Paul Johnson (Institute for Fiscal Studies), Ha-Joon Chang (University of Cambridge), Roger Bootle (Capital Economics), Keyu Jin (London School of Economics).
7. The work will be undertaken over two years, over three phases. Phase 1: Commission definition and launch from June 2016 to December 2016; Phase 2: Ongoing work & interim findings from January 2017 to June 2018; Final Report Launch & Roadshow September 2018.
8. The Commission will follow 7 work streams: a New National Economic Policy for Britain; A new Macroeconomic, fiscal and financial framework; Progressive wealth and ownership; reforming tax simple and fair; Great British Firms: a Trade, skills and industrial strategy; The Indispensable Economy: Leading the Fourth Industrial Revolution; Restoring economic power to Britain's Nations and Regions.
9. As *Principle Supporting Organisation* the City Corporation would have a representative on the Commission, access hosting opportunities for events and roundtables, engage in the discussion, receive public acknowledgement of support at all meetings and report launches.

10. It is further proposed to support the parliamentary wing of the Commission, the APPG on Inclusive Growth. It brings together a cross-party group of leading MPs and Peers to address the question on how to raise levels of productivity and ensure everybody benefits from growth.
11. The APPG's current officers include former Cabinet Ministers Rt Hon Liam Byrne MP (Chair) and Rt Hon Caroline Spelman MP (Vice-Chair). Other prominent Members of the APPG include: Lord Heseltine, Lord Adonis, David Davis MP, Lord Baker, Lord Glasman.
12. The Commission will launch the finalised report in late 2018, which we would suggest to host in Guildhall. It will bring in key contributors and politicians. The costs for such an event would be estimated at £15,000, covering venue hire and catering.

Implications

13. It is proposed that the required funding of £185,000 (£85,000 in 2016/2017 and £100,000 in 2017/2018) is drawn from the Policy Initiatives Fund and categorised under 'Promoting the City' and charged to *City's Cash*. The current uncommitted balance in the 2016/17 Fund is £347,400, and the 2017/18 Fund £1,032,300 prior to any allowance being made for any other proposals on today's agenda.

Conclusion

14. The proposed sponsorship of IPPR Commission on Economic Justice accords well with the role the City Corporation plays in contributing to policy work on issues that affect the City and the rest of the UK.

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Committee:	Dated:
Policy and Resources Committee – for decision	Thursday 6 th October 2016
Subject: European Financial Services Chairmen’s Advisory Committee (EFSCAC) Funding	Public
Report of: Director of Economic Development	For Decision
Report author: Emma Sawers, Business and Policy Officer	

Summary

Following the decision for the UK to leave the European Union, a City group called the European Financial Services Chairmen’s Advisory Committee (EFSCAC) has been set up to help coordinate industry responses.

As part of the Chairman of Policy and Resources involvement in this group, the City of London Corporation has been approached to pay a contribution towards the costs of EFSCAC.

Recommendation

Members are asked to:

- Agree to pay a contribution towards the European Financial Services Chairmen’s Advisory Committee, from the Policy Initiatives Fund 2016/2017, categorised under Promoting the City and charged to City’s Cash, for a total of £20,000.

Main Report

Background

1. The European Financial Services Chairmen’s Advisory Committee (EFSCAC) was set up following the EU referendum vote to help coordinate industry responses and enable high level dialogue between government and financial services sector representatives.

Current Position

2. Several leading City figures wanted the City Corporation to be involved, and, hence, your Chairman is a Member of EFSCAC and together with Sir Gerry Grimstone is leading the work stream on international advocacy.
3. Until now, the work of EFSCAC has largely been supported by a range of consultancies on a pro bono basis.
4. However, some costs have been incurred and the firms and the City are each being asked to contribute £20k to cover these costs.
5. This is a crucial piece of activity for the City Corporation alongside other areas, including:
 - a. the regular meeting of the major trade associations that the City Corporation hosts, providing them with a forum in which to exchange intelligence

- b. the City Corporation's EU Engagement programme for the City's Special Representative to the EU, Jeremy Browne
- c. the City Corporation's International Engagement programme with the Policy Chairman and the Lord Mayor visiting India, Singapore and the US as well as China and Hong Kong
- d. the City Corporation has commissioned two research projects to provide new analysis on the potential impact of the Brexit outcomes – firstly, exploring how European corporates access financial and professional services in London and secondly a research project looking at potential labour market issues created by the referendum outcome, including options for 'regional visas'
- e. since the referendum, both the Lord Mayor and the Policy Chairman have authored many articles and given interviews in both the UK national and regional, as well as international media outlets.

Proposals

- 6. The Policy and Resources Committee is asked to provide £20,000 from the Policy Initiatives Fund 2016/2017 categorised under Promoting the City and charged to City's Cash towards the cost of the running of EFSCAC.

Corporate & Strategic Implications

- 7. This funding supports Key Policy Priority KPP1 as set out in the Corporate Plan 2015-2019, which commits to 'Supporting and promoting the UK financial based services sector throughout the world for the benefit of the wider UK economy', as involvement in this group means that the City of London Corporation plays a part in coordinating a united City's view in the priorities in post-Brexit negotiations and conveying these to HM Government.

Financial Implications

- 8. It has now been agreed that the EFSCAC work will come under the Advisory Council of the TheCityUK and that the work will be absorbed by TheCityUK. Therefore this will be a one-off contribution.
- 9. Supporting the EFSCAC requires the City of London Corporation to contribute £20,000 to the group from Policy Initiatives Fund. This will be a one-off payment. The current uncommitted balance in the 2016/17 Fund is £347,400 prior to any allowance being made for any other proposals on today's agenda.

Conclusion

- 10. Contributing £20k towards EFSCAC enables the City of London Corporation to be strongly involved in coordinating industry responses and enabling high level dialogue between government and financial sector representatives following the UK's decision to leave the European Union and supports the City of London Corporation's strategic aims.

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Committee: Policy and Resources Committee	Date: 6 October 2016
Subject: Review of Business Plan 2016/19	Public
Report of: City Remembrancer	For Information
Report Author: Margaret Pooley	

Summary

This report provides Members with an overview of the key activities of the Remembrancer's Office for the period 1 April to 30 September 2016.

Recommendation

Members are invited to receive this report.

Main Report

Background

1. The Remembrancer's Office Business Plan for 2016/19 was approved by this Committee on 19 May. The plan sets out the strategic direction of the Office and demonstrates how the work of the Office supports the policy priorities described in the corporate plan. This report provides an update on performance in the six month period leading up to 30 September.

Parliamentary

2. The EU Referendum and its outcome (including the formation of a new Government) has dominated proceedings in Westminster. Following the announcement of the date of the Referendum, and throughout the Referendum period, the Parliamentary team, working with other departments, provided analysis to Members and officers. It also advised on the application of the EU Referendum Act to the City Corporation's activities.
3. In relation to legislation, the Remembrancer's Office over the last six months has reported on the Investigatory Powers Bill, the Policing and Crime Bill, the Higher Education and Research Bill, the Housing and Planning Act and the Enterprise Act.
4. Evidence has been submitted to the following inquiries:
 - a. Culture, Media and Sport Select Committee inquiry into "Countries of Culture";
 - b. Business, Innovation and Skills Committee inquiry into business views on the EU Referendum;

- c. Communities and Local Government Committee inquiry into Local Plans; and
 - d. Home Affairs Committee inquiry into proceeds of crime. The team also briefed the Head of the Economic Crime Directorate ahead of his giving oral evidence to the Committee.
5. The Office is promoting a private Bill to amend the legislation governing the City Corporation's Open Spaces on behalf of the Corporation. A petition has been submitted by the Kennel Club against enforcement provisions in the Bill relating to anti-social behaviour powers (seeking greater transparency about their use) and their objections will be considered at an Opposed Bill Committee which is due to take place in November. Extensive engagement with stakeholders took place during the drafting process in order to reach as much consensus as possible on provisions in the Bill.
6. The UK's future relationship with the European Union will remain the focus in both Houses as the Government prepares to trigger Article 50 of the EU Treaty. Other subjects likely to occupy MPs' and Peers' time include education, aviation capacity and the future of Heathrow, neighbourhood planning, infrastructure and the digital economy.
7. Working 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 arts education, the creative industries, the economy, broadband, housing supply in London, traffic law, fraud and air quality.
8. Following the Mayoral and Assembly elections in May, the Office circulated an internal briefing on the outcome of the elections and the composition of the new Assembly, including biographical information for each Assembly Member. The Office is developing its relationship with the offices of new Assembly Members, including that of Unmesh Desai, the Assembly Member for City and East.
9. A member of the Office will be attending the three main Party Conferences to monitor proceedings and identify policy developments. Full reports on each conference will be circulated to recipients of the Parliamentary Brief.

City events

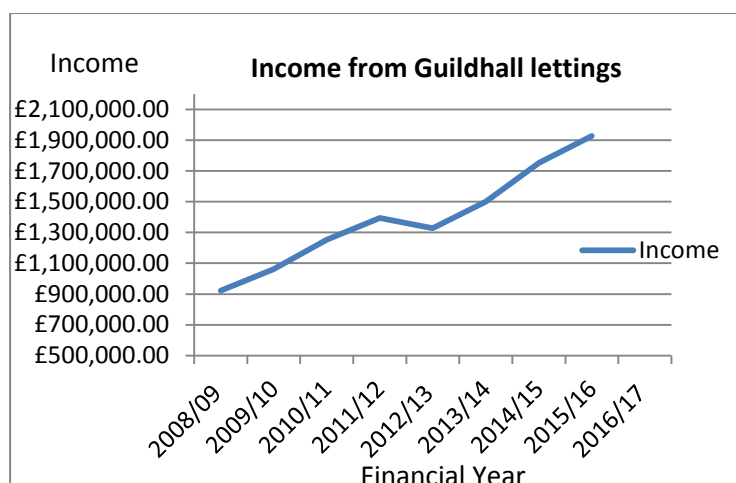
10. The City hosted a dinner to coincide with the European Bank of Reconstruction and Development's (EBRD) annual meeting held in London earlier this year. The primary objective of the EBRD is to assist countries' transition to market economies and the meeting includes a programme of business focused events and seminars which are attended by Governors of the EBRD (normally politicians at Finance Minister level appointed by each of the participating countries). The Bank also provides project financing, and supports privatisation, restructuring of state-owned firms and improvement of municipal services.

11. A reception for the Financial Markets Law Committee in recognition of the importance of their work was held at Guildhall. The role of the FMLC is to identify issues of legal uncertainty affecting the wholesale financial markets, and to consider how such issues should be addressed. It publishes reports and provides comments on a wide variety of legal issues and its views are highly regarded by governments and regulators.
12. Following the EU referendum and discussions with the Irish Ambassador, the Irish Finance Minister gave a speech on the future of UK-Irish economic relations.
13. During the last six months the Office has organised a number of events to mark occasions of national importance, including receptions following the National Service of Thanksgiving to mark the 90th Birthday of Her Majesty The Queen, a march through the City of London by the Household Cavalry, and a lecture and reception to accompany the Battle of the Somme anniversary exhibition in Guildhall Yard.
14. The Office continues to deliver hospitality events in support of the Corporation's cultural strategy. The City's two Reserve Bands, the HAC and the Royal Yeomanry, were back in Guildhall Yard in July to perform public concerts; a reception was held in the Art Gallery to mark the Archives and Records annual conference; and an afternoon tea, hosted by the Lord Mayor, took place at Mansion House to mark the start of the Great Fire commemorations.
- 15.
16. In addition to the City's hospitality programme, the Office has organised 12 Committee events during the last six months including a dinner for the Health and Wellbeing Board, visits by the Open Spaces Committee to Dorneywood and Epping Forest, and the Port Health and Environmental Services Committee's annual river inspection.
17. The delivery of hospitality by the Remembrancer's Office, together with hospitality provided by Mansion House, the Economic Development Office and other departments, has been considered as part of the work of the City Events Management Group established to implement the effectiveness of hospitality review. Procedures and strategic objectives have been analysed and revised. The City Events Management Group reports separately to the Hospitality Working Party, and through it to this Committee, and to the General Purposes Committee of Aldermen.

Private events

18. The Guildhall marketing strategy introduced last year is being pro-actively implemented. Initiatives to promote Guildhall and increase income include hosting venue showcases to provide an opportunity to see the Guildhall; attending venue marketing events to introduce the Guildhall to potential new clients; membership of a City marketing consortium; and updating the Guildhall website and increasing use of social media.

19. As well as attracting new business, the Guildhall continues to accommodate many returning clients. These include the City Food Lecture, Eid in the City, Grocer Gold Awards, Wimbledon Champions Dinner, WSET Graduations, Save the Children and the City Property Association.
20. Income from private events for the six month period ending on 30 September has increased by £54,000 compared with the same period last year with slightly fewer individual uses, reflecting more large commercial events. The projected income for the full year now exceeds the target figure. The chart below shows that income is increasing year on year with an exception in 2012/13, the year of the Olympic Games in London and HM the Queen's Diamond Jubilee celebrations when the City hosted a number of its own events to mark these occasions.



21. The City Venues Group (coordinated by the Remembrancer's Office) continues to help share best practice across City Corporation venues. Where possible, event enquiries are referred between City venues so as to keep business within City Corporation owned venues. Systems have been put in place to enable referrals between the venues to maximise the opportunities to offer accommodation.
22. The Office, in conjunction with the Chamberlain and City Surveyor's departments, has undertaken a thorough review of the charging policy for hiring Guildhall and a report will be submitted to this Committee and its Hospitality Working Party later this year.
23. To ensure we are able to provide a first class service and facilities to clients hiring Guildhall, the Office continues to work with the City Surveyor's Guildhall Manager to develop an effective maintenance and cleaning programme for Guildhall. The Office is in regular liaison with the Facilities Management to monitor the progress of the West Wing cloakroom project.

Office management

24. Changes arising from the hospitality review and staff vacancies have enabled the Office to reallocate responsibilities to assist cross-team working and recruit staff with key skills, including commercial events experience. There may be a requirement for additional resources to support the marketing strategy and a growing number of larger commercial events.
25. A recruitment exercise to enhance the Office's pool of casual staff has also taken place to ensure sufficient staff resources are available during events.
26. The Remembrancer attended the Audit and Risk Management Committee in June for an informal 'risk challenge' session. These sessions provide an opportunity for Chief Officers to update the Committee on their significant risks and explain the actions being taken to mitigate them.
27. The Office participates in a number of City Corporation initiatives including projects relating to IS, equality, business planning, health and safety, business continuity, security and emergency planning.

Responsible Officer: Paul Double,
City Remembrancer

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Committee Policy and Resources	Dated: 6 October 2016
Subject: Increasing the supply of homes – progress report	Public
Report of: Director of Community and Children’s Services	For Information
Report Author: Simon Cribbens Head of Strategy and Performance	

Summary

The City of London Corporation has committed to increase the supply of homes, including the delivery of 700 new homes on its social housing estates by 2025.

Current schemes are on course to deliver 200 of these units over the next three years.

Detailed preparatory work is being undertaken on eight other schemes, which will develop in excess of 500 new homes.

The overall programme is on course, and officers remain confident of delivering the target number of homes within timescale. However, it should be noted that many of the proposed schemes have yet to achieve planning consent, which is identified as a potential risk to both the timeline and scale of delivery.

Recommendation

Members are asked to:

- Note the report

Main Report

Background

1. In October 2015 the Court of Common Council approved a policy document - “Increasing the supply of homes – the role of the City of London Corporation” – which included a commitment to increase the supply of homes on its social housing estates by 25 per cent (700 homes). A further 3,000 additional homes will be delivered on development sites in the City Corporation’s ownership through initiatives led by the City Surveyor and is the subject of a separate report.

Progress and Current Position

2. The Department of Community and Children's Services (CCS) has, with the support of the City Surveyor, undertaken a range of actions in order to plan, prioritise, resource and deliver new homes. These actions are part of a 10 year programme to deliver 700 new homes by 2025.
3. A detailed feasibility study was reported to Members of Community and Children's Services Grand Committee in April 2016. The study assessed the viability and deliverability of 14 potential schemes, identified delivery risks, and commented on where it may be necessary or advantageous to dispose of some parcels of land to external developers.
4. Further to this work, the City Corporation has commissioned external consultants to develop a delivery strategy focussed on eight specific sites. This will enable the sites to be brought to the market in a manner that maximises value and benefits to the City Corporation, and allows the programming of the delivery. These schemes will together deliver in excess of 500 units within our Housing Revenue Account (HRA) estates, and include:
 - Longland Court - 270 homes
 - Sumner buildings – 90
 - York Way link development – 78
 - York Way - 40
 - Avondale Sq./Colechurch - 21
 - Avondale Sq. – 11
 - York Way mews – 11
 - Holloway Road/McMorran – 6
5. This work is being delivered alongside existing and planned schemes that will deliver more than 200 homes over three years, and that build on the delivery of 44 new homes in 2015/16 (43 at Horace Jones House and one at Dron House). These include:
 - 18 completed new homes on Avondale estate that will be handed over at the end of September 2016
 - 13 new homes on the Avondale estate for which planning consent has been achieved, and tenders for the work have been received: a Gateway Report will seek CCS Member approval to progress in October 2016
 - the delivery of 69 new homes at the City of London Primary Academy Islington site, for which plans have been developed and are the subject of pre-planning discussions with the London Borough of Islington
 - the delivery of 100 homes on the Mais House site for which a pre-planning meeting has been held with the London Borough of Lewisham and a response from the Borough is pending
 - the conversion of podium shop units into 9 homes on the Middlesex Street estate: approved by CCS Grand Committee and will commence in April 2017
 - the relocation and conversion of the existing Golden Lane estate office to deliver 4 new homes in 2017.

6. The scale of delivery on individual sites has been assessed with the support of the Surveyor's Department and external specialists. However, schemes may be subject to change, particularly as part of the planning process (see delivery risks below)
7. The overall programme to deliver 700 new homes by 2025 is progressing to plan, and officers remain confident that it will be fully delivered. While the phasing of the programme means that many of the schemes have yet to be subject to formal planning applications, the overall timescale allocated allows for this process. Officers will also continue to explore the potential of existing alternative or newly arising opportunities, should any scheme fail to progress.

Funding

8. The delivery of homes on City Corporation HRA estates will be funded through Section 106 (planning gain) receipts, grant funding (if available), borrowing within the HRA and, where necessary, cross subsidy from market sale of some new homes. Whilst some sources of finance are reasonably certain (i.e. currently held S106 monies and Right to Buy receipts) others can only be estimated at this stage.

Delivery risks

9. Delivery of this programme is subject to a number of potential risks which may impact on both the timescale and scope of delivery. These include conflict with local planning policies within host boroughs, objections from existing or neighbouring residents, and the complexities and sensitivities of decanting existing properties (where required).
10. Actions to mitigate these risks, including early consultation and engagement by officers, are in place. However, the support of Members in engaging partner local authorities and local communities is also essential to securing future delivery.
11. Members should also note that planning negotiations and applications can be very protracted, and procurement and approval processes necessarily add to the lead in time before any development can start on site. It is not anticipated that this will push completion of schemes beyond 2025.
12. It would appear likely that future development capital for new homes available to the City Corporation may reduce as a result of government policy changes. The Housing and Planning Act introduces Starter Homes as a new type of affordable housing. Developers will be required to designate 20 per cent of a new development as Starter Homes. This is likely to crowd out other types of affordable housing, including some Section 106 (planning gain) payments provided by developers for provision of affordable homes off-site, on which our new housing schemes have typically relied.
13. The Housing and Planning Act also contains measures (notably the sale of high value voids in the social housing stock) that present potential risks and

disincentives to future development within the HRA. Detailed regulation and guidance is still forthcoming, but when available a full assessment of the impact will be made, and mitigating approaches (if necessary) proposed.

Corporate & Strategic Implications

14. The current and future delivery of new homes fulfils the commitment set out in the policy document “Increasing the supply of homes – the role of the City of London Corporation”, approved by the Court of Common Council in October 2015.

Conclusion

15. The Department of Community and Children’s Services has taken action to deliver, and enable the delivery, of its housing commitments, and remains on target to deliver 700 new homes.

Appendices

- none

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Committee: Policy and Resources	Dated: 6 October 2016
Subject: Policy Initiatives and Committee Contingency Annual Monitoring Report	Public
Report of: Town Clerk	For Information
Author: Angela Roach	

Summary

1. The Policy Initiatives Fund and the Committee's contingency enables the City Corporation's overall aims and policy objectives to be supported by providing financial support for projects and other activities which are beneficial to the City of London Corporation in terms of recognition, reputation and standing. This includes activities which help to promote, enhance and ensure that the City Corporation remains competitive both nationally and internationally. The Funds also enable the City Corporation to act swiftly and, where necessary, deal with unforeseen expenditure.
2. Given the high level of support approved each year, and following a recommendation from the City Corporation's Internal Audit Office, it was agreed that an annual report on the activities supported should be submitted to the Committee so that the outcomes and progress can be monitored against the intended objective.
3. The attached schedules list projects and activities which have received funding and include an update on progress and benefits.

Recommendations

4. It is recommended that the content of the report is noted.

Appendices

Appendix 1 – activities funded from the Policy Initiatives Fund.

Appendix 2 – activities funded from the Committee's contingency

Background Papers:

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Activities Funded from the Policy Initiatives Fund 2015/16

Initiative and Responsible Officer	Funding Allocated £	Date approved	Date of Event/ Completion and actual cost	How funding was Spent/ Outcome/benefits/update of Initiative
London Councils Annual Summit - DED	16,100	21/11/13	Saturday 21 st November 2015 Spend: £12,850 EX VAT	Over 200 councillors, London borough leaders and Chief Executives attended the 2015 London Councils Summit supported by the City of London Corporation. The Policy Chairman gave the welcome speech and sessions included the impact of increasing housing density on the local community, services and infrastructure; the imaginative use of parks and open spaces to safeguard their future; and improving young people's skills and local job opportunities. The City Corporation hosted two stalls at the conference promoting its services and work and the Director of Open Spaces participated in the session about parks and green spaces.
Institute for Government: Events programme on "Government and the Economy" - DED	25,000	23/06/15	Series of events between September 2015 and March 2016 Spend: £25,000 – 2015/16	A series of events took place between September 2015 and March 2016, with a focus on how far the current structures and practices for economic and financial regulation in the UK remain fit for purpose and what future reform might be needed. Partnering with the Institute for Government for this series allowed the City Corporation to engage closely with key stakeholders and audiences to contribute to debates on the most pressing challenges of economic regulation and its role and implication for the economy and government policy.

Activities Funded from the Policy Initiatives Fund 2015/16

Initiative and Responsible Officer	Funding Allocated £	Date approved	Date of Event/ Completion and actual cost	How funding was Spent/ Outcome/benefits/update of Initiative
Creation of new promotional body for FinTech (Innovate Finance) - DED	250,000 p.a. for 3 years	20/2/14	£250,00pa	This funding, whilst ongoing, is due to conclude in March 2017. However, another tranche of funding for 2017/18 at a total sum of £350,000 was recently agreed under the urgency procedures, along with the provision to draw down this amount at any time from 1st August 2016. What funds remain in 2017/18 will be accessed in a similar method to present arrangements.
City of London Advertising (City AM) – DOC	45,000 p.a for two years	26/03/15	£45,000p.a.	<p>These adverts are used to promote forthcoming events and initiatives. They appear approx 37 times per year. Over the last six months, subjects have, included:</p> <ul style="list-style-type: none"> • the seasonal food markets in Guildhall Yard • the Barbican's 2017 event programme • <i>Sculpture in the City 2016</i> • the <i>Fields of Battle</i> exhibition in Guildhall Yard • Dragon Awards • City of London Biodiversity Action Plan • the City of London Police Museum Open Day in Guildhall Yard • City Action • events at the City Business Library, Guildhall Library, Museum of London and Keats House • corporate training offered by Guildhall School of Music & Drama • the Freedom of the City of London for <i>Harry Potter</i> illustrator Jim Kay • call for volunteers to help set up 'Dominoes' for 'London's Burning' weekend

Activities Funded from the Policy Initiatives Fund 2015/16

TheCityUK: CoL's additional funding – DED	100,000	2/5/13	£100,000	The Committee was asked to provide additional funding for TheCityUK, to be a ring-fenced contribution towards rental costs for TheCityUK's office accommodation. The terms of the arrangement were that TheCityUK would be located within the Square Mile, and in an office building with a City Corporation freehold. TheCityUK moved into a building on Finsbury Circus which matched these criteria, as well as providing appropriate office space for the organisation. The close proximity of the offices to Guildhall has helped with collaboration between teams.
Additional Events and Topical Issues - DED	55,000	8/5/14	£15,381	So far, this funding has facilitated stakeholder seminars, roundtable discussions and receptions - including:- <ul style="list-style-type: none"> • 20.10.15 - breakfast with Lord Ahmad, Parliamentary Under Secretary of State for Transport - to discuss transport policy in London, Crossrail, UK and EU funding, modernisation of the transport infrastructure and aviation. • 26.11.15 - breakfast with Sadiq Khan MP, Labour Candidate for Mayor of London at the time - to discuss the City's concerns ahead of the Mayoral elections: immigration, Brexit, visas, provision of opportunities for young people • 18.01.16 - seminar with CentreForum and the Chief Inspector of Schools, Sir Michael Wilshaw - coinciding with the launch of CentreForum's 'State of the Nation' report on English education. Wilshaw spoke of his ambitions for English education, setting goals for the school system and challenging attainment.

Activities Funded from the Policy Initiatives Fund 2015/16

Initiative and Responsible Officer	Funding Allocated £	Date approved	Date of Event/ Completion and actual cost	How funding was Spent/ Outcome/benefits/update of Initiative
Access Europe -European Funding hub - DED	50,000 pa for three years	20/2/14	£50,000 p.a	Access Europe Network helps London organisations to explore and win European grant funding. It offers free support to London boroughs and voluntary organisations, funding seminars and application workshops. CoLC sponsorship demonstrates support for a programme helping London take full advantage of the 2014-20 round of EU funding, which amounts to €750m in London. The final year of approved funding in 2016/17 is still required as the UK will continue to have access to EU structural funds until it leaves the EU.
TeenTech City 2014 - 2017 support for annual events - DED	10,000 pa for two years	20/2/14	£10,000pa	Sponsorship supported planning/delivery of a one-day event to change perceptions of careers using Science, Technology and Maths (STEM). Targeted at year 8 and 9 pupils and their teachers, the day acts as a catalyst for the STEM industry to engage with schools from disadvantaged areas and is supported by a programme for teachers. 303 pupils from 52 schools attended the 2015 event, helping to underline the CoLC's support for education and employability in wider London. The final year of funding will support the 2016 event, which remains in line with the Education Strategy and Employability Framework.
STEM and Policy Education Programme: funding of the Hampstead Heath Ponds Project - DOS	144,000 payable over 3 years	20/3/14	£22,066 – 2014/15 £42,501 – 2015/16 Carried forward: - £54,900 – 2016/17	This project supports pupil engagement with science. Funding covered the employment of a full time Education Project Officer and use of casual staff when needed. It enabled the development, resourcing and delivery of 58 secondary school education sessions to 1317 students

Activities Funded from the Policy Initiatives Fund 2015/16

			£23,850 – 2017/18	<p>and 22 primary school sessions to 581 students in the first 18 months of the project. Students are familiarised with a range of curriculum linked topics, associated with the Pond Project. It aims to foster increased understanding of and involvement with the Heath. 58% of secondary students said that following the sessions they were more likely to do something good for the Heath or the environment. Teacher comments have acknowledged the success of the sessions.</p> <p>The aim is to continue the project for a further 18 months.</p>
Tech London Advocates 2015-17 Programmes - DED	50,000 - four year funding	11/12/14	£50,000pa	<p>Funding supported two major ‘summits’, each involving 300+ advocates, and facilitated a monthly newsletter and management of a new website. The CoLC’s role as lead sponsor has provided high-profile recognition of our commitment to a key growth sector and access to a network of key players in the tech sector.</p> <p>The next year of funding will support a similar programme of activity, with an increased emphasis on the implications of the Brexit vote for the tech sector.</p>
New Entrepreneurs Foundation - DED	20,000 pa for three years	4/10/12	£20,000 pa	<p>Funding contributed to the delivery of the NEF’s high-calibre, tailored learning and development programme, and a paid 12-month placement in an entrepreneurial business, preparing young entrepreneurs to found businesses with high growth (and job creation) potential.</p> <p>Sponsorship has positioned the CoLC as a supporter of entrepreneurship and high-growth business. This was the third of three years of approved funding; a separate three-year sponsorship arrangement was agreed from the PIF in March 2015, taking effect from 2016/17.</p>

Activities Funded from the Policy Initiatives Fund 2015/16

Initiative and Responsible Officer	Funding Allocated £	Date approved	Date of Event/ Completion and actual cost	How funding was Spent/ Outcome/benefits/update of Initiative
Strengthening the City Role in working with London's Communities – CoL to undertake study on challenges facing unemployed young Londoners - DED	30,000	28/05/15	£28,777	Funding contributed to a Study to look at the challenges facing unemployed young Londoners; identify examples of good practice; consider what could be done differently to help address the problem; and suggest some principles to guide further work in this area. The Study was driven by a Panel of members drawn from the Livery, City businesses, stakeholders (Boroughs and organisations working on these issues) and the City Corporation. It culminated in the publication and of a short guide. Dissemination of the guide e.g. through a series of events is underway.
New Local Government Network Research Project – Social Capital – How Public Investment Can drive Public Value – DED	15,000	28/5/15	-	The NLGN research report launch is now due to take place on 12 September (delayed from May 2016)
Sponsorship of the King's Commission on London - DED	50,000 pa for two years	16/07/15	£50,000 pa	The Commission was launched in February. It has grouped its policy work on London issues under the four headings commerce, community, connectivity, and culture, and has done initial work to shape the project and its policy priorities. Following the Referendum, the policy framework has been re-jigged to give priority to the impact on London of Brexit and how best to alleviate the adverse effects. The Commission next meets 5 Sept to consider these issues.

Activities Funded from the Policy Initiatives Fund 2015/16

Initiative and Responsible Officer	Funding Allocated £	Date approved	Date of Event/ Completion and actual cost	How funding was Spent/ Outcome/benefits/update of Initiative
International Valuation Standards Councils - accommodation support - CS	50,00	19/9/13	£50,000 pa	The City Corporation's annual grant of £50,000 supports the location of the IVSC's operational HQ in a serviced office at 1 King Street EC2. The IVSC's work supports standards of valuation practice worldwide, which provides reassurance and support to the banking system and capital markets
International Forum of Sovereign Wealth Funds – support for secretariat - DED	364,680 spread over four years	3/7/14	364,680 will finish June 2017	The rental agreed between ISFWF and Executive Offices Group Limited has been set for 2016/17 with the CoLC providing match funding.

DED – Director of Economic Development
DOC – Director of Communications
DOS – Director of Open Spaces
CS – City Surveyor

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Activities Funded from Committee Contingency 2015/16

Initiative and Responsible Officer	Funding Allocated £	Date approved	Date of Event/ Completion/actual costs	How funding was Spent/ Outcome/benefits/update of Initiative
Career fairs – up to 3 events per year to enhance employability of young people - DED	35,000 pa for 3 years	23/1/14	£16,658 in 2013/14 £7,924 in 2014/15 £7,668 in 2015/16	<p>2013/14 - Bridging the Gap (event for London NEETs)</p> <p>2014/15 - Southwark Employability Skills Fair and 'Careers in the City' fair for Hackney schools.</p> <p>2015/16 – careers convention for City of London's family of schools (including academies). Provided students with opportunity to learn about a diverse range of careers and to network with professionals</p> <p>Unspent funds carried over into 2016-17 to enable a response to anticipated employability events for young people.</p>
800th Anniversary of the Magna Carta - additional funds for additional activities as the 2015 anniversary approaches - DED	£88,000 to be spent over 2 years	20/3/14	£62,450 – 2014/15 £15,535 – 2015/16	<p>The funding covers events and sponsorship relating to the 800th anniversary of the sealing of the Magna Carta:-</p> <ul style="list-style-type: none"> • 12.01.15 - venue hire and sponsorship of CoL table at Magna Carta 800 fundraising dinner (£10,225) as part of the City's commitment to raising awareness and promote the 800th anniversary • 14.01.15 -venue, catering and av costs at Gresham College lecture (£5,000) • 12.05.15 - venue, catering and event costs for the Magna Carta Barons reception (£15,000)

Activities Funded from Committee Contingency 2015/16

Initiative and Responsible Officer	Funding Allocated £	Date approved	Date of Event/ Completion/actual costs	How funding was Spent/ Outcome/benefits/update of Initiative
City of London Scholarship – Anglo-Irish Literature (the award of a scholarship to a single student to continue their studies in Anglo-Irish Literature - TC	25,000 pa for three years	8/5/14	£10,250	A single scholarship of £10,000 was awarded in 2015-16 to a post-graduate student at the University of Glasgow. Applicants for the academic year 2016-17 are currently being received; depending on the calibre of applicants, it may be possible to award more than one scholarship.
Encourage City Developers to buy from local and SMEs – to boost local economies within deprived London boroughs/support small business growth - DED	25,000 pa for three years	11/12/14	2015/16 (year 1) £25,000	The funding enables us to commission an expert consultant who brokers procurement opportunities between local SME suppliers and City developers. In 2015-16 this provided support to 25 City development and 220 SMEs in the City and neighbouring boroughs. At the end of FY15/16, this had contributed to a total spend of £59.7million by City developers with local SMEs. We are now in year 2 of this 3 year funding allocation.
Supporting the Commonwealth – becoming a partner the Commonwealth Enterprise & Investment Council – TC/DED	73,000	19/2/15	£15,845 – 2015/16	Funds have so far been used for two years of strategic membership of CWEIC, as well as a small business event at Mansion House. A balance of £57,100 remains. Future funds have been earmarked for the Prince's Trust International London launch event, taking place in Guildhall in October'

DED – Director of Economic Development

TC – Town Clerk

Committee: Policy and Resources	Date: 6 October 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. The balances that are currently available in the Policy Initiatives Fund and the Committee contingency for 2016/17 are £240,400 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 22/09/16</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	25,000	0	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	20,854	1,646		
19/05/16	Think Tank Membership 2016/17: Renewal of COL's membership to Chatham House (£13,750) & New Local Government Network (£12,000)	DED	25,800	25,750	50		
16/06/16	Sponsorship of Events with the Centre for European Reform: COL partnering with the Centre for European Reform (CER) in hosting 2 high-level conferences a) 2016 Ditchley Park Conference & b) a post-EU referendum Conference	DED	30,000	0	30,000		
07/07/16	Party Conferences Funding - the City Corporation to hold private roundtables and dinners at the 2016 party conferences of the Liberal Democrats, Labour and Conservatives. The roundtables will focus on skills and employability	DED	17,500	0	17,500		
07/07/16	Sponsorship of Battle of Ideas Festival - the City Corporation to sponsor the festival, organised by The Institute of Ideas, taking place on 22-23 October 2016 in the Barbican	DED	16,000	0	16,000		
	Promoting the City						
02/05/13	TheCityUK: CoL's additional funding	DED	75,000	50,000	25,000	3 year funding: £75,000 final payment in 2016/17	

<u>ALLOCATIONS FROM PIF</u>					<u>STATUS OF BALANCE</u>	
<u>COMMITTEE</u>		<u>RESP</u>	<u>ALLOCATION</u>	<u>ACTUAL</u>	<u>BALANCE</u>	
<u>DATE</u>	<u>DESCRIPTION</u>	<u>OFFICER</u>	£	PAID TO 22/09/16 £	TO BE SPENT £	<u>NOTES</u>
20/02/14	Sponsor the "New FinTech UK" Initiative - Creation of a new body to promote and support the 'FinTech' (financial technology) sector - Innovate Finance	DED	250,000	62,500	187,500	3 year funding: £250,000 final payment in 2016/17.
26/03/15	City of London Advertising - continuation of placing advertisements in CityAM to promote services provided by COL	DOC	45,000	15,250	29,750	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	14,421	25,179	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	15,000	0	
19/05/16	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	13,291	1,709	
08/09/16	Additional sponsorship to support Innovate Finance	DED	100,000	0	100,000	Additional year's sponsorship for Innovate Finance in the sum of £350,000 to be used flexibly
	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	25,000	25,000	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	18,609	36,291	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

<u>ALLOCATIONS FROM PIF</u>						<u>STATUS OF BALANCE</u>	
<u>COMMITTEE</u>	<u>DESCRIPTION</u>	<u>RESP OFFICER</u>	<u>ALLOCATION</u>	<u>ACTUAL PAID</u>	<u>BALANCE</u>	<u>NOTES</u>	
<u>DATE</u>			£	TO 22/09/16 £	TO BE SPENT £		
11/12/14	Sponsorship of Tech London Advocates (TLA): further sponsorship to support the delivery of 2 major bi-annual summit events and the development and promotion of TLA's series of themed, advocate-led workstreams	DED	50,000	25,000	25,000	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	1,504	1,196	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	50,000	0	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	12,500	37,500	5 year funding - £50k per year until 2018/19	
03/07/14	International Forum of Sovereign Wealth Funds (IFSFW) - City of London to support the IFSWF Secretariat locating in the City	DED	124,500	60,840	63,660	4 year funding - £124,500 in 2016/17 & £31,300 in 2017/18	

<u>ALLOCATIONS FROM PIF</u>					<u>STATUS OF BALANCE</u>	
<u>COMMITTEE</u> <u>DATE</u>	<u>DESCRIPTION</u>	<u>RESP</u> <u>OFFICER</u>	<u>ALLOCATION</u> £	<u>ACTUAL</u> <u>PAID</u> TO 22/09/16 £	<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		347,400		701,131	
	TOTAL APPROVED BUDGET		1,519,000	470,469		
	ANALYSIS OF TOTAL APPROVED BUDGET					
	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

POLICY AND RESOURCES COMMITTEE - POLICY INITIATIVES FUND

2016/2017
£

POLICY INITIATIVES FUND

- Balance remaining prior to this meeting

347,400

Less possible maximum allocations from this meeting

Sponsorship of the Centre for London's 2016 London Conference

22,000

Sponsorship of the IPPR Commission on Economic Justice

85,000

107,000

Balance

240,400

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 DATE</u>	<u>DESCRIPTION</u>	<u>RESP OFFICER</u>	<u>ALLOCATION</u> £	<u>ACTUAL PAID</u> TO 22/09/16 £	<u>BALANCE TO BE SPENT</u> £	<u>NOTES</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	7,800	69,400	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	DED	25,000	10,208	14,792	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	13,550	43,550	Originally allocated from 2015/16; £57,100 deferred to 2016/17
21/01/16	Voter Registration: various registration activities during 2016 to assist with increasing the level of voter registration in the City	TC	90,000	42,985	47,015	

<u>ALLOCATIONS FROM CONTINGENCY</u>					<u>STATUS OF BALANCE</u>	
<u>COMMITTEE DATE</u>	<u>DESCRIPTION</u>	<u>RESP OFFICER</u>	<u>ALLOCATION</u> £	<u>ACTUAL PAID</u> TO 22/09/16 £	<u>BALANCE TO BE SPENT</u> £	<u>NOTES</u>
17/03/16	Lord Mayor's Show Fireworks: City of London Corporation to hold a public fireworks display following the LM's Show. Funding to cover all aspects of the planned display including the fireworks display itself, and all the traffic management, public safety and crowd and related events management issues.	DOC	125,000	0	125,000	
	BALANCE REMAINING		400,800	74,543	326,257	
	TOTAL APPROVED BUDGET		202,200			
	ANALYSIS OF TOTAL APPROVED BUDGET		603,000			
	ORIGINAL PROVISION		300,000			
	APPROVED BROUGHT FORWARD FROM 2015/16		303,000			
	TOTAL APPROVED BUDGET		603,000			

NOTE: The Committee date records the actual approval meeting; in some instances approval is given for multi-year support for a project but the financial details in this table only show the expenditure due in the current year (2016/17). It should be noted that actual payments sometimes are made towards the end of a financial year.

KEY TO RESPONSIBLE OFFICER:-

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

CAROLINE AL-BEYERTY - FINANCIAL SERVICES DIRECTOR

POLICY AND RESOURCES COMMITTEE - CONTINGENCY

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

Caroline Al-Beyerty
Financial Services Director

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