



## Policy and Resources Committee

**Date:** THURSDAY, 17 NOVEMBER 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)
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 6 October 2016

**For Decision**  
(Pages 1 - 8)

- b) To note the draft public minutes of the Resource Allocation Sub-Committee meeting held on 6 October 2016

**For Information**  
(Pages 9 - 12)

- c) To note the draft public minutes of the Projects Sub-Committee meeting held on 11 October 2016

**For Information**  
(Pages 13 - 22)

- d) To note the draft public minutes of the Public Relations and Economic Development Sub-Committee meeting held on 6 October 2016

**For Information**  
(Pages 23 - 28)

- e) To note the draft public minutes of the Courts Sub-Committee meeting held on 26 October 2016

**For Information**  
(Pages 29 - 32)

4. **REVIEW OF PARLIAMENTARY CONSTITUENCY BOUNDARIES**

Joint report of the Town Clerk and the Remembrancer.

**For Decision**  
(Pages 33 - 40)

5. **OPEN SPACES LEARNING PROGRAMME**

Joint report of the Chamberlain and the Director of Open Spaces.

**NB: This report will also be considered by the Open Spaces Committee.**

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

6. **CITY OF LONDON ANTI-TERRORISM TRAFFIC ORDER**  
Report of the Director of the Built Environment.  
  
**NB: This report has been approved by the Planning and Transportation Committee and was also received by the Police Committee.**  
  
**For Decision**  
(Pages 47 - 54)
7. **TRAFFIC CONGESTION**  
Report of the Director of the Built Environment.  
  
**NB: The report has been considered by the Streets and Walkways Sub-Committee and a resolution from the Sub-Committee will follow. The report is also to be considered by the Planning and Transportation Committee.**  
  
**For Decision**  
(Pages 55 - 68)
8. **ASSET OF COMMUNITY VALUE - STILL AND STAR PUBLIC HOUSE**  
Report of the Director of the Built Environment.  
  
**For Decision**  
(Pages 69 - 80)
9. **CO-EXIST HOUSE**  
Report of the Town Clerk.  
  
**For Decision**  
(Pages 81 - 84)
10. **POLICE ARBORETUM MEMORIAL FUNDRAISING DINNER**  
Report of the Town Clerk.  
  
**For Decision**  
(Pages 85 - 86)
11. **SPECIAL REPRESENTATIVE TO ASIA**  
Report of the Director of Economic Development.  
  
**For Decision**  
(Pages 87 - 90)
12. **CENTRE FOR POLICY STUDIES - LIBERTY CONFERENCE**  
Report of the Director of Economic Development.  
  
**For Decision**  
(Pages 91 - 92)
13. **BREXIT STRATEGY FOR FINANCIAL AND PROFESSIONAL SERVICES**  
Report of the Director of Economic Development.  
  
**For Information**  
(Pages 93 - 106)

14. **OFSTED INSPECTION REPORTS**  
To note reports of the Director of Community and Children's Services on the outcome of the following Ofsted inspections:-
- a) Child Protection  
**For Information**  
(Pages 107 - 116)
  - b) City and Hackney Safeguarding Children Board  
**For Information**  
(Pages 117 - 120)
  - c) Adult Skills & Education Service  
**For Information**  
(Pages 121 - 124)
15. **TOWN CLERK'S OFFICE BUSINESS PLAN - PROGRESS**  
Report of the Town Clerk.  
**For Information**  
(Pages 125 - 130)
16. **RISK MANAGEMENT**  
Report of the Town Clerk.  
**For Information**  
(Pages 131 - 140)
17. **POLICY INITIATIVES FUND AND COMMITTEE CONTINGENCY**  
Report of the Chamberlain.  
**For Information**  
(Pages 141 - 152)
18. **DECISIONS TAKEN UNDER DELEGATED AUTHORITY OR URGENCY POWERS**  
Report of the Town Clerk.  
**For Information**  
(Pages 153 - 154)
19. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**
20. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT**
21. **EXCLUSION OF THE PUBLIC**  
MOTION - That under Section 100(A) of the Local Government Act 1972, the public be excluded from the meeting for the following items on the grounds that they involve the likely disclosure of exempt information as defined in Part I of the Schedule 12A of the Local Government Act.

## Part 2 - Non-Public Agenda

### 22. NON-PUBLIC MINUTES

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

- a) To agree the non-public minutes of the meeting held on 6 October 2016

**For Decision**  
(Pages 155 - 158)

- b) To note the draft non-public minutes of the Resource Allocation Sub-Committee meeting held on 6 October 2016

**For Information**  
(Pages 159 - 162)

- c) To note the draft non-public minutes of the Public Relations and Economic Development Sub-Committee meeting held on 6 October 2016

**For Information**  
(Pages 163 - 164)

- d) To note the draft non-public minutes of the Projects Sub-Committee meeting held on 11 October 2016

**For Information**  
(Pages 165 - 172)

- e) To note the draft non-public minutes of the Cultural Hub Working Party meeting held on 17 October 2016

**For Information**  
(Pages 173 - 178)

- f) To note the draft non-public minutes of the Court Sub-Committee meeting held on 26 October 2016

**For Information**  
(Pages 179 - 182)

### 23. WIRELESS CONCESSION CONTRACT (SUPER-FAST CITY)

Joint report of the Chamberlain and the City Surveyor.

**NB: This report will also be considered by the Finance Committee.**

**For Decision**  
(Pages 183 - 196)

### 24. CENTRAL CRIMINAL COURT PLANT REPLACEMENT

Report of the City Surveyor.

**NB: This report has been considered and is recommended for approval by your Courts Sub-Committee. The report is also due to be considered by your Projects Sub-Committee.**

**For Decision**  
(Pages 197 - 218)

25. **DECISIONS TAKEN UNDER DELEGATED AUTHORITY OR URGENCY POWERS**  
Report of the Town Clerk.  
**For Information**  
(Pages 219 - 222)
26. **MUSEUM OF LONDON RELOCATION**  
Report of the City Surveyor (TO FOLLOW).  
**NB: This report will also be considered by the Finance Committee.**  
**For Decision**
27. **IT DIVISION BUDGET**  
Report of the Chamberlain (TO FOLLOW).  
**NB: This report will also be considered by the Finance Committee.**  
**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.**

## **POLICY AND RESOURCES COMMITTEE** **Thursday, 6 October 2016**

Minutes of the meeting of the Policy and Resources Committee held at Committee Rooms, 2nd Floor, West Wing, Guildhall on Thursday, 6 October 2016 at 1.45 pm

### **Present**

#### **Members:**

Mark Boleat (Chairman)  
Simon Duckworth (Deputy Chairman)  
Deputy Catherine McGuinness (Deputy Chairman)  
Deputy Douglas Barrow  
Alderman Sir Michael Bear  
Deputy John Bennett  
Alderman Charles Bowman  
Deputy Roger Chadwick (Ex-Officio Member)  
Henry Colthurst  
Marianne Fredericks  
George Gillon  
Deputy the Revd Stephen Haines (Ex-Officio Member)  
Wendy Hyde  
Vivienne Littlechild (Ex-Officio Member)  
Edward Lord  
Jeremy Mayhew  
Andrew McMurtrie (Ex-Officio Member)  
Wendy Mead  
Deputy Joyce Nash  
Dhruv Patel (Ex-Officio Member)  
Deputy Dr Giles Shilson  
Tom Sleigh  
Sir Michael Snyder  
Deputy John Tomlinson  
Michael Welbank (Chief Commoner) (Ex-Officio Member)  
Alderman Sir David Wootton

#### **In Attendance**

Keith Bottomley

#### **Officers:**

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

Peter Young	-	Surveyor's Office
Damian Nussbaum	-	Director of Economic Development
Bob Roberts	-	Director of Communications
Simon Murrells	-	Assistant Town Clerk
Peter Lisley	-	Assistant Town Clerk
Ian Hughes	-	Department of the Built Environment
Simon Glynn	-	Department of the Built Environment
David Farnsworth	-	Chief Grants officer
Scott Nixon	-	City Bridge Trust
Paul Nagle	-	Chamberlain's Office
Angela Roach	-	Principal Committee and Members Services Manager

1. **APOLOGIES**

Apologies for absence were received from Alex Deane, Stuart Fraser, Christopher Hayward, Hugh Morris, and Alderman Andrew Parmley.

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

The Chairman declared an interest in item no. 14 as a member of Centre for London.

3. **MINUTES**

3a. The public minutes of the meeting held on 8 September 2016 were approved.

3b. The draft public minutes of the Projects Sub-Committee meeting held on 7 September 2016.

4. **ONE SAFE CITY PROGRAMME WORKING PARTY**

The Committee considered the appointment of an additional representative to serve on the One Safe City Programme Working Party.

RESOLVED – that Marianne Fredericks be appointed to serve on the One Safe City Programme Working Party.

5. **POLICY AND RESOURCES COMMITTEE TERMS OF REFERENCE**

The Committee considered a report of the Town Clerk, concerning the Court of Common Council's amendment to the Committee's terms of reference giving it oversight of all the City's Courts and how this should now be delivered.

RESOLVED - that:-

1. the remit of the new Central Criminal Court Sub-Committee be widened to give it oversight of all matters relating to the City's Courts;



2. the title of the new Sub-Committee be changed to the *Courts Sub-Committee* and its terms of reference be amended 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.*

**6. CENTRAL GRANTS PROGRAMME - MANAGEMENT AND FEES**

The Committee considered a report of the Chief Grants Officer concerning the interim management of the Central Grants Unit (CGU).

RESOLVED – That:-

1. the approach of seconding staff from City Bridge Trust to manage the CGP for a 6 month period be endorsed.
2. approval be given to the CGU recharging up to £41,000 to manage the Unit over a 6 month period; and
3. it be noted that a follow up report seeking resources for 2017/2018 including the management fee for the CGP would be submitted in March 2017.

**7. THE CITY'S FRANCHISE**

The Committee considered a report of the Town Clerk concerning the outcome of investigations into the possibility of widening the City's Franchise to include people or businesses that occupy serviced and shared office space.

The Chairman advised that altering the current franchise arrangements would require primary legislation. Whilst this was not recommended the City Corporation should seek to communicate and engage with businesses of that nature in other ways.

It was noted that given the outcome of investigations it would no longer be necessary to establish a working party of Members to look at the issue.

RESOLVED – that:-

1. the report be noted and 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 be endorsed;
2. a new category of constituent be created, who whilst not eligible to register and vote, should be engaged with; and
3. subject to agreement to a) and b) above a report on the conclusions be submitted to the Court of Common Council, for information.

**8. VOTER REGISTRATION AND CITY OF LONDON WARD ELECTIONS 2017 - UPDATE**

The Committee considered a report of the Town Clerk on the progress of the preparations for the Common Council elections in March 2017.

The Chairman referred to the *frequently asked questions* sheet which had been produced for candidates and thanked Wendy Hyde and Keith Bottomley for their help with its production.

RESOLVED – that the report be noted and that the principle that the number of committee meetings would be minimised for the period after 17 February 2017 (in the lead up to the elections) be endorsed.

**9. FUNDING FOR THE FOUNDATION FOR FUTURELONDON**

The Committee considered a report of the Town Clerk concerning the funding of the Foundation for FutureLondon in support of its London 2012 regeneration project.

RESOLVED – that:-

1. a sum of £200,000 per annum be included in the City Cash budgets to support the Foundation for FutureLondon in 2018/19 and four subsequent financial years; and
2. the release of such funding being conditional upon the Foundation for FutureLondon meeting its fundraising target, the recognition criteria set out in paragraph 11 of the report as well as other appropriate milestones, to be agreed with the Town Clerk

**10. REVIEW OF PARLIAMENTARY CONSTITUENCY BOUNDARIES**

The Committee considered a joint report of the Town Clerk and Remembrancer concerning the Boundary Commission's review of parliamentary constituency boundaries.

RESOLVED – that:-

1. the Town Clerk and the Remembrancer be requested to draw up 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 for the Committee to consider; and
2. the Town Clerk be asked to take appropriate measures to make local residents, businesses and organisations aware of the proposals and of the consultation process.

11. **EFFICIENCY PLAN**

The Committee considered a report of the Chamberlain concerning the publication of the City of London Corporation's Efficiency and Sustainability Plan.

RESOLVED - that the draft Efficiency and Sustainability Plan as set out in the appendix to the report be approved.

12. **CULTURAL HUB - LOOK AND FEEL STRATEGY**

The Committee considered a report of the Director of the Built Environment concerning the development of a "look and feel" Strategy for the public realm area covered by the City's Cultural Hub.

RESOLVED – that the report be noted.

13. **MAJOR HIGHWAY WORKS FOR 2016/17**

The Committee considered a report of the Director of the Built Environment concerning the high volume of activities taking place in the square mile which had resulted in an increase in demand on the City's highway network.

RESOLVED – that the report be noted.

14. **CENTRE FOR LONDON CONFERENCE**

The Committee considered a report of the Director of Economic Development concerning the sponsorship of the Centre for London's 2016 London Conference.

RESOLVED – that approval be given to the provision of £22,000 from the 2016/17 Policy Initiatives Fund for the City Corporation to be a headline sponsor of the 2016 London Conference, in partnership with the Centre For London, categorised under 'Events' and charged to 'City's Cash'.

15. **IPPR - ECONOMIC JUSTICE COMMISSION**

The Committee considered a report of the Director of Economic Development concerning the sponsorship of the Institute of Public Policy Research's Commission on Economic Justice.

RESOLVED – that approval be given to the provision of £185,000 (£85,000 in 2016/17 and £100,00 in 2017/18) from the Policy Initiatives Fund in support of IPPR's the Commission on Economic Justice, categorised under 'promoting the City' and charged to 'City's Cash'.

16. **EUROPEAN FINANCIAL SERVICE CHAIRMEN'S ADVISORY COMMITTEE**

The Committee considered a report of the Director of Economic Development proposing that the City Corporation makes a contribution towards the European Financial Services Chairmen's Advisory Committee (EFSCAC).

RESOLVED – that approval be given to the provision of £20,000 from the 2016/17 the Policy Initiatives Fund towards the EFSCAC, categorised under ‘promoting the City’ and charged to ‘City’s Cash’.

**17. REMEMBRANCER'S BUSINESS PLAN 2016/19 - UPDATE**

The Committee considered a report of the Remembrance on the progress of the activities contained in the Remembrancer’s office business plan.

RESOLVED – that the report be noted.

**18. INCREASING THE SUPPLY OF HOMES**

The Committee considered a report of the Director of Community and Children’s Services on the progress of the commitment to increase the supply of homes on the City Corporation’s social housing estates.

Reference was made to the adverse impact of the planning system on developments and to the current system appearing to giving more weight to those who opposed applications.

RESOLVED – that the report be noted.

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

19a. The Committee considered an **annual monitoring** report of the Town Clerk relating to the projects funded from either, the Police Initiatives Fund or the Committee’s contingency in the last year.

RESOLVED – That the report be noted.

19b. 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.

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

There were no questions.

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

There were no items of urgent business.

**22. EXCLUSION OF THE PUBLIC**

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

**Item Nos. Paragraph(s) in Schedule 12A**

23 - 27 3

## Part 2 – Non-Public Agenda

### 23. NON-PUBLIC MINUTES

23a. The non-public minutes of the meeting held on 8 September 2016 were approved.

23b. The draft non-public minutes of the Projects Sub-Committee meeting held on 7 September 2016 were noted.

23c. The draft non-public minutes of the Ceremonial Protocols Working Party meeting held on 8 September 2016 were considered.

The Chairman drew attention to the work being undertaken on the seating of Chairmen at the Court of Common Council.

RESOLVED – that the non-public minutes be noted.

23d. The draft non-public minutes of the Hospitality Working Party meeting held on 14 September 2016 were considered.

A Member queried an event associated with the Lord Mayor's Show.

RESOLVED – That the draft non-public minutes be noted.

### 24. SERVICE BASED REVIEW - SAVINGS TARGETS

The Committee considered and agreed a report of the Chamberlain concerning the savings targets applicable to the Barbican Centre and the Guildhall School.

### 25. OPERATIONAL PROPERTY REVIEW - PROGRESS

The Committee considered and agreed a report of the City Surveyor outlining the progress of the Operation Property Review.

### 26. PROJECT 3000 UPDATE

The Committee considered an update report of the City Surveyor on the progress of Project 3000 i.e. the delivery of 3,000 new homes across London by 2025.

RESOLVED – That the reported be noted and that a further progress report on the project be submitted in one year's time.

### 27. POULTRY MARKET REPAIRS AND MAINTENANCE

The Committee considered and agreed a report of the City Surveyor concerning repairs and maintenance of the Poultry Market.

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

There were no questions.

**29. 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 ended at 2.20pm**

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Chairman

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## RESOURCE ALLOCATION SUB (POLICY AND RESOURCES) COMMITTEE

Thursday, 6 October 2016

Minutes of the meeting of the Resource Allocation Sub (Policy and Resources) Committee held at Committee Rooms, 2nd Floor, West Wing, Guildhall on Thursday, 6 October 2016 at 12.00 pm

### Present

#### Members:

Mark Boleat (Chairman)  
Jeremy Mayhew (Deputy Chairman)  
Deputy Roger Chadwick  
Henry Colthurst  
Simon Duckworth  
Deputy the Revd Stephen Haines  
Edward Lord  
Deputy Catherine McGuinness  
Deputy Joyce Nash  
Sir Michael Snyder  
Deputy John Tomlinson  
Alderman Sir David Wootton

#### In Attendance

Vivienne Littlechild

#### Officers:

John Barradell	-	Town Clerk and Chief Executive
Peter Kane	-	Chamberlain
Caroline Al-Beyerty	-	Financial Services Director
Paul Wilkinson	-	City Surveyor
Peter Young	-	City Surveyor's Office
Iain Simmons	-	Department of the Built Environment
Bob Roberts	-	Director of Communications
Paul Nagle	-	Chamberlain's Department
Esther Sumner	-	Open Spaces Department
Simon Murrells	-	Assistant Town Clerk
Angela Roach	-	Principal Committee and Members Services Manager

#### 1. APOLOGIES

Apologies for absence were received from Stuart Fraser, Stephen Haines, Hugh Morris, Alderman Andrew Parmley, Giles Shilson and Tom Sleigh.

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

There were no declarations.

3. **MINUTES**

The minutes of the meeting held on 7 July 2016 were approved.

4. **BANK JUNCTION IMPROVEMENTS: EXPERIMENTAL SAFETY SCHEME**

The Sub-Committee considered a report of the Director of the Built Environment concerning the progress of the experimental safety scheme as part of the improvements to Bank Junction and the reallocation of Section 106 funding to the Scheme.

A Member reminded the Sub-Committee of the role of the Projects Sub-Committee in determining the method by which a project should be undertaken and questioned whether that Sub-Committee had been consulted on the final experimental option being pursued. Members were advised that an options paper had been considered earlier this year by the relevant Sub-Committees, including the Projects Sub-Committee, and that the purpose of the current report being considered was to take the preferred experimental option to the next stage.

It was suggested that the reallocation of funding be delegated to the Town Clerk in consultation with the Chairman and Deputy Chairman for approval subject to confirmation that an options paper had been considered by the Projects Sub-Committee previously. Members supported the suggestion.

RESOLVED – That the reallocation of funding totalling £98,571 be delegated to the Town Clerk in consultation with the Chairman and Deputy Chairman for approval, subject to confirmation that an options paper had been considered by the Projects Sub-Committee previously.

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

There were no questions.

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

There were no urgent items.

7. **EXCLUSION OF THE PUBLIC**

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

**Item Nos.**

**Paragraph(s) in Schedule 12A**

8 - 12

3



## Part 2 - Non-Public Agenda

8. **NON-PUBLIC MINUTES**

The non-public minutes of the meeting held on 7 July 2016 were approved.

9. **POLICE ACCOMMODATION STRATEGY: OVERVIEW AND PROGRAMME UPDATE**

The Sub-Committee considered and agreed a joint report of the City Surveyor, the Chamberlain and the Commissioner of the City of London Police on the progress of the Police Accommodation Strategy.

10. **CITY OF LONDON FREEMEN'S SCHOOL MAIN HOUSE - PROGRESS OF PHASE 2 OF THE MASTERPLAN**

The Sub-Committee considered and agreed a joint report of the Headmaster of the City of London Freemen's School and the City Surveyor concerning the progression of works to the Main House as part of Phase 2 of the School's Masterplan.

11. **OPERATIONAL PROPERTY REVIEW - PROGRESS**

The Sub-Committee considered and agreed a report of the City Surveyor outlining the progress of the Operation Property Review.

12. **POULTRY MARKET - REPAIRS AND MAINTENANCE**

The Sub-Committee considered and agreed a report of the City Surveyor concerning repairs and maintenance of the Poultry Market.

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

There were no questions.

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

There were no urgent items.

**The meeting ended at 12.35pm**

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Chairman

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## PROJECTS SUB (POLICY AND RESOURCES) COMMITTEE

Tuesday, 11 October 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)	Marianne Fredericks
Hugh Morris (Deputy Chairman)	Deputy John Tomlinson
Keith Bottomley	James Tumbridge

#### **In attendance:**

Deputy Alastair Moss

#### **Officers:**

Peter Lisley	-	Town Clerk's Department
Christopher Braithwaite	-	Town Clerk's Department
Craig Spencer	-	Town Clerk's Department
Arshi Zaman	-	Town Clerk's Department
Caroline Al-Beyerty	-	Chamberlain's Department
Christopher Bell	-	Chamberlain's Department
Paul Wilkinson	-	City Surveyor
Mark Lowman	-	City Surveyor's Department
Peter Young	-	City Surveyor's Department
Simon Glynn	-	Department of the Built Environment
Ian Hughes	-	Department of the Built Environment
Steve Presland	-	Department of the Built Environment
Jim Turner	-	Barbican Centre
Mike Kettle	-	Community and Children's Services Department
Mike Saunders	-	Community and Children's Services Department
Martin O'Regan	-	City of London Police
Jonathan Frost	-	City of London Police
David Drane	-	City of London Police
Sue Williams	-	City of London Freemen's School

### **1. APOLOGIES**

Apologies for absence were received from Mark Boleat, Deputy Roger Chadwick, Chris Hayward, Jeremy Mayhew, Deputy Catherine McGuinness and Graham Packham.

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

There were no declarations of interests.

3. **MINUTES**

**RESOLVED** – That the public minutes and summary of the meeting held on 7 September 2016 are approved as an accurate record.

4. **GATEWAY APPROVAL PROCESS**

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

5. **MIDDLESEX STREET AREA ENHANCEMENT - PHASE 2 - ISSUE REPORT (GATEWAY 2)**

The Sub-Committee considered a joint report of the Director of the Built Environment and the Director of Markets and Consumer Protection which sought additional funding to reach Gateway 3 of the Middlesex Area Enhancement – Phase 2 Project, funded from Section 106 contributions.

The Chairman commented that it was likely that the works would improve the area and therefore increase the value of the retail property in the vicinity. He commented that, on this basis, it would be appropriate to approach the owners of these properties to seek a contribution to the Scheme. Members agreed that this would be appropriate.

**RESOLVED** – That the Sub-Committee approves the funding required to reach Gateway 3 of £50,000, to be funded from Section 106 contributions relating to the 5 Broadgate development (Section 106 agreement dated 29th July 2011), subject to any contributions which can be received from owners of retail property in the vicinity of the works.

6. **BANK JUNCTION IMPROVEMENTS: EXPERIMENTAL SAFETY SCHEME - ISSUE REPORT (GATEWAY 3)**

The Sub-Committee considered a report of the Director of the Built Environment which requested additional funding of £87,100 to reach Gateway 4/5 for the Bank Junction Project due to additional requirements for the traffic modelling work.

The Director of the Built Environment advised the Sub-Committee that it was anticipated that the Gateway 4/5 report on this project would be submitted to the Sub-Committee in December 2016. The Chairman commented that it would be important that the upcoming report providing an overall assessment of traffic congestion within the City, and its causes, was considered by the Policy and Resources Committee in advance of approval being given to commence work on this specific project. The Director of the Built Environment advised that this report was expected to be submitted to the Policy and Resources Committee in November 2016.

The Deputy Chairman of the Planning and Transportation Committee commented that it was appropriate for the reports to be considered in that order, but cautioned that, in the event of the traffic congestion report being delayed, it would not be appropriate to delay a decision on the Bank Junction scheme, as the primary driver for this project was to mitigate the significant safety concerns regarding the junction. The Chairman commented that it was

important for the project to be viewed in the overall assessment of traffic in the City and commented that the order of the reports being considered by the Committees would enable that.

**RESOLVED** – That the Sub-Committee approves an increase in the fees and staff costs budget of £87,100, making a total budget of £387,100 now required to reach the next gateway.

**7. STREET LIGHTING REPLACEMENT PROJECT - ISSUE REPORT (GATEWAY 3/4)**

The Sub-Committee considered a report of the Director of the Built Environment regarding the Street Lighting Replacement Project, which advised that final costs for this project (including tenders where appropriate) be sought at Gateway 5, and the project be authorised to progress to this stage, with a report expected to be brought to the Sub-Committee in early 2017.

A Member asked for an update to the degree to which this project had been developed in conjunction with the Smart City project, which sought to integrate infrastructure into street lighting. The Director of the Built Environment explained that the proposed solution would allow low-frequency communications, such as air quality monitoring, to be integrated to the street lighting. However, he explained that at present, the technology to integrate high-frequency communications, such as 4G mobile connections, was widely developed to be accommodated within the proposed street lighting infrastructure. The Member advised the Director of a solution of which he was aware, Blue Pillar, which may be suitable.

**RESOLVED** – That the Sub-Committee approves the approach whereby the project is approved to proceed to Gateway 5, with final costs for the project be brought forward in the Gateway 5 report in January 2017.

**8. PAY & DISPLAY UPGRADE - GATEWAY 3/4/5 DETAILED OPTIONS APPRAISAL AND AUTHORITY TO START WORK**

The Sub-Committee considered a report of the Director of the Built Environment which advised Members of progress with the Pay & Display Upgrade Project. The report advised Members that an assessment had been undertaken as to whether it was possible to remove machines and move to a 'phone payment only' option and recommended replacement of those machines in high cash usage areas and a six-month cashless trial in those areas currently with low cash usage.

Members agreed that the direction of travel should be towards reducing the number of cash payments made and suggested that contactless credit card payments could be explored as an alternative, or in addition, to mobile payments. Officers commented that contactless payment solutions required a greater amount of electricity than mobile payment, but Member suggested that such payment stations could be located at sites with existing power supplies. The Director of the Built Environment agreed that this would be explored as part of the six-month cashless trial.

**RESOLVED** – That the Sub-Committee agrees:

- a) to upgrade those machines where cash usage remains high in order to address the underlying maintenance issue of aging machines in those areas;
- b) to run a six month cashless trial in areas with very low cash usage, including contactless credit card payment solutions, in order to gauge the impact and public reaction;
- c) that a report will be submitted to Members advising on the results of that trial before deciding to continue with further upgrades or a wider removal of cash payment, albeit should there be immediate adverse consequences of introducing the trial, officers would report this back to Members more quickly.

9. **LONDON WALL PLACE SECTION 278 WORKS - GATEWAY 5 AUTHORITY TO START WORK**

The Sub-Committee considered a report of the Director of the Built Environment which sought authority to start work on the London Wall Place Public Realm Improvements.

**RESOLVED** – That the Sub-Committee:

- a) Approves the implementation of the highway works with an estimated total cost of £3.6 million as shown in Table 1;
- b) Delegates authority for any adjustments between elements of the £3.6 million budget to the Director of the Built Environment in conjunction with the Chamberlain's Head of Finance provided the total approved budget of £3.6 million is not exceeded;
- c) Authorises Officers to seek relevant regulatory and statutory consents, orders and approvals as may be required to progress and implement the scheme (e.g. traffic orders); and
- d) Notes that the St. Alphage Gardens scheme (Section 106 funded) will be progressed independently of the (Section 278 funded) highway works and a separate Gateway 5 report will be submitted to the Open Spaces and City Gardens Committee and Projects Sub Committee in February 2017.

10. **ST MARY-AT-HILL CHURCHYARD - GATEWAY 5 AUTHORITY TO START WORK**

The Sub-Committee considered a report of the Director of the Built Environment which sought authority to start work on enhancements to St Mary-at-Hill Churchyard to improve accessibility and improve drainage. The report also sought approval for an increased budget for the project.

A Member commented that the budget increase which was sought was significant in the scale of the project and asked whether this may have an impact on the amount of funding which was available for other works at similar churchyards. The Member asked whether a wider programme of works for

churchyards had been developed. The Director of the Built Environment explained that such a programme was currently being developed.

The Chairman commented that there may be similar small areas which may require similar attention to churchyards. The Director of the Built Environment explained that these were typically included within the Area Enhancement Strategy, which was considered by the Planning and Transportation Committee. He explained that the Place Steering Group was also considering this Strategy, which was expected to be available in January 2017. The Chairman requested that this Sub-Committee be provided with a summary version of this, so that the Sub-Committee could be aware of the overall position and the potential draw on funding.

**RESOLVED** – that the Sub-Committee:

- a) approves the implementation budget of £425,200 to be funded from the 20 Fenchurch Section 106 Agreement, as set out in section 5 of this report;
- b) approves the detailed design as set out in section 1 and Appendices 2, 3 and 4 of this report;
- c) approves the authority to start works, subject to obtaining Faculty and Planning permissions and sign off of associated legal agreements; and
- d) requests that it be provided with a summary of the Area Enhancement Strategy in January 2017, to allow the Sub-Committee to be advised of the likely draw on resources in this area.

**11. ALDGATE HIGHWAY CHANGES AND PUBLIC REALM ENHANCEMENT - GATEWAY 6 PROGRESS REPORT**

The Sub-Committee considered a report of the Director of the Built Environment which provided an update on the Aldgate Gyrotory Project, specifically advising on the current programme for the project, confirming the current position with regards to budgets and funding and advising on the current governance structure for the project.

The Town Clerk advised the Sub-Committee that the approved budget for the Project was now £23.4m, rather than £23.2m as advised within the report.

**RESOLVED** – That the Sub-Committee notes the report.

**12. LUDGATE HILL CROSSING (30 OLD BAILEY) - GATEWAY 6 PROGRESS REPORT**

The Sub-Committee considered a report of the Director of the Built Environment which provided an update on the project to implement a trial of a signalised pedestrian crossing in place of the existing zebra crossing at Ludgate Hill (30 Old Bailey) and to introduce permanent changes to the footways adjacent to the crossing.

The Chairman commented that the project had been successful in improving traffic flow in the area and suggested that a similar project should be instigated at the zebra crossing on Chiswell Road.

A Member noted that the report proposed to make use of the underspend of the project to install anti-skid surfacing of the carriageway in the vicinity of the crossing and queried whether this work would have been undertaken in the underspend hadn't been achieved. The Member noted that this area was subject to the 20mph speed limit and commented that therefore there should not be a serious risk of skidding. The Director of the Built Environment explained that these works had been recommended from a safety audit and would therefore have been recommended regardless of whether the underspend had been achieved.

**RESOLVED** – That the Sub-Committee:

- a) Approves the retention of the signalised crossing;
- b) Authorises the utilisation of the remaining Works and Contingency budget of £34,340 to contribute towards the cost resurfacing of the carriageway in the vicinity of the crossing, as recommended by the Stage 3 Road Safety Audit.

**13. CITY PUBLIC REALM PROJECTS CONSOLIDATED OUTCOME REPORT - GATEWAY 7 OUTCOME REPORT**

The Sub-Committee considered a report of the Director of the Built Environment which provided outcome reports in relation to City Public Realm projects regarding Mariner House street scene enhancements, Austin Friars environmental enhancements and Shoe Lane street enhancement scheme.

The Chairman queried whether it was possible to amend the funding used for the projects such that more funding was used from S106 funding and less from the on-street parking display. The Director of the Built Environment explained that the S106 funding had been matched funding from the developer and therefore it was thought that the maximum amount of S106 funding had been used. However, he undertook to confirm whether this was the case and vary the funding streams used if possible.

**RESOLVED** – That the Sub-Committee:

- a) Notes the report; and
- b) Approves the recommendations from the reports in relation to the individual projects.

**14. HEATING AND HOT WATER EQUIPMENT REPLACEMENT - GOLDEN LANE ESTATE - ISSUE REPORT (GATEWAY 3/4)**

The Sub-Committee considered a report of the Director of Community and Children's Services which sought approval to separate the projects in relation to the replacement of heating and hot water equipment at the Golden Lane Estate into separate projects. Due to the listed status of Crescent House and Cullum Welch House, it was recommended that the projects in relation to those properties be progressed separately to ensure that work on the remaining properties could be progressed.

**RESOLVED** – That the Sub-Committee:



- a) approves the separation of Crescent House and Cullum Welch House into a separate project, for which a separate Gateway 5 report will be submitted at a future date.
- b) notes that the tendering and specification process for the remaining properties will proceed as planned and that a separate Gateway 5 report will be submitted accordingly.
- c) approves the splitting of the approved Resources Required to Reach Next Gateway accordingly, as per the apportioned costs above (namely that £15,448 will be apportioned to Crescent House and Cullum Welch House and that £21,552 will be apportioned to the remaining blocks).

15. **MIDDLESEX STREET ESTATE, PETTICOAT TOWER, REPLACEMENT OF WINDOWS AND BALCONY DOORS - GATEWAY 3/4 OPTIONS APPRAISAL**  
The Town Clerk advised the Sub-Committee that this item had been withdrawn.

16. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**  
There were no questions.

17. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT**  
There were no items of urgent business.

18. **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.

<b>Item No.</b>	<b>Paragraph No</b>
19-33	3

19. **NON-PUBLIC MINUTES**  
The Sub-Committee approved the non-public minutes of the meeting held on 7 September 2016 as an accurate record.

20. **POLICE ACCOMMODATION PROGRAMME - FULL PROGRAMME UPDATE**  
The Sub-Committee considered and approved report which provided a general update on the interlinked programmes within the Police Accommodation Strategy, sought authority for further resource to continue workstreams and advised of the latest heads of terms for a proposed joint development Collaboration Agreement.

21. **CITY OF LONDON FREEMEN'S SCHOOL MAIN HOUSE PROGRESS (2008 MASTERPLAN PHASE 2) - GATEWAY 3 ISSUES REPORT**  
The Sub-Committee considered a joint report of the City Surveyor and the Headmaster of the City of London Freeman's School which sought authority to undertake refurbishment and renovation works at the Main House of the City of London Freeman's School.

22. **MANSION HOUSE SECURITY ENHANCEMENTS: BOMB BLAST WINDOW FILM - GATEWAY 2 PROJECT PROPOSAL**  
The Sub-Committee considered and approved a report of the Private Secretary which set out a proposal for a project for the installation at Mansion House of bomb blast window film to ensure the minimising of debris in the event that the glass is shattered by the shock wave of an explosion.
23. **MANSION HOUSE SECURITY ENHANCEMENTS: CCTV - GATEWAY 2 PROJECT PROPOSAL**  
The Sub-Committee considered and approved a report of the Private Secretary, Mansion House, which advised of a proposal for a project to upgrade CCTV provision at Mansion House.
24. **CENTRAL CRIMINAL COURT SECURITY ENHANCEMENTS: BOMB BLAST WINDOW FILM - GATEWAY 2 PROJECT PROPOSAL**  
The Sub-Committee considered and approved a report of the Secondary of London and Under Sheriff which proposed a project for the replacement and/or installation of new Anti-Shatter film and Bomb Blast Curtains throughout the Central Criminal Court to provide the required protection from flying glass in the event of an explosion and thus greatly reduce the chances of injury.
25. **CENTRAL CRIMINAL COURT SECURITY ENHANCEMENTS: CCTV - GATEWAY 2 PROJECT PROPOSAL**  
The Sub-Committee considered and approved a report of the Secondary of London and Under Sheriff which proposed a project to upgrade the CCTV provision at the Central Criminal Court.
26. **MIDDLESEX STREET ESTATE - CONVERSION OF UP TO NINE PODIUM LEVEL SHOP UNITS FOR RESIDENTIAL USE - GATEWAY 2 PROJECT PROPOSAL**  
The Sub-Committee considered and approved a report of the Director of Community and Children's Services which advised of a project to convert for residential use the podium-level accommodation of the remaining nine shop units at Middlesex Street Estate.
27. **ST LAWRENCE JEWRY CHURCH - ISSUE REPORT (GATEWAY 2)**  
The Sub-Committee noted a report of the City Surveyor which provided an update in relation to the project for repairs of St Lawrence Jewry Guild Church.
28. **WATER PENETRATION WORKS TO THE MUSEUM OF LONDON BUILDING - GATEWAY 7 OUTCOME REPORT**  
The Sub-Committee considered and approved a report of the City Surveyor which advised Members of the project undertaken to repair water penetration issues at the Museum of London Building.
29. **BARBICAN CAMPUS PROGRAMME**  
The Sub-Committee noted a report of the Managing Director of the Barbican Centre which summarised current building related works and projects across the Barbican and Guildhall School.

30. **TRANSPORTATION AND PUBLIC REALM PROGRAMME: AMBER AND RED PROJECTS**

The Sub-Committee noted a report of the Director of the Built Environment which provided an update on projects rated as amber or red within the Transportation and Public Realm Programme.

31. **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.

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

There was one question, regarding lessons learnt from projects.

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

There was one item of urgent business.

**The meeting closed at 11.30 am**

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Chairman

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## PUBLIC RELATIONS AND ECONOMIC DEVELOPMENT SUB (POLICY & RESOURCES) COMMITTEE

Thursday, 6 October 2016

**Minutes of the meeting of the Public Relations and Economic Development Sub (Policy & Resources) Committee held at the Guildhall EC2 at the rising of the Policy and Resources Committee at 2.30pm**

### **Present**

#### **Members:**

Mark Boleat (Chairman)	Sheriff & Alderman Peter Estlin
Deputy Catherine McGuinness	Anne Fairweather
Simon Duckworth	Wendy Hyde
Jeremy Mayhew	Edward Lord
Deputy Douglas Barrow	
Sir Michael Snyder	
Keith Bottomley	

#### **Officers:**

John Barradell	-	Town Clerk and Chief Executive
Peter Lisle	-	Assistant Town Clerk
Alistair MacLellan	-	Town Clerk's Department
Charlotte Taffel	-	Town Clerk's Department
Sheldon Hind	-	Town Clerk's Department
Bob Roberts	-	Director of Communications
Henry Tanner	-	Town Clerk's Department
Damian Nussbaum	-	Director of Economic Development
Emma Sawers	-	Town Clerk's Department
Peter Cannon	-	Town Clerk's Department
Paul Double	-	City Remembrancer

### **1. APOLOGIES**

Apologies were received from Hugh Morris, Stuart Fraser, Tom Sleigh and Alderman Sir David Wootton.

It was noted that Lucy Frew had resigned from the Court of Common Council and therefore was no longer a co-opted member of the Sub Committee.

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

There were no declarations.

### **3. MINUTES**

The minutes of the meeting held on 4 July 2016 were approved as a correct record.

#### 4. **BRANDING OF CITY FAMILY OF SCHOOLS**

The Director of Communications was heard regarding a recent proposal by the City of London School to refresh its branding. The following comments were made.

- Any change of brand would undermine the links between the school and the City of London Corporation, and ran contrary to the City's Education Strategy.
- A number of organisations affiliated with the City used different branding – for example, the Barbican Centre and the Guildhall School of Music and Drama.
- Notwithstanding that point, there was a clear affiliation between the independent schools and the City of London Corporation, and therefore the matter of branding deserved further consideration.

*Anne Fairweather arrived at this point of the meeting.*

The Town Clerk noted that a report on branding in City Schools would be submitted to the Policy and Resources Committee at a future meeting. The report would also be submitted to other relevant committees, including the Education Board. In the meantime, the City of London School would be asked to defer its decision to adopt a refreshed brand.

*Sir Michael Snyder left at this point of the meeting.*

#### 5. **THE CITY'S BUSINESS COMMUNICATIONS PLAN: EMPLOYABILITY**

Members considered a report of the Director of Economic Development and the Director of Communications regarding the City's Business Communications Plan, and the following points were made.

- Members should be provided with means – such as a telephone number – to access information on items such as key messages at short notice.
- In response to a comment from a Member that key messages should be tailored to specific audiences, the Chairman noted that the City Corporation was seeking to influence audiences in broad terms and therefore the current messages appeared fit for purpose.
- In response to a comment from a Member, the Director of Communications noted that measuring impact of communications was a challenge, but that work would be undertaken to develop some simple tools to do so.

## 6. **FEEDBACK ON CITY OF LONDON CORPORATION PARTY CONFERENCE ACTIVITY**

Members considered a report of the Director of Economic Development regarding the City of London Corporation's activities at the 2016 Party Conferences and the following points were made.

- A Member expressed disappointment at not being included in a City Corporation roundtable event. In response, the Chairman noted that the City would derive greater benefit from its Members attending as wide a range of fringe events as possible.
- A Member noted that this year's format of private roundtables was a new approach by the City, and that the format could have been better communicated to Members.
- Members agreed that attendees at conferences should seek to be more collaborative with one another to ensure the City Corporation derived maximum benefit from their attendance. For example, officers should identify a programme of key fringe events that Members should aim to attend.
- Members should be encouraged to feedback from their meetings so that any relevant intelligence was 'captured' and fed into the work of the City Corporation.
- Members felt that the roundtable approach was more effective than fringe events. Officers should however design events that were more likely to attract key audiences. One example would be a reception-style event that would attract flying visits from key stakeholders who wished to attend several events in one evening.
- The Chairman noted that it was his impression that senior City figures did not attend the Conservative Party Conference and that instead attendance came from mid-level public affairs figures. In response, a Member therefore suggested that the Economic Development Office map out likely attendees from City businesses so that guest lists could be designed accordingly.
- A Member noted that the City should seek to reach out beyond City issues and deal with other issues such as social mobility.

### 6.1 **Liberal Democrat Party Conference**

A note on feedback from the Liberal Democrat conference was received.

### 6.2 **Labour Party Conference**

A note on feedback from the Labour Party Conference was tabled and received.

### 6.3 Conservative Party Conference

A note on feedback from the Conservative Party Conference was tabled and received.

7. **INTERNATIONAL REGULATORY STRATEGY GROUP (IRSG) UPDATE**  
An update report of the Director of Economic Development on the work of the International Regulatory Strategy Group was received.
8. **EU ENGAGEMENT UPDATE**  
An update report of the Director of Economic Development on EU Engagement was received.
9. **CITY OF LONDON CORPORATION - BREXIT MESSAGING**  
A report of the Director of Communications on Brexit messaging was received.
10. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE SUB-COMMITTEE**  
There were no questions.
11. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT**  
There were no urgent items.
12. **EXCLUSION OF THE PUBLIC**  
**RESOLVED**, that under Section 100A(4) of the Local Government Act 1972, the public be excluded from the meeting for the following items of business on the grounds that they involve the likely disclosure of exempt information as defined in Part I of Schedule 12A of the Local Government Act.
13. **POLICY CHAIRMAN'S BREXIT UPDATE**  
The Chairman was heard on his recent Brexit-related activity.
14. **NON-PUBLIC APPENDIX - EU ENGAGEMENT**  
The non-public appendices to item 8 were received.
15. **NON-PUBLIC QUESTIONS ON MATTERS RELATING TO THE WORK OF THE SUB-COMMITTEE**  
There were no non-public questions.
16. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT AND THE SUB-COMMITTEE AGREES SHOULD BE CONSIDERED WHILST THE PUBLIC ARE EXCLUDED**  
There were no urgent non-public items.

**The meeting closed at 3.53 pm**



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Chairman

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## COURTS SUB (POLICY AND RESOURCES) COMMITTEE

Wednesday, 26 October 2016

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

### **Present**

#### **Members:**

Deputy Catherine McGuinness (Chairman)	Michael Hudson
Alderman Sir Michael Bear	Sheriff & Alderman William Russell
Deputy Alex Deane	James de Sausmarez
Sheriff & Alderman Peter Estlin	Alderman Sir David Wootton
Nicholas Hilliard	

#### **Officers:**

Charles Henty	-	Secondary and Under Sheriff of London
Michael Cogher	-	Comptroller and City Solicitor
Peter Lisle	-	Assistant Town Clerk
Peter Collinson	-	City Surveyor's Department
Natasha Dogra	-	Town Clerk's Department
Steven Humpleby	-	Central Criminal Court
Alison Hurley	-	Assistant Director Corporate Property Facilities Management
Paul Wilkinson	-	City Surveyor

#### **1. APOLOGIES**

Apologies for absence were received from Mark Boleat, John Scott and Nicholas Bensted-Smith.

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

There were no declarations of interest.

#### **3. ELECTION OF DEPUTY CHAIRMAN**

The Sub-Committee was invited to elect a Deputy Chairman in accordance with Standing Order 30.

Resolved – Alderman Sir David Wootton was elected to serve as Deputy Chairman of the subcommittee.

#### **4. TERMS OF REFERENCE AND FREQUENCY OF MEETINGS**

Members of the Sub-Committee was invited to consider the terms of reference and frequency of meetings. It was noted that the current terms of reference did not correctly reflect the purpose and priorities for the subcommittee, nor did they set out the constitution or quorum for the group. Members agreed that the

terms of reference should also include that for a period of five years, from June 2016 to April 2021, the Sub-Committee would be responsible for oversight of the management of all matters relating to the Central Criminal Court, the City of London Magistrates' Court and the Mayor's and City of London Court.

The Deputy Chairman said that the Sub-Committee was being provided with an opportunity to promote and manage the work undertaken by the three City of London courts. Members were informed that Law UK were keen to promote London and the UK as the global legal services centre – an idea which was supported by the Lord Chief Justice and Lord Chancellor, who saw the digitalisation of the justice system as one of the key factors towards the future modernisation of the courts. Members were in agreement that a strategy regarding the contribution of the legal services to the UK should be developed; the Secondary and Under Sheriff agreed to submit this report to a special meeting of the Sub-Committee in December.

The Deputy Chairman also highlighted that the future of another Court in London was currently under consultation; if this resulted in the closure of the Court it was possible that more cases would need to be considered at the City of London Magistrates' Court or the Old Bailey. This would have implications on whether certain maintenance and upgrade works would need to be undertaken at these Courts. Members agreed that the strategy regarding the contribution of the courts would help to identify which works needed to be prioritised.

It was agreed that the remit of the Sub-Committee should encompass the big picture regarding all three City of London Courts. The Town Clerk was tasked with revising the terms of reference and setting up a special meeting of the Sub-Committee at the beginning of December where the terms of reference and strategy would be considered, after which the reports would be submitted to the Policy and Resources Committee for its consideration on 15<sup>th</sup> December 2016.

The Chairman asked Members to consider inviting Alderman Alison Gowman to serve as an observer on the Sub-Committee in her capacity as Chairman of the Aldermen and Magistracy Sub-Committee. Members agreed that this would be beneficial to the work of the Sub-Committee.

Resolved – That, Alderman Gowman be invited to serve as an observer on the Courts Sub-Committee and that the Town Clerk revise the terms of reference and arrange a special meeting of the subcommittee in December 2016.

5. **CENTRAL CRIMINAL COURT BUSINESS PLAN 2016-19**

The Sub-Committee considered the Business Plan which related to the Central Criminal Court. Members noted that the plan was due to be refreshed and in future the plan would combine the business plans of all three City Courts. Members noted that the department had continued to expand its wider educational and outreach roles with some 71 visits having taken place in the past year. There had been a significant increase in daytime visits from schools, universities and judicial related initiatives with a particular emphasis on diversity and inclusion.

The Sheriffs had also expanded the target audience for lunches and a number of “themed” lunches had taken place specifically focusing on certain target audiences, promoting the rule and significance of law in successful commerce and to promote the close relationship with the Judiciary and the Corporation of London’s responsibility for the Central Criminal Court.

A Member queried whether an event could be hosted to thank the Treasury Council for their work. The Chairman agreed to investigate this matter outside of the meeting.

In response to a query regarding the financial aspects of the business plan, the Secondary and Under Sheriff agreed to circulate a paper relating to these matters to Members of the Sub-Committee.

Resolved – that the report be received.

**6. FUTURE WORK PROGRAMME - CENTRAL CRIMINAL COURT**

The Sub-Committee considered a report of the Secondary and Under Sheriff of London detailing the future works to be undertaken at the Central Criminal Court.

Members noted that in future the report would refer to all three City Courts. The Sub Committee agreed that it would be beneficial to visit all three courts before the Sub Committee met in the new year.

Resolved – that the report be received and that the Town Clerk be requested to arrange for the Sub Committee to visit the three City of London Courts.

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

There were no questions.

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

There was no urgent business.

**9. EXCLUSION OF THE PUBLIC**

Resolved - that under Section 100A(4) of the Local Government Act 1972, the public be excluded from the meeting for the following items of business on the grounds that they involve the likely disclosure of exempt information as defined in Part I of Schedule 12A of the Local Government Act.

Item No.	Paragraph No(s).
10-13	3

10. **MOBILE TELEPHONES & MEMBERS OF THE PUBLIC (CENTRAL CRIMINAL COURT)**  
The Sub-Committee considered a report of the Secondary and Under Sheriff of London.
11. **CENTRAL CRIMINAL COURT SECURITY ENHANCEMENTS: ANTI-SHATTER FILM AND BOMB BLAST CURTAIN RENEWAL**  
The Sub-Committee considered a report of the Secondary and Under Sheriff of London.
12. **CENTRAL CRIMINAL COURT SECURITY ENHANCEMENTS: CCTV**  
The Sub-Committee considered a report of the Secondary and Under Sheriff of London.
13. **CITY OF LONDON MAGISTRATES COURT: MINOR AND MAJOR WORKS**  
The Committee received a presentation from the City Surveyor.
14. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE SUB COMMITTEE WHICH THE SUB COMMITTEE AGREE SHOULD BE CONSIDERED WHILST THE PUBLIC ARE EXCLUDED**  
There were two non-public questions.
15. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT AND WHICH THE SUB COMMITTEE AGREE SHOULD BE CONSIDERED WHILST THE PUBLIC ARE EXCLUDED**  
There was one item of private urgent business.

**The meeting closed at 11.25 am**

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Chairman

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<b>Committee:</b>	<b>Date:</b>
Policy and Resources	17 <sup>th</sup> November 2016
<b>Subject:</b> Review of Parliamentary Constituency Boundaries	<b>Public</b>
<b>Report of:</b> Town Clerk and Remembrancer	<b>For decision</b>
<b>Report author:</b> Sam Cook, Assistant Parliamentary Affairs Counsel	

## Report

At its last meeting the Committee authorised 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 for the 2016–18 review of parliamentary constituency boundaries. The representation was to support the retention of the constituency link between the City of London and the City of Westminster. A draft representation has been drawn up accordingly and is appended to this report for Members’ consideration.

The Committee also authorised the Town Clerk to take steps to raise awareness of the content of the proposals and the opportunity to respond to them. The proposals have duly been advertised, or are shortly to be, in the Members’ Briefing, ward newsletters, and on the City Corporation’s website.

## Recommendation

Members are invited to—

- 1) consider the draft representation appended to this report;
- 2) authorise the Town Clerk and the Remembrancer, in consultation with the Chairman and Deputy Chairman, to make any necessary amendments in view of Members’ comments;
- 3) authorise the Remembrancer to submit the representation, with any such amendments, to the Boundary Commission.

## Appendix

- Draft representation on the initial proposals of the Boundary Commission for the 2016–18 review of parliamentary constituency boundaries.

## **Background papers**

- Report of the Town Clerk and Remembrancer on the Review of Parliamentary Constituency Boundaries, 6<sup>th</sup> October 2016, Item 10.

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## 2018 BOUNDARY REVIEW

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### INITIAL PROPOSALS FOR NEW PARLIAMENTARY CONSTITUENCY BOUNDARIES IN LONDON

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#### REPRESENTATION OF THE CITY OF LONDON CORPORATION

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1. The City of London Corporation supports the initial proposal to retain the Cities of London and Westminster constituency. The retention of the long-standing constituency link between the City of London and the City of Westminster is strongly supported by the factors of existing boundaries, local ties and geographic considerations.

#### Existing boundaries

2. One of the merits of the initial proposals is that it preserves (with some additions) the current make-up of the constituency. The existing connection between the City of London and the City of Westminster is of long standing and is well-supported locally.
3. The pairing of the two cities dates from 1948 and was proposed personally by the then Prime Minister, Clement Attlee, in response to debate on the Bill for the Representation of the People Act 1949 (which deprived the City of London of its separate parliamentary representation). The City has never been paired with any other area. Although the northern and western areas of the constituency have undergone alterations, the major part of the constituency, from the City of London to the core governmental area around the Palaces, has remained virtually unchanged for over sixty years.
4. During the 2011–13 review, the Commission initially proposed to end the constituency link between the two cities and combine the City of London instead with the southern part of the borough of Islington. The report of the Assistant Commissioners, which was accepted by the Commission in its revised proposals, noted that this proposal received “very little” support and went on:

“It has been strongly opposed by a large number of people and organisations, including all three Parliamentary parties, Mark Field MP, Sir Malcolm Rifkind MP, the Corporation of the City of London, the City of Westminster, businesses, and residents. It would involve a significant departure from the boundaries of the existing constituency, in which the City of London is part of a constituency with wards from Westminster, and many respondents emphasised that this proposal would break long-established ties between the City of London and the City of Westminster.”<sup>1</sup>

The revised proposals of the Commission therefore reinstated the Cities of London and Westminster constituency.

5. We refer to the previous review because, as the Commission notes at paragraph 80 of its guide to the present review, people tend to speak out less in favour of a proposal which they support than they do against a proposal which they oppose. The strength of local feeling in favour of the existing link is thus likely to be better displayed in the context of a

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<sup>1</sup> Report by the Assistant Commissioners on London, AC95 (references omitted).

proposal to remove it (as in the 2011–13 review) than one to retain it (as in the present review).

6. The existing boundaries are also significant because the City Corporation, as a relatively small electoral authority, relies to a large extent in the conduct of elections on long-standing administrative arrangements with the City of Westminster. This extends not only to parliamentary elections, but also to European elections and national referendums.

#### Local ties and geographic considerations

7. The two cities together form the historic nucleus of the capital and maintain a number of significant ties, both tangible and intangible, which are not shared (at least to the same extent) with the surrounding areas.

#### Historical development

8. The institutional relationship between the City of London and Westminster stretches back to early times. During the Norman Conquest, William did not enter London by force, but instead assured its citizens of the rights and freedoms they had enjoyed under the Saxons. Soon after, the principal seat of royal government was established a short distance away from London, near the site of an ancient abbey known as the West Minster. The ‘west’ denoted the abbey’s position in relation to London; Westminster thus takes its very name from its geographical relationship with the City of London. The forms of government which developed in parallel in the Westminster Parliament and in the London Guildhall have a notable symmetry and are thought to have exercised a mutual influence, both incorporating three component ranks (Crown or Mayor, Lords or Aldermen, and Commons).
9. In early centuries London’s civic and commercial heft made it to some extent a counterweight to the Crown interest at Westminster. The relationship between the two cities therefore became politically significant. In struggles for ascendancy at Westminster the City of London could play a key role. It rose to forestall victory for Matilda over Stephen; it was central to the machinations which placed Richard, Duke of York on the throne; and it gave refuge to the Five Members whose flight from Parliament precipitated the Civil War. In the aftermath of the revolution of 1688, the Aldermen and Common Councilmen of London were summoned to Westminster along with former MPs to form the Convention Parliament, and thus played an important part in securing the present constitutional settlement.
10. Westminster’s emergence as a significant centre of population is essentially the product of the westward expansion of the City of London. Ever since the thirteenth century, the City of London tended, in outgrowing the ancient walls, to expand in the direction of Westminster. By the end of the fourteenth century there had grown up a large and thriving suburb around Fleet Street. This was home, most notably, to the legal profession, and it would soon also be renowned for its publishing industry, taverns and literary associations. The physical integration of the two cities was brought to completion by the Great Fire of 1666, when the westward exodus from the City of London prompted urbanisation of the land around Fleet Street and further west into the old Liberty of Westminster, where the aristocratic palaces on the Strand were pulled down and replaced with new swathes of residential and commercial tenements. The resulting commonality of character and

ambience lasts to this day, as will be demonstrated by a simple walk from St. Paul's Cathedral to Charing Cross.

*Financial and professional services*

11. The City of London and the City of Westminster together play a central role in the provision of financial and professional services. These services are vitally important to London, making up 30 per cent of the capital's economy.<sup>2</sup> There are approximately 25,000 financial and professional services firms in the two cities, which include more than half of Greater London's large firms (those with more than 250 employees) in those sectors.<sup>3</sup> These businesses employ more than 462,000 people—some 43 per cent of the capital's total financial and professional services employment—and support a significant number of additional jobs in supporting services.<sup>4</sup> Financial services firms alone in the two cities—which include 67 per cent of the capital's large businesses and 58 per cent of its total employment in that sector—contribute over £40 billion to the UK economy, nearly 60 per cent of London's total output in that sector.<sup>5</sup> The two cities play complementary roles, with the City of London retaining a traditional focus on insurance and banking and Westminster concentrating more on hedge funds and private equity, with a number of associated services (such as accountancy and law) spread between the two.
12. The figures given above are far greater than those for nearly all other London boroughs. Even viewing Westminster in isolation from the City of London, only the London Borough of Tower Hamlets would be of comparable significance, owing to the Docklands development. (This cluster can be discounted in the context of constituency boundaries as it is separated from the City by some miles of the non-commercial area of the East End, which is of a markedly different character.)
13. Given that financial and professional services share many distinct concerns and challenges, it would seem particularly desirable to have unified representation for the primary centre for such services. Many of the financial and professional service firms based in the two Cities have an international reach. This, coupled with the presence of a number of other international organisations, gives the two Cities an appreciably more global outlook than that of other London boroughs.
14. A good illustration of a professional community shared between the two Cities is the legal profession based in Temple in the west of the City of London. Chambers originally situated in Temple have moved into Essex Street just across the border with Westminster, while barristers from the Temple cross the Strand into the City of Westminster to appear in the Royal Courts of Justice.

*Retail, culture and tourism*

15. The retail sector in Westminster, centred on the Oxford Circus, is world-renowned. The City Corporation has in recent years successfully sought to boost the City of London's presence in this field, for instance through the opening of a sixty-store shopping and dining complex at One New Change in 2010. Latest figures show that the City has a higher proportion of its area devoted to so-called "town centres" (areas recognised for planning

<sup>2</sup> GLA Economics, Regional gross value added estimates for London by different geographies 1997-2014, 2016

<sup>3</sup> ONS, UK business: activity, size and location, 2016

<sup>4</sup> ONS, Business Register and Employment Survey, 2016

<sup>5</sup> ONS, Regional Gross Value Added by Component and Industry, 2016

purposes as significant retail centres) than any of its neighbouring boroughs except from Westminster.<sup>6</sup> The same figures show that the two cities are particularly strong in higher-end “comparison goods.”

16. The City of London is increasingly coming to share Westminster’s long-standing and well-known strength of cultural provision. The City Corporation is the country’s fourth largest funder of the arts and spends more than £75 million per year on cultural and recreational provision. The Barbican estate in the City of London contains one the largest arts centres in Europe, and is designated as one of nine “strategic cultural areas” in the current London Plan.<sup>7</sup> Westminster’s West End has the same designation; no other neighbouring area of the City north of the river does. Other important attractions include the Guildhall Art Gallery and the Museum of London. Plans are being developed significantly to expand and promote the offering of the cultural quarter centred on the Barbican, potentially including the relocation of the Museum of London to the Smithfield General Market and the construction of a major new concert hall.
17. The two Cities share an exceptional architectural heritage. It is no coincidence that when Pevsner first published his *Buildings of England*, he included one volume for ‘London: the Cities of London and Westminster’, and one for ‘London, except the Cities of London and Westminster’. Today, of the 596 Grade-I-listed buildings and monuments in Greater London, 269 are found in the current Cities of London and Westminster constituency. Of these, 85 are in the City of London and 185 in Westminster. By way of comparison, Tower Hamlets has 21 Grade-I-listed buildings, Islington 12, Hackney eight and Southwark four.<sup>8</sup> There are clear parallels to be drawn between the large commercial buildings in the City and the public buildings of Westminster, particularly those of the mid- and late-Victorian and Edwardian periods. Compare, for instance, the Old Bailey or the Bank of England head-quarters on Threadneedle Street with the government offices lining Whitehall. Of the four World Heritage Sites in Greater London, one (around the Tower of London) is in the City of London and one (around the Palace of Westminster) in the City of Westminster, in the area of the present constituency. None is in another neighbouring borough.
18. Because of attractions such as those set out above, both cities accommodate a large number of visitors in comparison with other boroughs, and share the advantages and challenges that this entails. Westminster’s status as the pre-eminent tourist destination in Greater London hardly need be stated, but the situation of the City of London, with its reputation as a business district, is less well-known. Nonetheless, one study ranked the City of London fourth among London boroughs (the City being counted as a borough for this purpose) in terms of spending by tourists, behind only Westminster, Kensington & Chelsea and Camden.<sup>9</sup> Once geographical area is taken into account, Westminster and the City of London were easily the two most significant boroughs in terms of the number of visits by tourists, the amount of expenditure generated, and the number of persons employed as a result of tourism.

### Transport

19. Fleet Street and the Strand, mention of which has already been made, make up only one of three vital transport links between the two cities. The oldest is the River. Although no

<sup>6</sup> GLA, London Town Centre Health Check, 2013

<sup>7</sup> London Plan March 2016, Policy 4.5.

<sup>8</sup> Information retrieved from Historic England’s website in October 2016.

<sup>9</sup> All figures are derived from the London Development Agency’s *Local Area Tourism Impact Model* of July, 2009.

longer the commercial life-blood of earlier centuries, this remains the most prominent geographical feature connecting the two cities. The section which provides the southern boundary of the present constituency is today the most popular for tourists and commuters. The other, most recent link is the Victoria Embankment, one of the great engineering achievements of Victorian London. It comprises not only a highway but the original section of the District Line. It is symbolically significant that the riparian route of the Embankment from the Palace of Westminster to Blackfriars in the City of London was continued as part of the same project by a large new street (Queen Victoria Street) running inland to the Mansion House, the official residence of the Lord Mayor of the City of London.

20. Key thoroughfares connect the City of London with all of the boroughs surrounding the City, as a result of its historical position as the centre of the Metropolis. The connections with Westminster are, however, especially heavily used. The last time traffic on individual roads was counted, that on the two main routes between the City of London and Westminster was well over twice that on the two main routes connecting the City of London and Islington.<sup>10</sup>

#### Security

21. The position of the two cities as a political and commercial centre, with a concentration of high-profile buildings, institutions and activities, has led to particularly acute challenges in the maintenance of law and order. From the 1970s to the 1990s, the cities bore the brunt of Irish Republican terrorist activity in Greater London, including, in Westminster, the assassination of Airey Neave, the Hyde Park and Regent's Park bombings, and the Harrods bombing, and in the City of London, attacks on the London Stock Exchange, the Baltic Exchange and Bishopsgate. Today, the two Cities are among the most heavily guarded areas of the country, the City of London's "Ring of Steel" having been matched by highly visible security apparatus around many Westminster landmarks, particularly in the Government Security Zone. Aside from on-going terrorist concerns, both Cities have also been the focus of large-scale protests in the past decade, and have suffered attendant outbreaks of violent disorder. Policing and security therefore remains a clear point in common between the two cities.

#### Civic links

22. The historic relationship between the two Cities is reflected today in a number of unique civic and ceremonial links. The Sovereign's approbation of the Lord Mayor is conveyed annually by the Lord Chancellor at a ceremony in Westminster. The Lord Mayor's Show—one of London's best-known civic occasions, with several thousand participants and an audience of hundreds of thousands—involves a procession from the City of London into the City of Westminster. Other state or ceremonial events often involve a reverse procession, such as, most recently, the funeral of Lady Thatcher in 2013. Visiting Heads of State are customarily entertained first in Westminster by the Sovereign, and then by the City Corporation at Guildhall in the City of London. Royal weddings have, in recent history, taken place in one of the two Cities, such as that of the Prince of Wales at St. Paul's Cathedral in 1981, and that of the Duke of Cambridge at Westminster Abbey in

<sup>10</sup> Data gathered by the Department of Planning and Transportation of the City Corporation between 2003 and 2005 included the following week-day traffic-flow counts: Aldersgate—18,824; Moorgate—21,577; Fleet Street—34,924; Victoria Embankment—68,178. Individual roads are no longer monitored in this way, but 2014 traffic surveys showed a considerably greater number of vehicles travelling daily in an east/west direction than north/south: 86,000 compared to 68,000.

2011. Close links are maintained between the respective offices of the Lord Mayor of London and the Lord Mayor of Westminster—the only two mayoralties in Greater London to have the appellation of ‘Lord’.

23. The City of London and the City of Westminster form a separate ‘Two Cities’ episcopal area within the Diocese of London. This area is under the personal pastoral care of the Bishop of London and, as of 2015, has its own archdeacon. Meanwhile the Dean and Chapter of Westminster Abbey are patrons of St. Bartholomew the Great and St. Bride’s churches in the City of London.

#### Residential services

24. The City is an unusual electoral unit in that its permanent residential population (of around 7,000) is heavily outnumbered by its daytime population of workers, tourists and other visitors. Residential factors are of course particularly important in the context of parliamentary elections. The anecdotal picture with respect to residential services does not, however, reveal a strength of connection with any neighbouring area which might count against the broadly based links with Westminster described above. For instance, residents report that they may shop for groceries in south Islington, travel to the West End for higher-end retail goods, and to Tower Hamlets for large homeware and gardening stores. City residents are more likely to work in the City itself than in neighbouring Boroughs such as Islington. Health services are found most immediately in the City, with the Bart’s Hospital complex and associated centres. Administratively, the City is joined with Tower Hamlets, Newham and Waltham Forest in the Bart’s Health NHS Trust, but is paired with Hackney for the purposes of its Clinical Commissioning Group.
25. Given the City’s small residential population, there is not large demand for school places. There is, however, a broad range of school provision available within the City, in the state-funded Sir John Cass Foundation Primary School, and the independent City of London School and City of London School for Girls. City residents may also look to schools in a number of neighbouring Boroughs, including Islington but more notably in Southwark. Residents also use schools in the independent sector farther afield.

#### Conclusion

26. The constituency pairing of the City of London and the historic part of the City of Westminster is long-standing and enjoys strong local support. It reflects a number of connections and shared characteristics between the two cities, which are borne of their position as the historic nucleus of the Greater London conurbation, and are not shared to nearly the same extent by the surrounding areas. In particular, it reflects the position of the two cities as a focal point for the capital’s commerce, politics and heritage, and the attendant challenges this brings in areas such as infrastructure and heritage. There are no evident considerations, in terms of residential amenity or otherwise, which indicate that the City of London should be constituted with any other neighbouring area. Accordingly the City Corporation supports the retention of a Cities of London and Westminster constituency.

**City Remembrancer’s Office**

**Guildhall**

**November 2016**

# Agenda Item 5

<b>Committee(s)</b>	<b>Dated:</b>
Policy & Resources Committee	17/11/2016
Open Spaces Committee	05/12/2016
<b>Subject:</b> Open Spaces Learning Programme – Short Term Funding Arrangements	<b>Public</b>
<b>Report of:</b> Director of Open Spaces and the Chamberlain	<b>For Decision</b>
<b>Report author:</b> Esther Sumner, Open Spaces	

## Summary

This report addresses the funding of the new Open Spaces Learning Programme.

In 2015, Open Spaces developed an entirely new Learning Programme which supports the City's broader London agenda. The Learning Programme aims to engage over 30,000 people with green spaces over the next 3 years, creating positive impacts in five main areas; understanding, confidence, involvement, wellbeing, and connection. The programme takes an outcomes-based approach to deliver tangible change in under-represented communities, provides a robust evaluation framework to measure this change, and defines strong legacies for all the projects undertaken.

It had originally been anticipated that the new programme would in part be supported from property income. As the powers to generate additional income are not yet in place, it is proposed that the £200,000 originally intended to be delivered through property income be met directly by City's Cash, rather than via hypothecated property income. As property income comes "on-stream" this call on City's Cash would be reduced.

## Recommendations

Members are asked to:

- To allocate up to £200,000 per year to support the Learning Programme for the years 2017/18 and 2018/19.

## Main Report

### Background

1. Following the end of the previous City Bridge Trust grant, it was agreed that a completely new approach to learning would be taken. As a result an entirely new, people centred and outcome focused, programme was developed. This new team is centrally coordinated within the Open Spaces Directorate and delivers an exciting new programme of projects across the open spaces.
2. When the programme was being developed and the current bid submitted to the City Bridge Trust, it was proposed that £200,000 of hypothecated property income would be used to support the programme. Some Members may be aware that a number of legislative changes are in progress, which are required to support this programme. Unfortunately these changes have not happened to the timescale originally anticipated.

### The Learning Programme

3. In 2015, Open Spaces developed an entirely new Learning Programme which supports the City’s broader London agenda.
4. The Learning Programme aims to engage over 30,000 people with green spaces over the next 3 years, creating positive impacts in five main areas; understanding, confidence, involvement, wellbeing, and connection. The programme takes an outcomes-based approach to deliver tangible change in under-represented communities, provides a robust evaluation framework to measure this change, and defines strong legacies for all the projects undertaken.

<b>What we are trying to do</b>				
<b>Make a positive impact on the communities, who use, or border, our green spaces through learning activities</b>				
<b>By positive impact we mean...</b>				
<b>Understanding People understand and value the importance of our green spaces</b>	<b>Confidence</b> People are confident to use our green spaces, as part of our activities or independently	<b>Involvement</b> People take positive action for, and get involved with, our green spaces	<b>Wellbeing</b> People have restorative and meaningful experiences in our open spaces	<b>Connection</b> People develop a sense of place with our open spaces, and pass this down through generations

5. In the first 6 months of the programme, over 5000 people including school children, parents with under-5s, young people, volunteers and families have benefited from this work.
6. This programme has been generously funded by the City Bridge Trust to the sum of £400,000 over three years but does not meet the full costs of the programme which are illustrated in this table:



	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>
Programme Cost	£483,000	£421,000	£419,000
CBT Grant	£220,000	£130,000	£50,000
Schools Income	£21,000	£24,000	£27,000
Sponsorship target	0	£25,000 <sup>2</sup>	£100,000
City Non-Cash Contribution	£32,000	£32,000	£32,000
RSPB Non-Cash Contribution	£10,000	£10,000	£10,000
City Cash Contribution (originally hypothecated property income)	£200,000 <sup>1</sup>	£200,000	£200,000

1. The City's cash contribution was met this year by department SBR savings which were brought forward from 2017/18 to 2016/17. There was therefore no call on additional City Cash funding
2. The Learning team has submitted a funding bid to Esmée Fairbairn for £52,000 over two years starting in 2017/18. If this is achieved, this would reduce the call on City's cash contribution in 2017/18 by £25,000.

7. When funding arrangements were being considered prior to the grant application, it was proposed that in addition to the CBT grant and other grant applications made by the department, money generated from the letting or sale of surplus property would be used to fund the programme to a maximum of £200,000 per annum. It was anticipated that this funding would be hypothecated and come directly from property income. Unfortunately due to the longer than expected Parliamentary timetable this has not yet been possible.
8. When planning budgets for 2016/17, the department was able to make up the shortfall in the funding for the programme by bringing forward other SBR savings. This will not be possible for next year due to pressure already exerted by other projects being delayed.

## **Current Position**

9. The Department of Open Spaces had expected some level of delay in the enabling legislation and was able to substitute the property income in 2016/17 for SBR savings brought forward from 2017/18. Unfortunately this is not possible again for next year or the following year, as the uncertainties of the legislative process have meant slower progress than anticipated requiring the department to substitute proposals for delivering agreed income targets. This report therefore requests that an additional £200,000 of City's Cash be allocated for the years 2017/18 and 2018/19. The call on this funding would reduce as the expected property income comes on stream.

## **Proposals**

10. It is proposed that up to £200,000 per year is allocated to support the Learning Programme and that a full evaluation of the Learning Programme is undertaken in 2018, so that consideration can be given to appropriate long term funding.

## **Corporate & Strategic Implications**

11. The Learning Programme has introduced a completely new model of learning provision to Open Spaces; focusing in particular on a people centred, outcomes based approach. This experience has been important in spreading the understanding of impacts and outcomes of the services across the Department and to other parts of the organisation. As the City of London continues to seek to demonstrate its impact and contribution to London and the nation, this outcomes based approach will become increasingly significant. The Learning Programme is a demonstration of the City's commitment to engaging with and improving the lives of disadvantaged communities.
12. The Learning Programme is a major mechanism for delivering the departmental objective of 'enriching the lives of Londoners by providing a high quality and engaging educational and volunteering opportunities'. The achievement of these strategic outcomes also contributes to our charitable objectives of "recreation and enjoyment".
13. The Learning Programme supports the City of London's Education Strategy 2016-19 which states:  
*The City of London Corporation (the City Corporation) is committed to providing access to world class" education and learning opportunities. It will maximise the educational opportunities that the cultural, heritage and environmental assets offer to City residents, its schools, and residents throughout London.*
14. The programme also supports: *KPP4 – Maximising the opportunities and benefits afforded by our role in supporting London's communities and KPP5 – Increasing the outreach and impact of the City's cultural, heritage and leisure contribution to the life of London and the nation.*

## **Implications**

15. The learning framework and programme aims to develop a robust evidence base for the impact of learning activities; to enable more effective fundraising, involve volunteers in the creation and management of learning activities, and work with new and existing partners; all to the furtherance of our charitable objectives of “recreation and enjoyment” for the public. There is a longer term aim for the project to increasingly achieve financial sustainability. However, it is likely that a core of City funding will remain necessary.
16. The Learning Programme is currently partially funded by the CBT. Without the expected property income or substitution funding, the programme will not be able to continue.

## **Conclusion**

17. At the time of the CBT bid, it was intended that the Learning Programme would also be supported through hypothecated property income. The powers to enable this are not yet in place and there is therefore a funding shortfall. It is proposed that short term funding of up to £200,000 is allocated from City’s Cash for the years 2017/18 and 2018/19. It is further proposed that the success of the Learning Programme be evaluated in 2018 and if appropriate, a bid for a permanent increase in resource base be submitted.

## **Appendices**

None

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# Agenda Item 6

<b>Committee(s):</b>	<b>Date(s):</b>
Planning and Transportation Committee (for decision) Police Committee (for information) Policy and Resources Committee (for decision)	13 September 2016 17 November 2016 6 October 2016
<b>Subject:</b> City of London ATTRO – Public consultation report	<b>Public</b>
<b>Report of:</b> Director of the Built Environment	<b>For Decision</b>
<b><u>Summary</u></b>	
<p>The City of London Corporation (“the City Corporation”) received a formal request from the Commissioner of the City of London Police in July 2015 to introduce an Anti-Terrorism Traffic Order (ATTRO) in the City Corporation area.</p> <p>At the relevant Committees in December 2015/January 2016 Members approved the making of the ATTRO in principle subject to agreeing the draft protocol between the City Corporation, the City of London Police and Transport for London ( TfL) and three other conditions, namely:</p> <ul style="list-style-type: none"> <li>• Members to determine whether or not to proceed with the ATTRO following the statutory consultation on the ATTRO;</li> <li>• An annual review of the ATTRO be presented to Members; and</li> <li>• Confirmation that the ATTRO is to be used in a proportionate manner.</li> </ul> <p>In April 2016 Members agreed the protocol referred to above and agreed that the ATTRO could be put forward for statutory consultation. Members further agreed that the final decision as to proceed with the ATTRO would be taken once the responses to this consultation were known. This report sets out that there were only two formal responses and that any concerns raised by these respondents have now been addressed.</p> <p>Members also resolved in April that the City Corporation could enter into an agreement under Section 101 of the Local Government Act 1972 with Transport for London to carry out the statutory steps associated with the making of an ATTRO that would include the TLRN roads that lie within the City of London. As part of the Section 101 agreement that was made, TfL required the City Corporation to indemnify it against any claims or liabilities incurred in its function as a traffic authority as a result of the City Corporation applying the ATTRO.</p> <p>The results of the public consultation are contained in this report.</p> <p><b>Recommendations</b></p> <p>It is recommended that Planning and Transportation Committee and Policy and Resources Committee :</p> <ol style="list-style-type: none"> <li><b>(1) Authorise the making of the ATTRO; and</b></li> <li><b>(2) Authorise the Indemnity provided to Transport for London in the Section 101 Agreement.</b></li> </ol>	

## Main Report

### Background

1. In July 2015, the Commissioner of the City of London Police requested formally that an Anti-Terrorism Traffic Order (ATTRO) be made by the City Corporation for the roads in the City of London where the City Corporation is the Traffic Authority.
2. A report on the ATTRO proposal was approved by the Planning and Transportation Committee in December 2015 and by the Police Committee and the Policy and Resources Committee in January 2016. Members approved the making of the ATTRO in principle subject to certain conditions being met. These conditions related to :
  - Members to approve the draft Protocol between the City Corporation, the City of London Police and Transport for London (TfL);
  - Members to determine whether or not to proceed with the ATTRO following the statutory consultation on the ATTRO;
  - An annual review of the ATTRO be presented to Members; and
  - Confirmation that the ATTRO is to be used in a proportionate manner.
3. Following this decision, the City Corporation held meetings and workshops with the City of London Police and TfL that resulted in TfL agreeing to the inclusion of the roads within the City of London that form part of the Transport for London Route Network (TLRN) for which TfL is the Traffic Authority.
4. A Protocol has been drafted jointly by the City Corporation, the City of London Police and TfL that sits alongside the ATTRO and sets out the arrangements for its operation. An agreement has been signed under Section 101 of the Local Government Act 1972 with TfL to allow the City Corporation to carry out the statutory process for the proposal, notification and making of the ATTRO on the TLRN roads within the City of London.
5. A further report on the ATTRO was presented on 14 April 2016 to the Police Committee for information and for decision by the Policy and Resources Committee, and on 26 April 2016 to the Planning and Transportation Committee for decision.
6. This report addressed the concerns of Members arising from the earlier report and the Planning and Transportation Committee and Policy and Resources Committee approved the draft Protocol and resolved that the statutory process to propose the making of the ATTRO could be commenced. The resolution requires the results of the statutory consultation to be reported to the Planning and Transportation Committee and the Policy and Resources Committee for those committees to determine the next step.

7. The public consultation ran from 7 June to 30 June 2016. The consultation documents were sent to all neighbouring authorities, emergency services, transport organisations and all bodies on the consultation list for traffic orders. The notice of proposal was published in the Evening Standard and London Gazette, and notices were put on the ward noticeboards throughout the City.

### **Consultation Responses**

8. During the public consultation two responses were received. One was received from the London Borough of Islington enquiring about the effect of the ATTRO on boundary roads. In response it was made clear that boundary roads were excluded from the proposed Order.
9. A response was received from the City of Westminster. Officers met with their counterparts at the City of Westminster to discuss their comments. Following discussions with the Cabinet Member and Director, Westminster confirmed that they were content for the proposal to proceed.
10. TfL have reviewed the results of the consultation and provided authorisation to proceed to make the Order. (see Appendix 1)

### **Section 101 Agreement**

11. A Section 101 Agreement was entered into between the City Corporation and TfL on 6 June 2016 authorising the City Corporation to exercise TfL's traffic authority functions on its roads in the City for the purposes of consulting on and making the ATTRO. TfL required the City Corporation to provide it with an Indemnity against any claims against or liabilities incurred in its function as a traffic authority as a result of the City Corporation discharging those functions negligently. The Section 101 Agreement was authorised by the April Committee resolutions but the Indemnity was not specifically approved. It was included in the Section 101 Agreement on the basis that (i) without the Section 101 Agreement being in place the City Corporation could not proceed with the ATTRO consultation in respect of the TfL roads; (ii) the Indemnity provisions would not be engaged unless it was resolved to make the ATRO; (iii) therefore authority for the Indemnity would be sought in conjunction with any recommendation to make the ATTRO.
12. The terms of the Indemnity reflect the usual requirements where one authority delegates statutory functions to another and is in the same terms to the Indemnities required by the City Corporation from TfL where TfL has been authorised to exercise the City Corporation's functions (such as in relation to the Olympics and the Cycle Superhighways). The measures put in place to ensure the proper and proportionate use of the ATTRO are considered to mitigate risks arising in respect of the Indemnity.

### **Legal implications**

13. The legal implications arising from the consultation and the Section 101 agreement are contained in the body of the report. The other legal implications

in respect of the ATTRO remain as previously reported and are reproduced in Appendix 2.

## **Outline Programme**

14. The key milestones are:-
- September/October 2016: Consultation report submitted to City Committees
  - End of October 2016: If approved by Committees, ATTRO to be made operational to the City of London Police
  - October 2017: 1<sup>st</sup> year review of the ATTRO report to be submitted to City Committees

## **Evaluation**

15. Following consideration of the consultation responses the evaluation remains as set out in the reports of January and April 2016. The permanent ATTRO covering the whole of the City (but contingent in nature to be implemented as described in the previous reports) is recommended on the basis that due to its exceptional characteristics (i.e. its highly dense nature and the concentration of high profile historic, prestigious and financial targets throughout its area) the City Corporation's area is particularly vulnerable to terrorism. The safeguards provided for in the ATTRO, Schedule and Protocol aim to ensure it is a proportionate measure used to the minimum extent. In addition, as required by previous Committees, reports reviewing the operation of the ATTRO will be presented to relevant Committees to ensure ongoing scrutiny and oversight of its operation.

## **Conclusion**

16. There were no objections received as a result of the consultation and the concerns that two of the neighbouring authorities expressed have been addressed.
17. It is recommended that the request of the Commissioner of the City of London Police made in July 2015 is agreed. The ATTRO is recommended on the basis that due to its exceptional characteristics the City Corporation's area is particularly vulnerable to terrorism. With the proposed safeguards for managing impacts, and with the measures aimed at ensuring restrictions are imposed to the minimum extent necessary, the ATTRO is considered an appropriate measure which will help the Commissioner of Police better protect the City community.



## **Appendices**

Appendix 1: TfL Approval to proceed

Appendix 2: Legal implications

## **Background Papers**

- “Anti-Terrorism Traffic Regulation Order (ATTRO)” report presented at Planning and Transportation Committee on 15th December 2015 and Police and Policy and Resources Committees on 21st January 2016.
- “Update Report – City ATTRO” presented at Planning and Transportation Committee on 26 April 2016 and Police and Policy and Resources Committees on 14<sup>th</sup> April 2016.

### **Carolyn Dwyer**

Director of the Built Environment

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# Appendix 1

## TfL approval to proceed

File Ref: **ATTRO City of London**


To: Leon Daniels  
Managing Director – Surface Transport for London

Area: City of London

Title of advertised Order: **City-wide Anti-terrorism Traffic Order  
The City of London (Protective Measures) (No.1) Order 201\***

Objection Period *from* : 07 June 2016 *to* : 30 June 2016

1. The above draft Traffic Order has been subject to consultation and advertisement in line with the requirements of Regulation 6 and 7 of The Local Authorities' Traffic Orders (Procedure) (England and Wales) Regulations 1996 (SI 1996 No.2489).
2. **No objections** have been received. Copies of any responses are attached, together with a summary table (TRO/form.30) for your information.
3. If you are content, please give your approval to the making and bringing into effect of this Traffic Order.

Signed .....  ..... Date 22/7/2016  
Derek Theobald  
Head of TfL Events Team

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### PART B

To: Derek Theobald  
Head of TfL Events Team

Please proceed  into effect of the Order in line with Part III of the Regulations

Signed .....  ..... Date 22/7/16  
Leon Daniels  
Managing Director – Surface Transport for London  
Transport for London

## Appendix 2

### Legal implications

- 1 Statutory power to make the ATTRO – Sections 6, 22C and 22D of the Road Traffic Regulation Act 1984 (as amended by the Civil Contingencies Act 2004) enables traffic orders to be put in place by the traffic authority for the purposes of avoiding or reducing the likelihood of danger connected with terrorism, or preventing or reducing damage connected with terrorism.
- 2 Statutory duties of traffic authority - As traffic and highway authority, the City Corporation has the duty to secure the expeditious, convenient and safe movement of traffic (having regard to the effect on amenities) (S122 Road Traffic Regulation Act 1984) and the duty to secure the efficient use of the road network avoiding congestion and disruption (S16 Traffic Management Act 2004). The Schedule to the ATTRO sets out requirements aimed at meeting these duties by ensuring that any restrictions will be the minimum necessary to remove or reduce the danger and are consistent with the statutory requirements for making such Orders. In implementing the ATTRO the traffic impacts of restricting or prohibiting traffic to roads within the City, including, potentially, pedestrian traffic, should be considered. In the event of a threat, the disruption to traffic flow would also have to be weighed against the threat of more severe disruption and greater risk being caused due to failure to prevent an incident.
- 3 By way of further controls, the Schedule to the draft ATTRO requires that in most cases at least seven days' notice of any restrictions must be given to persons likely to be affected (unless this is not possible due to urgency or where the giving of notice might itself undermine the reason for activating the ATTRO), and notice must also in any event be given to the City, TfL and other affected traffic authorities. The arrangements are further explained in the Protocol.
- 4 Human Rights and Proportionality - In considering the request for the ATTRO, there is a duty to act in accordance with the European Convention on Human Rights. In relation to possible restriction of access to property, any interference with Article 1 rights to enjoyment of property must be justified. Interference may be regarded as justified where it is lawful, pursues a legitimate purpose, is not discriminatory, and is necessary. It must also strike a fair balance between the public interest and private rights affected (i.e. be proportionate). It is considered that the public interest in being protected by the existence and operation of the ATTRO can outweigh interference with private rights which is likely to occur when restrictions are in operation. The scope of restrictions must be proportionate and should only last until the likelihood of danger or damage is removed or reduced sufficiently in the judgment of a senior police officer. The Schedule to the ATTRO sets out arrangements (further expanded in the Protocol) for ensuring that any interference is proportionate. Given the risks to life and property which could arise if an incident occurred, and the opportunity provided by the ATTRO to remove or reduce the threat of and/or impacts of incidents, it is considered that the ATTRO can be justified and any resulting interference legitimate.

- 5 Leading Counsel has reviewed the proposed arrangements and has advised that, with some modifications (which have been adopted in the proposals before you), the recommendations are ones which the City may properly and reasonably agree. It should be noted that an external legal counsel has been consulted on three separate occasions regarding the use of the above legislation and the proposal for a City ATTRO.

<b>Committee(s)</b>	<b>Dated:</b>
Streets and Walkways - For Comment Policy & Resources Committee - For Decision Planning and Transportation Committee – For Decision	<b>08/11/2016</b> <b>17/11/2016</b> <b>28/11/2016</b>
<b>Subject:</b> Traffic in the City of London	<b>Public</b>
<b>Report of:</b> Department of the Built Environment	<b>For Decision/ For Information</b>
<b>Report author:</b> Steve Presland, Transportation & Public Realm Director	

## Summary

This report discusses the current traffic situation in the City of London; recognising that it impacts upon the City’s competitiveness. It acknowledges that current major infrastructure projects such as Crossrail and the Cycle Super Highway, along with the highest level of development activity for many years, have increased the demand on the highway network’s capacity. Whilst not City wide, traffic congestion in certain areas has resulted.

The report recognises that delay to traffic is a London wide issue and alerts Members to an on-going London Assembly Transport Committee investigation into congestion which is considering causes and potential measures to reduce it. The City of London has contributed to the call for evidence for this investigation both through London Councils and in person, with officer representation at an expert panel.

This report considers a range of measures that might be introduced or strengthened to improve traffic flow. The main ways to improve traffic movement are summarised as managing our streets more effectively, spreading the length of time over which vehicles use the City and, most importantly, reducing the amount of traffic in the City to a level our community finds acceptable.

The report suggests a 3 pronged approach to congestion. Namely

- making representations for London wide policy change e.g. changes to the congestion charge
- developing a range of strategic and proactive measures to improve traffic flow in the short to medium term e.g. reducing the number and changing the time of goods vehicle arrivals, tackling perceived congestion hot spots such as Bank Junction.
- Reactive mitigation i.e. close monitoring of our network, speedy response to issues and robust enforcement

The full range of measures is summarised at appendix 2 along with an indication of consequent key impacts of each measure. The report seeks Member guidance on

political priorities and endorsement of an over arching objective of reducing over all traffic levels in the City.

## **Recommendation(s)**

Members are recommended to:

- Agree the next steps as set out at paragraph 41-45 of the report.
- Agree an overarching objective of reducing traffic in the City and that this should be emphasised in the next draft of our Local Implementation Plan (LIP).
- Agree sums of £50k and £40k respectively towards appointment of consultants to advance the City of London's approach to consolidation centres and appointment of a FTE post, on a 1 year trial basis, to investigate how better construction and servicing/delivery planning might alleviate City congestion.
- Consider Appendix 2 of this report and advise of any measures considered politically unacceptable.

## **Main Report**

### **Background**

1. As part of the recently introduced Chief Officer governance structure a group of Chief Officers has been formed to provide leadership in relation to place-making in the Square Mile. This group, known as the 'Place Steering Group', has identified three key themes regarding the physical factors that make the City competitive as a place to do business. These are Capacity, Connectivity and Character. The Policy and Resources Committee has requested a plan to tackle congestion in the City and this contributes to all three themes.
2. In considering vehicle movement it is recognised that our transport networks need to have sufficient capacity for the residents, visitors and workers in the City to move around safely and efficiently. The streets also need to support the delivery of goods and services. Our streets are fundamental to the character and working of the City.
3. The causes of congestion are well documented. Major infrastructure schemes such as Bank upgrade, Crossrail, Thames Tideway plus the needs and expectations of the utility companies all impact on traffic movement. In addition the increasing cycling numbers and the Cycle Super Highway, with the loss of network capacity that has resulted, compounds the problem. So does the current development boom, with over 60 building sites currently refreshing the highest amount of floorspace in the City since 2008.
4. In seeking to address the current imbalance between road space supply and demand, we must aim to:
  - accommodate projected growth in numbers of people in the City (1.15 million m2 of office floorspace is planned by- enough for a further 58,000 workers)

- improve road safety, particularly for pedestrians and cyclists who are involved in 83% of all accidents
  - enable 'placemaking' - using our streets to support culture, provide 'third spaces' for people to meet and work, provide more greenery and ensure that our streets provide a world class setting for the City's wonderful buildings
  - improve air quality
5. The main ways to improve traffic movement will be
- to reduce the amount of traffic in the City to a level that our community finds acceptable
  - to manage our streets efficiently and employ smart technologies to enable efficient movement
  - to spread the length of time over which vehicles use the City
6. The most recently analysed data (2014) regarding traffic in the 'Square Mile' is shown at Appendix 1. From this it can be seen that cars and taxis make up almost 50% of traffic movements. However these sectors are difficult to tackle in the absence of London wide policy change. It is proposed therefore to initially seek to reduce goods vehicle movements in the Square Mile over which the Corporation can have direct influence. Together goods vehicles of various sizes make up some 22% of all traffic movements and their associated loading and unloading can also add to congestion.
7. To make sustainable any traffic reduction achieved the City needs to adopt a policy change that will actively discourage vehicle movement. Otherwise road space freed up (e.g. through bus rationalisation or reduced freight movements) will simply be replaced by new traffic movement thereby negating the benefit.
8. In addition to focusing on freight Officers are exploring a wide range of actions to help traffic flow more smoothly. For ease of reference and prioritisation these are set out at Appendix 2. It should be noted that each measure will have additional impacts and a preliminary assessment of what these might be is also set out. For example retiming freight to evenings and /or night deliveries may pose significant noise issues and would have to be considered within the City's developing Noise Strategy. Another example would be that a significant congestion charge uplift might reduce congestion but may otherwise negatively impact on businesses.
9. Officers also require political guidance as to whether there is in principle support for adopting the overarching objective of delivering an overall reduction in traffic on our streets. This would arguably have the biggest impact on congestion as well as improving air quality and safety. The alternative approach of simply making our streets work more effectively by careful

planning of street works, use of technology and better enforcement, has already been well tried. For example we now have technology such as SCOOT to manage traffic signals so as to optimise their sequencing and we already adopt a robust approach to enforcement of parking and loading restrictions. Of course that is not to say that more could not be done with additional resources. Examples could be stricter control of business' 'servicing and delivering plans' and developer's 'construction and logistics plans'. In addition, delivery of our freight strategy, including increased use of consolidation centres etc., may deliver some further network efficiencies. However in the absence of a clear policy of reducing traffic on our streets experience tells us that any vehicle movements saved may simply be replaced by new traffic.

10. Traffic congestion is, of course, a London wide issue and is currently the subject of a London Assembly Transport Committee investigation. The investigating committee will be looking at a number of the ideas set out at Appendix 2 and these are shown on the appendix. The investigation will also be looking into the general causes of congestion and looking to see if lessons can be learnt from other major cities. Members may feel some of the ideas set out in this report are better addressed through the work of the investigating committee. Most importantly, the Mayor of London is due to publish a direction of travel document. That document has not been issued at the time of writing. But, in speeches given by the Deputy Mayor for Transport great emphasis has been placed on modal shift i.e. moving personal travel from motor vehicles to walking and cycling.

### **Suggested City response to improving traffic movement**

11. The City of London's suggested response is set out below under the following 3 headings:-
  - Seeking London wide policy change
  - City's option for strategic change in the Square Mile
  - Reactive mitigation

### **London wide Policy Change**

12. Opportunity has recently been taken to feed into the London Assembly Transport Committee (LATC) investigation into road congestion.
13. The City of London not only contributed to the London Councils response to the call for evidence but, given the unique nature of the City, officers also applied to give evidence in person to the Committee. This was granted and the Assistant Director of City Transportation represented the City sitting on an expert panel which was set up and quizzed by the LATC in early October
14. The LATC investigation is exploring a number of suggestions that if agreed could deliver real benefits to the City in terms of reduced congestion. Its investigations will consider a wide range of issues but those likely to be most impactful on the City include:



- Revision of the Congestion charge – expanding the geographical area covered and/or significant charge uplift
- Usage based road pricing
- Tolling for river crossings
- How to reduce delivery vehicles on London roads
- Improving bus efficiency

15. In providing evidence to the LATC all the above measures were broadly supported (subject to further detailed impact analysis).

16. In parallel to the LATC investigation it is proposed that the City of London makes representations to the Mayor of London, the GLA and TfL for the impact analysis and business case to be prioritised in relation to 4 specific measures. Namely

- Increasing the congestion charge significantly

The greatest reduction in City congestion was noted in 2003 when the Congestion Charge was first introduced. It is felt only a significant increase will be impactful and help in driving a retiming of deliveries across the City.

- TfL limiting access to the City of London

Currently TfL operates active management of London's traffic signals. It currently regulates access into the 'Square Mile' through its signal management. TfL accept that the Cycle Super Highway has impacted upon network capacity and there is a clear case for the level of mitigation currently being applied by TfL to be reviewed.

- Reducing Bus Numbers

2019 will see reduced numbers consequent to Crossrail. A further strategic document on buses can be expected from TfL in early 2017. In considering reduced bus movements the concern is that other traffic may simply replace any reduction. Therefore it is important that signal adjustments on bus routes are sought to remove the additional capacity at the same time as bus movements are reduced. This may have a neutral benefit on the bus routes themselves but should have the real benefit of delivering reduced traffic movement elsewhere on the network.

- Bridge Tolls

Clearly a strategic issue for London but a real opportunity to generate income to offset escalating highway maintenance costs if the City of London receives all or some of the monies collected. At this stage it is understood that tolling could be delivered by extending our camera network and use of Automatic Number Plate Recognition.

## **City of London's options for strategic change in the Square Mile**

17. Much of what the City of London might do would need TfL support or approval. However, the following measures could be pursued if deemed politically acceptable.

Use of new technology-Smart City

18. There are three main areas for use of technology.
- Illuminated signage warning drivers in real-time of City Congested areas and offering diversionary routing. They would however add clutter and may not be aesthetically pleasing and in some areas may be limited by planning requirements. Satellite navigation systems already utilise real time data therefore illuminated signage is not currently proposed.
  - Speed sensors. These could deliver alerts when congestion is developing in specific streets to facilitate a reactive response. They could also be used to better map, on a temporal basis, City Congestion and thereby assist in designing in solutions. The SCOOT traffic signal system could help as well. However, this system is yet to be activated in critical parts of the City.
  - Parking bay sensors. To identify vacant spaces thereby reducing driver 'sharking' looking for parking spaces. The use of sensors arguably has a valuable role to play in designing the future 'Smart City'. However it is considered that their use is better considered once the Place Steering Group has fully considered their value and also once the City's lighting replacement programme has concluded which it is expected will not be until 2019.

## **Zero Emission Capable (ZEC) Timed Closures**

19. A City wide day time ban of non ZEC vehicles would be highly effective both in terms of Air Quality and congestion but would be unlikely to readily receive TfL support. The enforcement of such a ban may also be challenging although the concept warrants further discussion with TfL. It should be noted that specific non ZEC vehicle bans such as that proposed at Beech Street may actually work to cause congestion by necessitating vehicle diversions for non compliant vehicles. Hence any such proposal would require detailed modelling and assessment prior to implementation, as is the case with Beech Street.

## **Freight Strategy/Consolidation**

20. The City of London's approved strategy includes a number of important strands based around TfLs 4'R' approach of Rerouting, Retiming, Remodelling

and Removing. Arguably the biggest impact here would be through the establishment of more consolidation centres to serve the City.

21. New towers in the Eastern City Cluster will require consolidation centres to be able to fulfil vehicle movement limitations required by their planning consent. This has generated much interest in consolidation in this area and work is currently being led and driven by the private sector. The aim is to deliver a major consolidation centre located outside of the City and if this can be achieved this will serve as an excellent model for others to follow.
22. Unlike in the case of new developments the establishment of a consolidation centre approach to service existing businesses is both time consuming and difficult to achieve. Officers are, however, working with the Cheapside BID to try to move its servicing and deliveries to a consolidation centre approach. As part of our investigation officers will also be meeting with Crown Estates and Westminster Council to see what lessons can be learnt from their work at Regent Street.
23. In addition to the above Guildhall facility management has been reviewing deliveries to explore the potential to take advantage of capacity within a local authority focused Camden Council Consolidation Centre. This will require a detailed cost benefit assessment and this work is ongoing.
24. Officers are also working within DBE to explore Planning policies which might, if agreed, in future limit servicing and deliveries to outside 7am-7pm unless via consolidation.

### **Construction Logistics Plan (CLP)**

25. The detailed analysis of routing and timing of vehicle movement is currently limited by resource. An additional officer could work to provide detailed checks to all CLPs to ensure vehicles are moved away from more polluted and congested streets and also give greater consideration to Road Danger Reduction. It is suggested this be explored on a one year trial to establish if such an approval can deliver the perceived benefits.

### **Loading Restriction Review**

26. A further review of loading restrictions could take place in areas known to be congested. However a comprehensive city-wide review was only recently concluded. That work has already limited further or removed the ability for goods vehicles to load on the recognised important traffic routes.

### **Increased Parking Charges**

27. If the congestion charge is not dramatically increased Members may consider a sizeable uplift in parking charges. Such a price increase would be aimed at reducing traffic but may result in an overall reduced usage of our car parks and a consequent loss of income. For example a 25% loss of income

(consequent to a 25% reduction in traffic volume) might equate to a loss of income in the region of £1.5M. Care would also be needed to ensure that our pricing remains competitive with NCP otherwise we may generate the loss of income with no reduction in traffic movement.

28. A report on car parks including charges is scheduled to be considered by the Planning and Transportation Committee in November of this year. That report includes proposals to increase and align charges across all car parks and it is therefore proposed that no further significant uplift be considered at this stage nor until the GLA review of the congestion charge be concluded.

### **Declassify A&B Roads**

29. This is currently being explored. Streets were declassified in the 1990's to remove them from commercially available maps. The purpose of declassification of our roads again would be to reduce SatNav systems using them to direct traffic through the City when moving across London. The appropriateness and effectiveness of this approach is being further assessed and if considered appropriate will be reported to Members in the new year.

### **Road Works**

30. In addition to the detailed planning that currently takes place to mitigate the impact road works have on congestion, DBE has appointed an additional person. The new employee will operate on a 1 year trial to work on liaising with major infrastructure projects e.g. Thames Tideway, Cycle Super highway (North Route extension), Crossrail, Bank Station Capacity Upgrade. They will also work closely with all neighbouring authorities to gain early intelligence of events that may impact congestion in the City. They will plan mitigation and seek to establish a central London Traffic Movement Forum to explore ideas on Strategic Mitigation.

### **Network Improvements to meet Future Needs**

31. The City Corporation has already made significant improvements to a number of previously congested and/or dangerous junctions. Recent examples would be Holborn Circus and Aldgate Gyratory.
32. Officers are also investigating how other congested junctions might be improved. Most recently a trial scheme is being developed for Bank Junction that, if approved, should deliver real reductions in average journey times across the centre of the City for general traffic and buses.
33. Pedestrian crossings can delay vehicles and pedestrians especially where heavily used by pedestrians. The recent successful trial at Ludgate Hill has demonstrated that signalised crossings can reduce localised traffic delay. It is therefore proposed to review all of the City's Zebra crossing points in 2017/18 to see if there is potential to both reduce localised congestion and improve safety.

34. In designing the City's streets to meet future needs it will be essential to not only address safety and traffic movement but also to design with the future in mind eg making appropriate provision for the potential use of autonomous vehicles.

### **City of London's Reactive Congestion Mitigation**

35. We now have an 18 month trial of a dedicated Congestion Officer looking to identify congestions across the City and deal with the cause. The officer uses the rapid deployment of Civil Enforcement Officers to deal with any parking issues, works with TfL signals team to adjust timings. She has a broad remit of monitoring, causation identification and resolution and produces a weekly report on her activity.
36. The officer also works closely with the highways team in assessing the impact of development in the City and how any consequent congestion might be minimised. With over 60 current active development sites in the City this is clearly a significant task. Members will be aware that officers have little to no control over the timing of such development although coordination is sought through regular liaison and persuasion.

### **Congestion Mapping**

37. Despite how it is often perceived, much of the City is rarely congested. Officers are working with TfL to utilise its traffic signal data along with City data to produce a temporal City Congestion Map. The map will be used to plan street activity to achieve efficiency of movement. It will also be analysed to see how deployment of our resources e.g. CEOs, road openings/closures, loading restrictions etc. might be further used to improve traffic flow.

### **Resources**

38. The City Transportation Service has recently been restructured. Within the new structure two new senior posts leading Network Management and Strategic Transportation have been created. These posts and their teams will, together, deliver much of the services required to improve traffic movement. However in the short term, despite a recent recruitment exercise, both teams are carrying significant vacancies.
39. A recruitment strategy review is currently being supported by our HR Business Partner. In the meantime it is proposed a sum of £50K be allocated to commission consultants to progress the City's Freight Strategy including the establishment of Consolidation Centres. It is hoped, assuming successful recruitment, City staff will take over this work from the consultants early in 2017.

40. It is also proposed that the service be allocated a sum of £40K to fund a FTE post that will undertake detailed examination of 'construction logistics plans', in relation to new development, to establish what impact this approach might have on mitigating City congestion.

### **Next Steps**

41. It is proposed that officers continue to support the LATC investigation into traffic congestion supporting the principles set out in this report.
42. It is also proposed that the City Corporation write again to The Mayor of London stressing the negative impact that congestion has on the City's competitiveness and pressing for urgent assessment of the impact analysis and business cases in relation to the four issues set out in paragraph 16 above.
43. Thirdly it is proposed that consultants be engaged within a £50K budget to take forward the City of London's Freight Strategy with a focus on promoting consolidation of deliveries both for the Guildhall and within the business community.
44. Fourthly that a FTE post be established for one year to focus on improving Servicing and Delivery Plans and Construction Logistic plans and that the effectiveness of this approach be reported in 12 months' time.
45. Fifthly that the Corporation Reactive Mitigation measures continue as set out in this report in paragraphs 35-36.

### **Corporate & Strategic Implications**

46. To support and promote the City of London as the World Leader in international finance and business services.

### **Implications**

47. The £90K identified in this report to engage consultants and fund a one year trial in relation to Construction Logistics and Servicing and Delivery Plans will be met from compensatory savings in the directorates local risk budgets.

### **Health Implications**

48. Improvements to the City street network should aim to deliver both Road Danger Reduction and Air Quality benefits.

## **Conclusion**

49. Effective traffic movement across the City is essential to maintain the City's competitiveness. This report sets out a wide range of measures that could contribute to reducing congestion. The overarching objective however has to be reducing the total amount of traffic in the City at any one time as congestion only occurs when demand for road space outstrips supply. It is also recognised that our future street design will not only have to address movement but also other key factors such as improving Air Quality and reducing Road Danger. Furthermore any future designs will need to take into account developments in technology and be future-proofed where possible against possible innovations such as autonomous vehicles.

## **Appendices**

- Appendix 1 - Total Traffic Flow & Composition (0700-1900)
- Appendix 2 – Congestion in The City Table

## **Background Papers:**

[London Councils Submission to Transport Committees Review](#). (link)

**Steve Presland**

**Transportation and Public Realm Director**

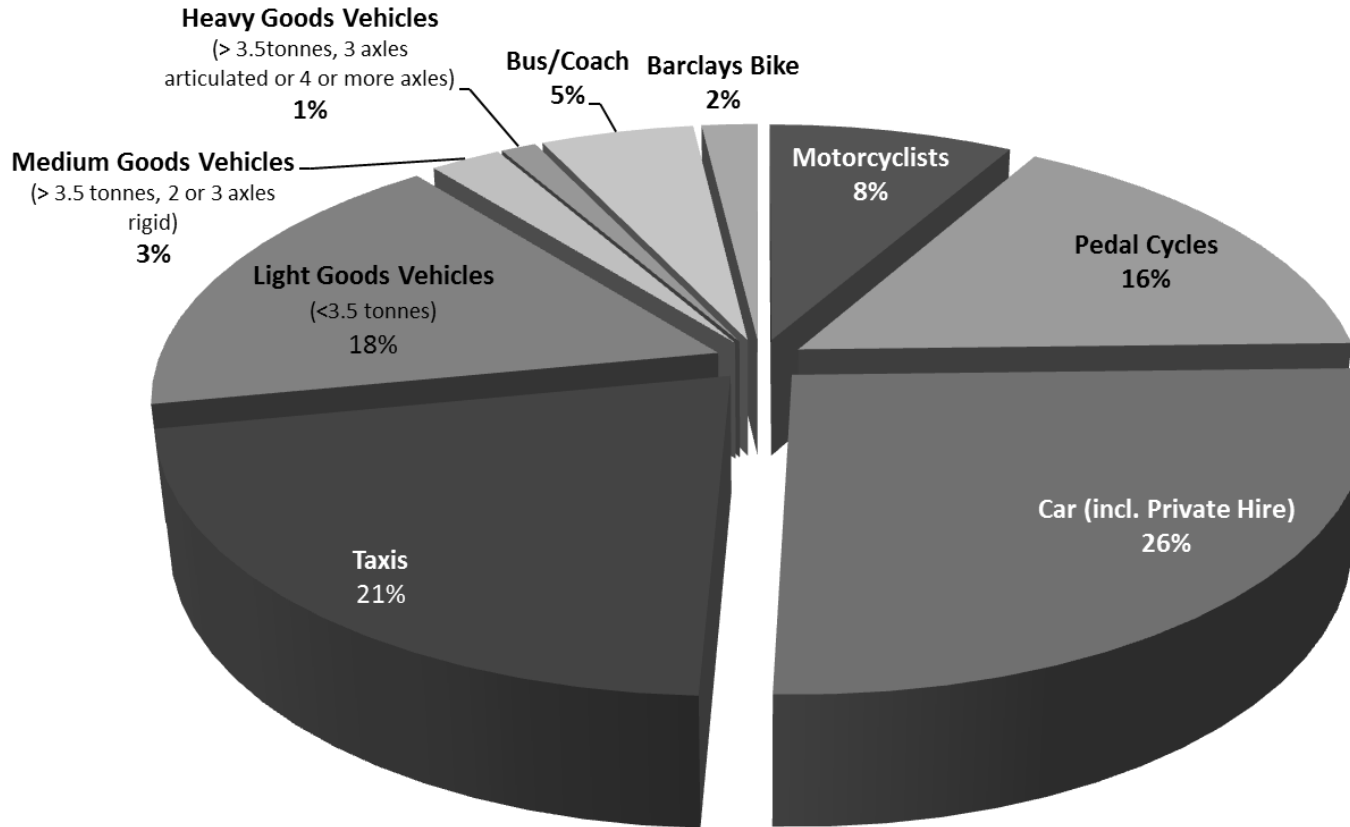
T: 020 7332 4990

E: [steve.presland@cityoflondon.gov.uk](mailto:steve.presland@cityoflondon.gov.uk)

### Total Traffic Flow and Composition (0700-1900)

All Screen Lines – (2014 Data)

(Total: 154,424)





## Appendix 2

### Congestion in the City

#### Key

+++ : high positive impact  
 ++ : medium positive impact  
 + : low positive impact  
 0 : no impact  
 --- : high negative impact  
 -- : medium negative impact  
 - : low negative impact

ISSUE	Congestion Impact	Cost Income = +	London Assembly Review included	Health & Wellbeing	Road Safety	Noise Strategy	Air Quality
<b><u>LOBBYING</u></b>							
Significant increase in Congestion Charge	+++	0	Yes	+++	+++	+++	+++
TfL Limiting Access to City	+++	0	No	+++	+++	+++	+++
Reducing Bus Numbers (reduce signal green time)	+	0	Yes	+	+	+	+
Bridge Tolls	++	+	Yes	++	++	++	++
<b><u>CITY STRATEGIC</u></b>							
Technology e.g. congestion alerts	+	--	Yes	+	+	+	+
Zero Emission Only / Timed Closures	++	-	No	++	++	++	++
Consolidation / Freight retiming	++	-	Yes	++	++	++	++
Servicing & Delivery Plans / Planning Policy Change	++	0	No	++	++	- / 0	++
Construction Logistics Plans	+	0	No	+	++	- / 0	+
Working with Neighbours / Congestion Forum	+	-	No	+	+	0	+
Loading Restriction Review	+	-	No	+	+	-	+
Increase Parking Charges	+	+	No	+	+	0	+
Declassify A & B Roads	+	-	No	+	+	+	+

<b>C. <u>REACTIVE MITIGATION</u></b>							
CEO Deployment	+	-	No	+	+	- / 0	+
Real Time Monitoring Officer	+	-	No	+	+	0	+
City Wide Congestion Mapping / Causation Analysis & Response	0 / +	-	No	0 / +	0 / +	0 / +	0 / +
<b>D. <u>OTHER</u></b>							
New Below Ground Roads	++	---	No	++	0	++	++
Park & Ride	+	-	Yes	+	+	+	+

<b>Committee(s)</b>	<b>Dated:</b>
Policy & Resources Committee	17 Nov 2016
<b>Subject:</b> Application for designation of the Still & Star Public House as an Asset of Community Value – Report of Planning & Transportation Committee	<b>Public</b>
<b>Report of:</b> Director of the Built Environment	<b>For Decision</b>
<b>Report author:</b> Peter Shadbolt, Department of the Built Environment	

## Summary

The application for the designation of the Still & Star public house as an Asset of Community Value (ACV) was considered by the Planning & Transportation Committee at its meeting on 25 October 2016.

The Planning & Transportation Committee considered the information put forward in the nomination from the Campaign for Real Ale, comments submitted in objection to a wider office-led redevelopment scheme for Aldgate Bus Station which would impact on the Still & Star, the participation of the Still & Star at City Corporation annual Community Fair events, and comments from the building's owners.

Under section 88 (1) and (2) of the Localism Act 2011, a building or other land in a local authority's area is land of community value if in the opinion of the authority:

- a. an actual current use of the building or other land that is not an ancillary use furthers the social wellbeing or social interests of the local community, and
- b. it is realistic to think that there can continue to be non-ancillary use of the building or other land which will further (whether or not in the same way) the social wellbeing or social interests of the local community.

The Committee debated the evidence presented but did not consider that the Still & Star met either of these tests, for the following reasons:

1. Members did not consider that the pub furthered the social interests and wellbeing of the local community. The lack of engagement and support from the local resident community was considered to be important. Although a significant number of objections have been received to the demolition of the pub as part of a wider office-led redevelopment, it was felt that few of these objectors had a direct City of London connection.
2. The pub is closed at weekends and therefore cannot serve the social interests of the local community at these times.
3. There are many other licensed premises and public houses in the City which could meet social interests and wellbeing and the application contained little information to enable the Still & Star to be distinguished from these other premises.

4. No information had been provided to satisfy the Committee that it was realistic to think that the pub could continue to meet the social wellbeing or social interests of the local community in the future and thereby meet the second test in legislation.

On balance a majority of the Committee considered that the Still and Star public house did not meet the tests for designation as an Asset of Community Value.

The Committee also considered the procedure for determination of any future applications for ACV status. The Committee considered that, before making a recommendation to Policy & Resources Committee, it needed to have further information on the required procedures for designation as set out in legislation. The Committee also considered that City of London specific guidelines should be developed to inform any future applications.

### **Recommendation(s)**

The Planning & Transportation Committee recommends that the Policy & Resources Committee:

- Refuse the application for the designation of the Still & Star public house as an Asset of Community Value.
- Defer consideration of the procedure for the determination of future nominations for ACV status, pending the Planning & Transportation Committee's further consideration and recommendation to Policy & Resources of appropriate guidelines for determining ACV applications in the City of London.

### **Background Papers**

Additional information submitted by owner's agent: email and maps showing location of objectors to the wider office-led redevelopment scheme.

The application for ACV status and related representations can be viewed at: <http://www.cityoflondon.gov.uk/services/environment-and-planning/planning/planning-policy/Pages/localism-and-neighbourhood-planning.aspx>

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<b>Committee(s)</b>	<b>Dated:</b>
Planning & Transportation Policy & Resources	25/10/2016 17/11/2016
<b>Subject:</b> Application for designation of the Still & Star Public House as an Asset of Community Value	<b>Public</b>
<b>Report of:</b> Director of the Built Environment	<b>For Decision</b>
<b>Report author:</b> Peter Shadbolt, Department of the Built Environment	

### Summary

Part 5 Chapter 3 of the Localism Act 2011 introduced new provisions for the designation of certain buildings or land as Assets of Community Value (ACV).

The legislation allows local community groups to nominate buildings or land as ACVs and requires local authorities, including the City Corporation, to make ACV designations if, in the opinion of the authority, the nominated building or land furthers the social wellbeing and social interests of the local community, and it is realistic to think that there can continue to be use of the building or land which furthers the social wellbeing or social interests of the local community. The landowner has a right to request a review of a decision to designate and a right to independent appeal. There is also provision for compensation to be claimed for loss arising out of the designation and the costs incurred in progressing a successful appeal. There is no right of appeal for applicants seeking designation.

Once designated, statutory limitations are placed on a landowner's ability to sell the building or land, with a 6 month moratorium period during which the landowner cannot agree a sale, to enable the local community to put together a bid to purchase, although there is no requirement on the landowner to sell to the local community at the end of the moratorium period.

The City Corporation has received a nomination from the Campaign for Real Ale (CAMRA) to designate the Still & Star public house, 1 Little Somerset Street as an ACV. This is the first such application that has been made to the City Corporation. CAMRA has provided evidence of the historic use of the pub, dating back to 1820, and of current local resident community, City worker and visitor use of the public house, in support of its nomination. This evidence is supplemented by a significant number of objections to the potential demolition of the Still & Star arising from a planning application for a new office-led development on a wider site (16/00406/FULMAJ). The Still & Star has taken part in annual City of London Community Fair events as being representative of a community pub. The landowner has objected to the nomination on the grounds that the Still & Star does not serve the local resident community and it is unrealistic to expect future community use given the intention to redevelop the site.

The weight of the evidence submitted suggests that the Still & Star does currently further the social wellbeing and interests of the wider City community (local resident, worker and visitor). It is considered that the Still & Star meets the statutory tests for designation as an Asset of Community Value. Although an application has been received for the wider redevelopment of this site, it would not be appropriate to take this into account when determining this ACV nomination, as to do so would pre-judge the future determination of the planning application by the Planning & Transportation Committee.

Within the City Corporation responsibility for the determination of ACV nominations has never been specifically delegated to a committee and therefore currently rests with the Policy & Resources Committee. However, the issues raised are considered relevant to the terms of reference of the Planning & Transportation Committee and as such Planning and Transportation Committee is asked to consider the evidence and provide advice to Policy & Resources Committee for that Committee's determination.

### **Recommendations**

- A. Planning and Transportation Committee is asked to:
  - (i) Recommend to Policy and Resources Committee that it lists the Still and Star public house as an Asset of Community Value.
  - (ii) Recommend to Policy and Resources Committee that it report to Court of Common Council recommending that, in future, decisions on whether to list land or buildings as Assets of Community Value be delegated to Planning and Transportation Committee.
  
- B. Policy and Resources Committee is asked to:
  - (i) Resolve to list the Still and Star public house as an Asset of Community Value.
  - (ii) Instruct officers to report to its next meeting regarding arrangements for future decisions on whether to list land or buildings as Assets of Community Value, including arrangements for review by a senior officer.

### **Main Report**

#### **Background**

1. Part 5 Chapter 3 of the Localism Act 2011 introduced provisions for the designation of certain buildings or land as Assets of Community Value (ACV). Detailed regulations, the Assets of Community Value (England) Regulations, were published in 2012 and non-statutory guidance issued by the Government in the same year.
2. The Act and Regulations give local groups the right to nominate a building or other land for listing by the local authority as an ACV. Detailed provisions are set out detailing the eligibility of a local group to nominate, broad criteria for determining a nomination and the implications of nomination for the landowner. If a local authority receives a valid application and the land or building 'in its

opinion' furthers the social wellbeing or social interests of the local community and will continue to further these interests in the future, then the local authority must designate the building or land as an ACV. ACV status is time limited and will lapse after 5 years.

3. The City Corporation is required to maintain a public register of all buildings or land designated as ACV, and a list of all buildings or land where ACV status has been rejected.
4. The landowner can request that the local authority review its decision to list a building. This review must be carried out by an officer of the authority, of appropriate seniority and who was not involved in the initial listing decision. If the landowner is not satisfied by this review, they can seek an independent appeal through the First-Tier Tribunal.
5. Once designated, statutory limitations are placed on the owner's ability to sell the building or land. An owner has to give notice to the local authority of their intention to sell, to enable the local community to express an interest in bidding to purchase the building or land. There is then a 6 month moratorium period during which the landowner cannot agree a sale to enable the local community to put together a bid. At the end of this moratorium period there is no requirement on the landowner to sell to the community group and the sale can be made at market value to anyone.
6. The landowner can seek compensation for loss of earnings or delay caused by the designation, including additional costs incurred as a result the moratorium and for legal expenses incurred in a successful appeal to the First-Tier Tribunal. Non-statutory guidance indicates that the first £20,000 of compensation costs should be met by the local authority through financial provision already made under Government new burdens funding. The Government would meet the costs of compensation payments of over £20,000 in a financial year.
7. Changes to the General Permitted Development Order in 2015 removed the permitted development right for the change of use of pubs to other retail uses and introduced a requirement that landowners seek planning permission for the demolition of pubs which are either listed as ACV or where a nomination has been received for ACV status. Thus ACV status becomes a material planning consideration to be weighed against other material considerations in the determination of a planning application impacting on a public house.

### **Current Position**

8. On 19<sup>th</sup> September 2016, the City Corporation received an application from the Campaign for Real Ale (CAMRA) – East London & City Branch for the designation of the Star & Still public house, 1 Little Somerset Street, as an Asset of Community Value. The application is available on the City Corporation's website at: <http://www.cityoflondon.gov.uk/services/environment-and-planning/planning/planning-policy/Documents/still-star-acv-submission-20160919.pdf> .

9. The City Corporation is required to determine this application within a period of 8 weeks from the date of receipt, but has agreed an extension of this time period with the applicant to allow for its consideration by the Planning & Transportation Committee and determination by Policy & Resources Committee.
10. This is the first request received by the City Corporation. In accordance with the Regulations, the landowner and the current landlord of the pub have been formally notified of the nomination. Ward members for Portsoken and Tower Wards have also been informed. The nomination has been placed on the City Corporation's website. There is no requirement within the legislation for the City Corporation to further publicise the nomination or seek comments.

### **Assessment of Community Value**

11. The Localism Act and Regulations set out criteria to determine whether the nominating body is representative of the local community and broad criteria for determining whether the nominated asset is of community value.

#### **Eligibility of CAMRA to nominate an ACV**

12. Regulations allow nominations to be made by a range of community bodies, including neighbourhood forums, parish councils, groups of more than 21 individuals, charities and companies limited by guarantee which do not circulate any surplus to members.
13. The nomination has been submitted by the CAMRA East London & City Branch. CAMRA is a company limited by guarantee which does not distribute any surplus to its members. The East London & City Branch exists to campaign for and support pubs and real ale in the E and EC post codes and has a total of 1,581 members resident within these post codes. CAMRA meets the regulatory requirements as an eligible body to submit nominations for ACV under the Regulations. The nomination is therefore valid.

#### **Evidence that the Pub is a Community Asset**

14. Under Section 88 (1) and (2) of the Localism Act 2011, a building or other land in a local authority's area is land of community value if in the opinion of the authority:
  - a. an actual current use of the building or other land that is not an ancillary use furthers the social wellbeing or social interests of the local community, and
  - b. it is realistic to think that there can continue to be non-ancillary use of the building or other land which will further (whether or not in the same way) the social wellbeing or social interests of the local community.
15. The Still and Star is in current use as a public house. The pub was established by 1820 and appears to have been in continuous use as a public house from that date. Landlord accommodation is provided above the pub on the first and second floors, but this is ancillary accommodation linked to the pub and is not a separate residential unit.



16. The CAMRA nomination sets out a range of information to support the case that the Still and Star furthers the social wellbeing and social interests of the local community:
- a. The pub has played a key role in the life and function of the city for almost 200 years, providing a link to the cultural evolution of Aldgate and representing a rare surviving example of a 'slum pub' (a residential house converted to a pub around the time of licensing deregulation);
  - b. The pub is described by CAMRA as a public wayfinder in the area and has a large catchment area incorporating residential areas and commercial buildings in the City;
  - c. The pub is an essential part of the City's tourist and visitor appeal and has hosted numerous pub crawls, summer BBQs and other events;
  - d. It has a loyal following of local residents and regulars, including people who work in the locality or visit the pub on the way home, with a darts team playing in a local league and taking part in regular competitions.
17. The nomination was triggered by the submission of a planning application for an office-led development on a wider site, which would require the demolition of the public house (16/00406/FULMAJ). This application will be brought before the Planning & Transportation Committee for determination in due course. A previous permission on a part of the site at 11-13 Aldgate High Street provided an office-led scheme but did not impact on the Still & Star public house except in relation to its setting. Over 260 neighbour, resident and interested party objections have been received to the proposed development, with a substantial proportion of these raising objections to the potential demolition of the Still & Star. Eighty-seven objections directly raise the issue of the potential loss of the pub as a social and community asset, and 226 object to the loss of a valued heritage asset. Whilst these are objections to a planning application and not directly addressing the ACV nomination, they do demonstrate a concern that a possible social and community asset could be lost and it is therefore appropriate to take them into account in determining the ACV nomination.
18. The Still & Star has participated in the 2014 and 2015 City of London Community Fairs, providing licensed catering to the event. The Still & Star was invited to participate as an example of a community pub providing services to a local resident and wider business community. The City Corporation's Equality and Inclusion in the City of London, Annual Performance Summary 2015, identifies the Still & Star as one of a number of 'community groups and local organisations' that attended the 2<sup>nd</sup> annual City of London Community Fair in 2015.
19. Although there is no requirement in Regulation to seek comments on the proposed nomination, the landowner has submitted comments objecting to the proposed nomination as failing to comply with the requirements set out in section 88 (1) and (2) of the Localism Act. The landowner's main comments are:
- a. The definition of local community should relate to those residing in the local area, i.e. residents in the vicinity of the pub. The CAMRA nomination demonstrates that the users are not local residents but largely City workers and tourists;
  - b. The pub is not open at weekends and cannot be said to be serving the social well being and interests of the local community;

- c. There is little evidence presented of local community use of the pub and more detailed evidence should be provided;
- d. There is no realistic prospect for the continued use of this building as a pub given the owner's intention to redevelop the site and provide a mixed use office-led development.

19. A Ward Member for the area concerned has advised that his impression was that there was little, if any, apparent local resident engagement with the proposed nomination..

### **Assessment of Evidence**

20. The Legislation and Regulations do not provide detailed guidance or criteria by which to judge a nomination. Experience and First-Tier Tribunal determinations elsewhere in England do not set a precedent to determine the evidence required.
21. To be declared an ACV, the nomination must satisfy both tests contained in the Act (paragraph 13 above). Regarding the first test, CAMRA's evidence that the pub is actively used by local residents is not compelling, with no specific indication of local resident use. There are 2 other local pubs within 100m of this site which could meet local resident needs. However, CAMRA's evidence and the objections received to the current planning application do highlight significant support from a wider City worker and visitor community that the pub is an important social asset. There is a significant body of objection to the application on the grounds that the pub has performed an important social function in this area since 1820. The CAMRA nomination references the local darts team and the regular summer BBQs and other social events that take place. The Still & Star has participated in the City Corporation's annual Community Fair as an example of a community pub. The landowner has objected to the nomination based on the lack of local resident use of this facility and the weekend closure, but has not presented any supporting evidence or justification as to why the City's wider working and visitor communities should not be considered. The weight of evidence submitted and the objections received through the planning application do suggest that the pub is currently contributing to the social wellbeing and social interests of the wider City community.
22. In terms of the second test, there is an undetermined planning application for an office-led mixed use scheme on this site, which would necessitate demolition of the Still & Star. The landowner has argued that this is evidence that the public house cannot realistically continue to further the social wellbeing and interests of the local community. This planning application has yet to be determined, and that determination will be made by the Planning & Transportation Committee in due course. Although the presence of the planning application must be acknowledged in consideration of the ACV nomination, to accept the landowner's reasoning would require the Committee to pre-judge a future decision which will need to be made taking into account a wider range of planning factors. In advance of this planning determination, there is no clear evidence that the Still & Star will not continue to operate and provide for the social wellbeing and interests of the City's community.

23. The above considerations lead to a conclusion that the Still & Star public house performs a social function that furthers the social interests of the City's community and should be designated as an Asset of Community Value.

### **City Corporation Procedure for ACV Nomination**

24. Within the City Corporation responsibility for the determination of ACV nominations has not been specifically delegated to a committee and therefore currently rests with the Policy & Resources Committee. Although the Planning & Transportation Committee is not the responsible Committee for determining this nomination, the issues raised are considered to have some overlap with matters within their terms of reference and therefore Planning and Transportation Committee is asked to consider the evidence in this report and provide its advice to Policy & Resources Committee for that Committee's determination.

25. Policy and Resources Committee is asked to determine the application in accordance with the recommendation of Planning and Transportation Committee. A separate report will be brought forward to a future meeting of the Policy & Resources Committee to recommend to Court changes in committee Terms of Reference and Chief Officer delegations to deal with future ACV nominations and potential local authority review. The Planning & Transportation Committee may wish to comment to Policy & Resources Committee on the appropriate distribution of responsibilities between committees, and delegation to Planning and Transportation Committee is identified in the recommendations as an appropriate option.

### **Corporate & Strategic Implications**

26. The recommendation to designate the Still & Star Public House as an Asset of Community Value accords with Corporate Plan aims to provide modern, efficient and high quality local services, including policing, within the Square Mile for workers, residents and visitors, and to provide valued services, such as education, employment, culture and leisure, to London and the nation.

27. The proposal accords with the Department of the Built Environment's Business Plan to deliver an inclusive future world class sustainable city that offers diverse culture, amenities and leisure that make the City more than a business centre; and high quality architecture and public realm that responds to new development and enhances the historic environment.

### **Implications**

28. The proposal to designate the Still & Star Pubic House as an ACV will impact on the owner of the building, through a requirement to seek planning approval for demolition of the pub and through a requirement for a 6 month moratorium prior to any future sale. Although the designation will be a material consideration in the determination of any future planning application, any such application would need to be determined on the basis of its individual merits and its accordance with the Development Plan. Designation would not fetter the Planning & Transportation Committee's consideration of the wider merits or otherwise of an application.

29. The Localism Act and Regulations make provision for the possible payment of compensation by the local authority to the landowner of such amount as the local authority may determine for any incurred loss or expense in relation to the land which would be likely not to have been incurred if the land had not been listed as an ACV. Specific reference is made in Regulation to compensation arising from a delay in entering into an agreement to sell (due to the moratorium) and for reasonable legal expenses incurred in a successful appeal to the First-Tier Tribunal, but Regulation also permits any other claim in respect of loss or expense. Non-statutory guidance on ACVs issued by DCLG in 2012 indicates that central Government will meet the costs of compensation claims of over £20,000 in any financial year.

### **Health Implications**

30. There are no health implications arising from the nomination of the Still & Star public house as an Asset of Community Value.

### **Conclusion**

31. The City Corporation is required by the Localism Act 2011 to consider this nomination and if, in its opinion, the pub furthers the social wellbeing or social interests of the local community and will continue to further these interests in the future, then the City Corporation must designate the building as an ACV. ACV status is time limited and will lapse after 5 years.

32. CAMRA has provided evidence of the apparent continued use of this building as a public house since 1820 and evidenced its use by the local community, the wider City working community and its attraction to tourists. A separate planning application has been received for the redevelopment of the public house and surrounding buildings which has generated over 260 objections, 87 of which identify the pub as a community asset and 224 refer to the loss of a valued heritage asset. The City Corporation has, in 2014 and 2015, invited the Still & Star to participate in the City's annual Community Fair, as being representative of a community pub.

33. The landowner has objected to the nomination on the grounds that the pub does not further the social interest or social wellbeing of the local resident community and will not perform such functions in the future due to the intention to redevelop the site for an office-led development, subject to the grant of planning permission.

34. Despite the landowner's objection, there is evidence to support the argument that the pub furthers the social interests and wellbeing of the local community in the City. It is not appropriate to consider the implications of the current planning application for redevelopment of the site as this would pre-judge the future determination of this case by the Planning & Transportation Committee. The Planning & Transportation Committee is asked to recommend to the Policy & Resources Committee that the Still & Star public house be designated as an Asset of Community Value.

**Appendices**

None

**Background Papers**

The Still & Star Public House – Asset of Community Value Nomination, CAMRA

Letter from Fladgate LLP on behalf of 4C Hotels (2) Ltd

Bundle of 263 objections to planning application 16/00406/FULMAJ

Comments from Ward Member for Portsoken

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<b>Committee:</b> Policy and Resources Committee	<b>Date:</b> 17 November, 2016
<b>Subject:</b> Co-Exist House	<b>Public</b>
<b>Report of:</b> Town Clerk	<b>For Decision</b>

## Summary

This report informs Members of progress of the “Coexist House” initiative which aims to create a centre for education and multi-faith understanding to be delivered through a charitable company. The initiative is being developed by a Co-exist House Advisory Board. The City Corporation’s relationship with the initiative was initially led by the Court of Aldermen and the City of London Corporation is represented on that Board by Alderman Sir Roger Gifford. “Coexist House” seeks to create a landmark learning institution and centre in London dedicated to promoting understanding of religion in the United Kingdom and beyond, to encourage respect and tolerance for religious belief and practise, and to challenge religious ignorance and prejudice at all levels of society. A bid is made for a grant of £60,000 over three years from your Committee’s Contingency (City’s Cash) which is to be used to support further work in developing the Coexist House initiative.

## Recommendation

To make a grant to the “Coexist House” initiative for the sum of £60,000 phased over three years (£20,000 in 2016/17, £20,000 in 2017/18 and £20,000 in 2018/19), to be allocated from your Committee’s Contingency and charged to City’s Cash, to support the implementation of the Coexist House initiative.

## Main Report

### Background

1. “Coexist House” seeks to create a landmark learning institution and centre in London dedicated to promoting understanding of religion in the United Kingdom and beyond, to encourage respect and tolerance for religious belief and practise, to engage a broad audience (secular and religious) through innovative programmes and engagement, and to challenge religious ignorance and prejudice at all levels of society.
2. In June 2015, the Policy & Resources Committee was informed that the General Purposes (GP) Committee of the Court of Aldermen had considered a request from the Co-exist Foundation and the University of Cambridge Inter-Faith Programme to support an inter-faith initiative, Coexist House, which had a vision to create in London "*one of the most significant interfaith centres in the world*" for the purposes of deepening understanding of different religions amongst secular and religious audiences.

3. The Cambridge University Inter-Faith Programme undertakes high quality academic research around the “Abrahamic faiths” of Judaism, Christianity and Islam. The Coexist Foundation is a charity devoted to the improvement of inter-faith relations and was incorporated in 2006. The Coexist Foundation is the brainchild of Dr David Ford, Regius Professor of Divinity at the University of Cambridge and founder of Cambridge University’s Inter-Faith Programme.
4. The GP Committee of Aldermen agreed that the City of London Corporation should join an Advisory Board for the project. Alderman Sir Roger Gifford was nominated by the GP Committee of Aldermen as the City of London’s representative. The other institutions represented on that Board are the University of Cambridge, the Victoria and Albert Museum (the V&A), the Honourable Society of The Inner Temple and the Coexist Foundation.
5. The GP Committee of Aldermen and the Policy & Resources Committee subsequently agreed that the City Corporation should continue its support for the project and that the Advisory Board be reconstituted as a company limited by guarantee with charitable status. In addition, support was given to Alderman Gifford continuing as the City Corporation’s representative. Authority was delegated to the Comptroller and City Solicitor to negotiate and agree the relevant legal documentation to establish the charitable company.

### **Support for Co-Exist House**

6. The proposals for Coexist House have received cross-party political support, as well as being welcomed by the Archbishop of Canterbury, the Bishop of London, the Chief Rabbi, the Attorney General, Princess Badiya bint El Hassan of Jordan and the Prince of Wales. Leading academics and other faith and City leaders have also welcomed the project.
7. The partner organisations on the Advisory Board for the Coexist House project have made significant contributions to support the initiative thus far. £200,000 was raised from a number of benefactors following a Mansion House event in October 2013 during Alderman Sir Roger Gifford’s tenure as Lord Mayor. The Coexist Foundation has committed £150,000 for the next three years, Cambridge University and the Inner Temple are committing similar sums, and whilst the V&A has not committed finances it has pledged in-kind support.
8. Members might recall that a report requesting a total of £150,000 over three years was considered by the Committee in October 2015 and at that time it was decided that the proposal should be referred to the City Bridge Trust to see whether any relevant funding streams existed within the Trust to which “Coexist House” could apply. The City Bridge Trust advised that the proposal was not eligible for funding from the City Bridge Trust under its existing grants policy. Officers have since looked into whether the project would qualify for a grant from the Stronger Communities criteria administered by the new Central Grants Unit. Whilst Coexist House might be eligible to apply for a grant, funds from that particular source are capped at £10,000. Therefore the revised



proposals in this report have been brought back to this Committee for consideration as no provisions have been made in relevant departmental business plans and local risk budgets.

## Proposals

9. The Policy & Resources Committee endorsed in June 2015 the Coexist Advisory Board's proposal for the five members, including the City Corporation, to form a company and be named as Founding Members. As a company limited by guarantee the liability of all of its members is limited to £10 each. As a corporate Member of the company the City Corporation acts through a nominee and also has the right to nominate a Trustee to serve on the Board of Trustees. Consistent with the decision of the GP Committee in 2013 the City Corporation's nominee in both instances is Alderman, Sir Roger Gifford. The new company now focuses on bringing its vision to fruition.
10. The new charitable company has now approached the City Corporation for funding. As stated above, the majority of the Founding Members have each committed to support this initiative financially and the City is now being asked to match that of the others concerned in the sum of £60,000 spread over three years.
11. If Members are minded to support such a grant, funding could be met from your Committee's Contingency (City's Cash) as a grant over three years.
12. It is suggested that each year's funds should be paid in 12 month increments, subject to satisfactory reporting back to the City on the use to which that expenditure has been put, with the following grant schedule: £20,000 in 2016/17; £20,000 in 2017/18; £20,000 in 2018/19.
13. The current uncommitted balance available within your Committee's Contingency for 2016/17 amounts to £202,200 prior to any allowance being made for other proposals on today's agenda. There are sufficient Contingency funds currently available for the proposed future funding of this project in 2017/18 and 2018/19.

## Conclusion

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

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<b>Committee:</b> Policy and Resources	<b>Date:</b> 17 November, 2016
<b>Subject:</b> Police Arboretum Memorial Trust – Fundraising Dinner	<b>Public</b>
<b>Report of:</b> Town Clerk	<b>For Decision</b>

## Summary

The City of London Corporation is a founding partner of a project being run by the Police Arboretum Memorial Trust (the Trust). The aim of the project is to create a national memorial which pays tribute to the UK’s Police Service and honours the dedication, courage and sacrifice of the officers who have died in service. The Trust launched an appeal to raise £4m to fund the initiative at the beginning of 2015. The project includes the creation of a new monument at the National Memorial Arboretum (NMA) in Staffordshire; refreshing the existing memorial, known as “The Beat” at the NMA; the creation of a digital, interactive, memorial, and; the creation of a fund to support the families of the fallen as an when a tragic event occurs known as a ‘living memorial’. Since the announcement of the project last year, the Trust is close to raising £4m with the City Corporation contributing £250,000 following the Committee’s decision to support the initiative in December 2015. It is now further proposed that the City Corporation host a fundraising dinner at Guildhall to help the Trust reach its fundraising target as part of the City’s commitment to recognising the importance of policing across the UK.

## Recommendation

To agree to host a fundraising dinner at Guildhall for the Police Arboretum Memorial Trust at a cost not exceeding £30,000 to be allocated from the Committee’s Contingency for 2016/17 and charged to City’s Cash.

## Main Report

1. Since the creation of policing over 4,000 men and women have given their lives to serve and protect UK communities. In addition, there have been substantial losses in British Colonial and other UK administered forces overseas. The Police Arboretum Memorial Trust (the Trust) has therefore developed an ambitious project to create a national memorial to pay tribute to the UK’s Police Service and to honour the dedication, courage and sacrifice of the officers who have died in service.
  
2. On 15<sup>th</sup> January 2015, the Trust launched its appeal to raise £4m to fund the creation of a UK Police Memorial. At the launch the Chancellor also announced that the Treasury would be contributing £1m to the development of the new memorial, stating that: *“The UK is the birthplace of modern Policing. Policing is our gift to the world; our Police service is respected and admired throughout the world for its professionalism, its commitment to our protection and its service to our nation. It is*

*therefore fitting that we have a memorial to the Service and to the thousands of men and women who have given their lives for us and our communities.”*

3. A new physical memorial is to be located at the National Memorial Arboretum (NMA) in Staffordshire. The intention is that it will complement other memorials around the country, notably the National Police Memorial at the Mall and both “The Beat” and the Police Memorial Garden, which are already located at the NMA. As Members will recall, the UK Police Memorial project aims to develop the world’s first memorial to marry both the digital and physical. It will have four elements:-
  - the creation of a new monument at the NMA;
  - refreshing the existing memorial at the NMA, known as “The Beat”;
  - creating a digital, interactive, memorial; and
  - developing a living memorial by creating a fund to support the families of the fallen as and when a tragic event occurs.

In addition, an educational programme and a national campaign aimed at fostering better understanding and an appreciation of policing will be developed as part of the project.

### **Proposal**

4. It is proposed that the City Corporation should host a fundraising dinner at Guildhall for the Police Arboretum Memorial Trust at a cost not exceeding £30,000 to be allocated from the Committee’s Contingency for 2016/17 charged to City’s Cash. This dinner would help the Trust reach its fundraising target as part of the City’s commitment to recognising the importance of policing across the UK. The Trust’s fundraising target has proven to be more difficult to attain than initially hoped, hence no provisions have been made in relevant departmental business plans and local risk budgets. The current uncommitted balance available within the Fund for 2016/17 is £202,200 prior to any allowance being made for other proposals on today’s agenda.

### **Conclusion**

5. The sacrifices made by the members of the Police services to serve and protect our communities deserve to be acknowledged. It is therefore fitting that they are honoured by having a national place of remembrance and celebration one, which easily lends itself to major events, commemorative gatherings and quiet contemplation by families. The new UK Police Memorial project proposals will deliver this. Supporting the Trust’s request will also help to demonstrate further the City Corporation’s commitment to working in partnership and collaboratively with other organisations to deliver national projects, which are both worthy and innovative.

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<b>Committee(s)</b>	<b>Dated:</b>
Policy and Resources Committee – for decision Establishment – for decision Court of Common Council – for decision	Thursday 17 <sup>th</sup> November 2016 Thursday 1 <sup>st</sup> December 2016 Thursday 8 <sup>th</sup> December 2016
<b>Subject:</b> Strengthening the City Corporation’s Representative and Promotional Work in Asia	<b>Public</b>
<b>Report of:</b> Director of Economic Development	<b>For Decision</b>
<b>Report author:</b> Damian Nussbaum, Director of Economic Development	

## Summary

In the aftermath of the EU referendum result, the City Corporation has continued to work with international partners to maintain the City of London’s role as the world’s leading financial centre and encourage inward investment to the UK. The recent Fraser Review assessed the effectiveness of our overseas offices as part of the City Corporation’s wider trade and investment activities, concluding that the work being undertaken to support financial and related professional services in the City Offices in Shanghai, Beijing and Mumbai could be strengthened and enhanced.

It is now proposed that the City Corporation’s international engagement would benefit significantly from the creation of a new Special Representative for Asia, similar to the one currently in place for Europe. It is envisaged that this new post will engage senior officials and regulators in Asia to influence policies, developing long-term relationships for the City. This will entail frequent travel across Asia to in order to maximise the City’s impact and achieve right level of engagement on behalf of the UK financial and professional services industry.

The additional resources required for the appointment of the Special Representative to Asia can be met from within the £2.55m uplift that was granted for additional promotional work by the City Corporation in July 2016 and charged to City’s Cash.

## Recommendation

Subject to the approval of the Establishment Committee and the Court of Common Council, Members are asked to approve:-

- (i) the creation of a new fixed-term post of Special Representative to Asia for the purposes and on the terms set out in the report.
- (ii) the recruitment process set out in paragraph 8 of the Report.

## **Main Report**

### **Background**

1. The City of London Corporation has three offices in Asia –in Shanghai, Beijing, and Mumbai. The offices opened in 2010 and have since engaged with a wide range of financial and professional services firms, supporting the work of the Lord Mayor and Policy Chairman including overseas visits.
2. In the aftermath of the EU referendum result, the City Corporation has continued to work with international partners to maintain the City of London's role as the world's leading financial centre and encourage inward investment to the UK. Growing and initiating relationships with countries outside of the EU has never been more important. The City of London is home to the UK's pre-eminent financial and professional services firms and is a launch pad for two-way cross border trade in these sectors – the single most significant contributor to the UK's services balance of trade.

### **Proposal**

3. The recent Fraser Review assessed the effectiveness of our overseas offices as part of the City Corporation's wider trade and investment activities, concluding that the work being undertaken to support financial and related professional services in the City Offices in Shanghai, Beijing and Mumbai could be strengthened and enhanced. In light of this, it is now proposed that the City Corporation's international engagement would benefit significantly from the creation of a new Special Representative for Asia, similar to the one currently in place for Europe. The post will be a three-year fixed term contract.
4. The Special Representative to Asia would be the lead policy and trade and investment ambassador of the City to Asia, supporting the work of the Lord Mayor and Policy Chairman in the region. This is a strategic role that will be integral in engaging business to shape policy asks and conversely to share with industry and UK Government Asia's policy and priorities in the areas of financial and related professional services.
5. It is envisaged that this new post will engage senior officials and regulators in Asia to influence policies, developing long-term relationships for the City. This will entail frequent travel across Asia in order to maximise the City's impact and achieve right level of engagement on behalf of the UK financial and professional services industry. The proposal is in line with the arrangements of the Special Representative to the EU, which Members agreed at the Court of Common Council in July 2015, and will be at a similar cost.
6. The role will:-
  - a. engage with Asian governments and regulators at a senior level to influence policy, determine prioritised efforts for collaboration, and provide opportunities to insert UK industry opportunities into Asia's economic plans;

- b. advise the wider City of London team working in partnership with HM Treasury, Department for International Trade, Foreign and Commonwealth Office, Department for Exiting the EU and other partners across Government to identify UK Government and financial and related professional services' needs for the benefit of the wider UK economy; and
  - c. facilitate joined-up development of strong relationships with senior international stakeholders, Government and financial and related professional services on matters affecting UK and Asian economic activity to create more jobs and growth.
7. The work will include:-
- a. Asia-wide travel to engage with senior policy makers, opinion formers and business leaders;
  - b. Participation in the financial services dialogues with China and India;
  - c. Developing and maintaining contacts at senior level including relevant ministers and senior officials in India and China;
  - d. Delivering key messages and policy positions on behalf of UK based financial and professional services industry to key policy makers and officials in Asia;
  - e. Keeping abreast through formal and informal channels of policy positions of Chinese and Indian institutions to inform the work of the City Corporation and UK based financial and professional services;
  - f. Making speeches, participating in conference programmes and giving media interviews;
  - g. Influencing and informing the work of the China and India Advisory Councils, whose members are senior leaders of financial and professional services firms;
  - h. Informing strategy on Asian engagement by the City Corporation, and where relevant, TheCityUK;
  - i. Close working with government and also industry bodies including TheCityUK, CBBC, UK-India Business Council, IMA, ABI, ICMA, ASIFMA, AIMA, etc.
  - j. Inform the wider City of London teams engaged on policy and innovation and commercial relationships in exports and investment.

8. The specialist nature of the role and particular skillset sought mean that an individual would be appointed to the role on the basis of a targeted recruitment campaign in consultation with the Chairman and Deputy Chairman of the Committee.

### **Financial Implications**

9. The cost of the special representative will be up to £525,750 per annum for the three years, broken down as follows:-
  - a. £250,000 FTE in salary for the individual (up to £320,750 including on-costs)
  - b. Up to £43,000 FTE on the support function for the Special Representative (up to £55,000 including on-costs)
  - c. Up to £150,000 on travel and accommodation from the Economic Development Office's existing local risk budget.
10. The additional resources required for the appointment of the Special Representative to Asia can be met within the £2.55m uplift that was granted for additional promotional work by the Corporation in July 2016 by the Policy and Resources Committee. Thus, any expenditure on the post will be charged to City's Cash.

### **Conclusion**

11. Growing and initiating relationships with countries outside of the EU has never been more important as the City seeks to maintain its place as the world's leading financial centre, thereby ensuring that the UK's pre-eminent financial and professional services firms continue to be a launch pad for two-way cross border trade. The Special Representative to Asia would help the City Corporation to build long-term policy links with key stakeholders in a wide range of Asian markets, opening doors for increased bilateral and pan-Asia engagement on trade and investment, and continue the work to promote inward investment to the UK in partnership with HM Government and relevant industry bodies.

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<b>Committee(s)</b> Policy and Resources	<b>Dated:</b> 17 November 2016
<b>Subject:</b> Sponsorship of the Liberty Conference	<b>Public</b>
<b>Report of:</b> Director of Economic Development	<b>For Decision</b>
<b>Report author:</b> Eugenie de Naurois, Head of Corporate Affairs	

## Summary

The Centre for Policy Studies (CPS) is a leading centre-right think tank whose goal is to promote coherent and practical public policy to facilitate a more streamlined state, while countering threats to the UK's sovereignty.

The CPS is hosting the Margaret Thatcher Conference on Liberty in London on 27 June 2017. The one-day event will bring together a number of world-renowned figures for a series of set-piece speeches, high-level panel discussions, a reception and a dinner to discuss the role of liberty in the modern world.

Figures including Sir Michael Fallon, Professor Michael Clarke, Victor Orban, Sir John Howard and Professor Niall Ferguson have already indicated that they will participate in the event.

The proposal is to sponsor this event, as we did in 2014. We would seek a total of £20,000 to cover the room hire in Guildhall.

Sponsorship of the event will provide the City Corporation with a speaking slot, a high profile hosting opportunity and exposure. This will also be the occasion for the City Corporation to work with leading international thinkers.

## Recommendation(s)

That the City of London Corporation supports the Margaret Thatcher Conference on Liberty in June 2017 at a cost of £20,000 funded from your Committee's Policy Initiatives Fund 2017/18, categorised under "Events" and charged to City's Cash.

## Main Report

### Background

1. The CPS has particularly strong, historical links to the Conservative Party. It was founded by Sir Keith Joseph and Margaret Thatcher in 1974 to champion economic liberalism in Britain. CPS's chair is Lord Saatchi, and its director is Tim Knox. The City Corporation has worked with CPS since 2008. A number of successful events and research pieces have come out of this partnership.

2. Recent collaborations include sponsorship of the Margaret Thatcher lectures delivered by the former Chancellor George Osborne MP in 2016 and the former Mayor of London Boris Johnson in 2013. Guildhall hosted the first CPS conference on liberty in June 2014 and worked with CPS on a fringe meeting at the 2015 Conservative Party Conference featuring Harriet Baldwin and Roger Bootle.

## Proposals

3. The CPS is hosting its second *Margaret Thatcher Conference on Liberty* conference in London on 27 June 2017. The one-day conference will bring together a number of world-renowned figures for a series of set-piece speeches and high-level panel discussions. It will conclude with a dinner for sponsors, speakers and key guests.
4. Figures including Sir Michael Fallon, Professor Michael Clarke, Victor Orban, Sir John Howard, Professor Niall Ferguson and John O'Sullivan have indicated they will participate in the event.
5. Lead discussions will take place on the following themes: Challenges for Islam and across the Middle East, Russia and Europe, the US and Europe, International Law and Western Values, Policy options for the West.
6. The 2014 Liberty Conference sponsored by the City Corporation was very successful. Attended by over 700 influential delegates, it enjoyed a worldwide impact.
7. The work of the CPS and this conference accord well with the role of the City Corporation in promoting debate on key policy issues that affect the City and London as a whole. This event would reinforce and broaden the City Corporation's relationship with a range of key political, academic and business figures.

## Implications

9. It is proposed that the required funding of £20,000 is drawn from the Policy Initiatives Fund and categorised under 'Events' and charged to *City's Cash*. The current uncommitted balance in the 2017/18 is £682,300 prior to any allowance being made for any other proposals on today's agenda.

## Conclusion

10. The proposed sponsorship of the CPS Liberty Conference accords well with the role the City Corporation plays in promoting debate on key policy issues that affect the City and London as a whole.

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<b>Committee(s)</b>	<b>Dated:</b>
Policy & Resources Committee Court of Common Council	17 November 2016 8 December 2016
<b>Subject:</b> City of London Corporation's Brexit Strategy for Financial and Professional Services	<b>Public</b>
<b>Report of:</b> Director of Economic Development	<b>For Information</b>
<b>Report author:</b> Giles French	

## Summary

This asks Members to endorse the City of London Corporation's work programme to support the UK-based financial and professional services industry following the referendum on the UK's membership of the EU.

The report informs Members of the activity undertaken by the City Corporation to support financial and professional services; to inform government and regulators on relevant policy issues; to engage with EU Member States and institutions; to engage with non-EU countries; to promote exports and investment; and to update Members on key policy positions adopted by the industry.

## Recommendation

Members are asked to note the content of the report.

## Main Report

### Background

1. On 23 June 2016, in a referendum on the UK's membership of the European Union (EU), the UK voted to leave the EU.
2. Once the UK leaves the EU, and irrespective of the final agreements in place between the UK and the EU, this change will have a major impact on the way financial and professional services firms based in the UK do business.
3. The City of London Corporation works to support and promote UK based financial and professional services firms, and has been actively engaged since the referendum to inform and represent the views of the sector to government, regulators and international audiences. In addition, we continue to build on our long-standing exports and investment programme with key international markets.

4. This report is focused on the work the City Corporation is doing in relation to the financial and professional services industry, and updates Members on activity undertaken since the referendum, and related-work that is already planned.

## **General Principles**

5. Our work is being informed by the following general principles:
  - Maintain London as the world's leading international financial and business centre;
  - Represent the views of the City's stakeholders – workers, residents, the financial and professional services sector to policy makers and regulators, domestically and internationally;
  - To be close to the opinion of financial and professional services businesses, and their representative bodies, to understand their positions and, where we can, to help shape and inform them, and reflect those positions to policy makers;
  - To be close to policy makers and regulators, domestically and internationally, to understand their positions and to help inform and influence their work;
  - Seek to minimise the loss of business from London, by ensuring there is a full understanding of the implications of various policy options, and by making the appropriate policy representations;
  - Explore and promote policy options and other measures to take advantage of opportunities to increase exports and investment for London and the UK.

## **Financial and Professional Services**

6. The City Corporation is working to support a number of representative groups from the financial and professional services sector including TheCityUK, the International Regulatory Strategy Group (IRSG), the European Financial Services Chairmen's Advisory Group (EFSCAC), and the leading financial services trade associations.
7. In addition, the City Corporation has been active in commissioning and publishing research; organising and hosting events; meeting with government, officials and the diplomatic community in the UK, the EU and internationally; engaging with EU institutions and Member States via the City Office in Brussels and through the work of Special Representative to the EU (Jeremy Browne); providing articles and interviews with domestic and international media; continuing the development of our long-standing export and investment programme in international markets.

## **TheCityUK**

8. The City Corporation is a founder member of TheCityUK, the cross-sectoral membership body for financial and professional services, and has been actively involved in its work programme since the referendum. This includes the following: The Policy Chairman is a member of TheCityUK's Brexit Steering Committee,

which oversees and commissions work related to Brexit, including the research report produced by the global management consultancy Oliver Wyman (see below); officers from the Economic Development Office represent the City Corporation on TheCityUK's EU Strategy Group; attending meetings and events with policy makers where Brexit is discussed; coordinating media activity; and coordinated activity over the party conference season. This is all in addition to the regular work programme, particularly focused on international markets, which supports our export and investment objectives.

9. TheCityUK, in consultation with its members including the City of London Corporation, has identified five high-level asks from the financial services industry to inform the Brexit process:

- **Deliver clarity and stability to the extent possible:** The key requirement will be that the exit process must be orderly, with a clear-eyed view of the content of the UK withdrawal agreement and the content of the framework for the UK's future relationship with the EU. An orderly exit is essential for financial stability in both the UK and the EU-27, as well as for the global economy. The UK needs to continue its focus on policies and clearly-calibrated courses of action that will be conducive to stabilising markets over the long term. Ensuring an orderly exit by triggering Article 50 after a period of consultation with stakeholders and a public debate will contribute to this objective. In addition, we will work with stakeholders to ensure that the transitional arrangements after the end of the two year Article 50 period are clear and support members, their customers and general financial stability.
- **Defend the UK's pre-eminent position in financial and related professional services:** As the world's leading financial centre, the UK has unique advantages, but these are times of growing global competition. We will work with other stakeholders to reassure current international investors, retain and enhance existing business flows and secure future business opportunities. Our recent report UK Financial and Related Professional Services: Meeting the challenges and delivering opportunities sets out the key priorities to sustain the UK's competitive advantage as the leading global financial and related professional services cluster and continue to lead in global financial and related professional services expertise and innovation.
- **Map out an exit from the EU which maintains access to key markets while safeguarding future relations:** Actions such as moving to secure Single Market access on terms that resemble as closely as possible the access we currently enjoy, including through a bespoke British option, passporting and keeping euro clearing in London, are matters of vital importance, as is working constructively to develop the terms of trade that will prevail once the UK has exited. It is of utmost importance that UK and EU firms can continue to trade freely under broadly similar conditions and that the transitional agreements to be negotiated within the exit and new relationship agreement should be a stepping stone for this. The industry is not asking for a bonfire of regulation and the sector should continue to be regulated in accordance with leading global standards.

- **Move swiftly to advance trade and investment opportunities with the rest of the world – both in developed and developing economies:** We are working to define our industry's priorities for an independent UK trade and investment policy, based on our well-established existing workstreams. In addition we are examining ways to leverage our network of international contacts. This includes bolstering the UK's already strong links with the US and Japan, redoubling efforts in key emerging markets such as China and India as well as identifying valuable opportunities in others, and looking creatively at how to leverage the UK's strong relations with Commonwealth countries to greatest effect. An upscaling of the resources to drive this work will be urgently required if the UK is to secure more and better trade and investment.
- **Develop an even deeper partnership between government, regulators and business:** Maintaining and enhancing the UK's position – including through attracting more foreign direct investment and sustaining the contribution made by our industry through its uniquely high export earnings – can only be delivered through an even deeper partnership between Government, regulators and business. This will include building on the success of the Government-led Financial Services Trade & Investment Board, which brings together senior figures from the financial services industry and government, and setting a more urgent and ambitious course to deliver priorities.

10. TheCityUK commissioned the global management consultancy Oliver Wyman to produce a report analysing the potential impact of Brexit on the UK-based financial services sector. The financial trade associations and the City Corporation were fully involved in inputting to the analysis. Oliver Wyman developed a comprehensive analytical toolkit to quantify the impact of potential regulatory options arising from Brexit in terms of jobs, tax and industry revenues.

11. It estimates that a Brexit where the UK is outside the European Economic Area but delivers passporting and equivalence – allowing access to the Single Market on terms similar to those that UK-based firms currently have – will cause only a modest reduction in UK-based activity. In this scenario, revenues are predicted to decline by up to £2BN (2% of total wholesale and international business), 4,000 jobs would be at risk, and tax revenues would fall by less than £0.5BN per annum.

12. Under conditions where the UK moves to a third country arrangement with the EU, without any regulatory equivalence and its relationship with the EU is defined by terms set out under the World Trade Organization, up to 50% of EU-related activity (£20BN in revenue) and an estimated 35,000 jobs could be at risk, along with £5BN of tax revenues per annum.

13. When taking into consideration the knock-on impact to the whole financial services ecosystem – the possibility of shifting of entire business units, or the closure of lines of business due to increased costs the effect could be to almost double the loss of jobs and tax revenue.

14. The report states *“while it is impossible at this stage to predict what the UK’s relationship with the EU will be, the final outcome is likely to fall somewhere between these two ends of the spectrum”*. The report is attached in Appendix 1.

### **European Financial Services Chairmen’s Advisory Committee**

15. The European Financial Services Chairmen’s Advisory Committee (EFSCAC) is a group of leading Chairmen and Chief Executives from major financial services institutions, which provide an informal ‘sounding board’ for government and regulators on the issues affecting the industry as a consequence of Brexit. The City Corporation is represented on EFSCAC by the Policy Chairman and officers from the Economic Development Office provide ‘sherpa’ support to the international advocacy workstream.

16. EFSCAC is Chaired by Baroness Shriti Vadera, UK Chairman of Santander, and EFSCAC sits within the structures of TheCityUK Advisory Council. The Policy Chairman co-leads with Sir Gerry Grimstone, Chairman of Standard Life, the EFSCAC workstream on International Advocacy, which is seeking to build on the work developing stronger relationships between the UK and EU Member States and other key international markets.

### **International Regulatory Strategy Group**

17. The IRSG is a practitioner-led body comprising leading UK-based figures from the financial and professional services industry. It is the leading cross-sectoral group in Europe for the financial and related professional services industries to discuss and act upon regulatory developments. It is chaired by the former City Minister Mark Hoban, and the Deputy Chairman is the Policy Chairman. The secretariat for the IRSG is provided by the City Corporation and TheCityUK.

18. Since the referendum, the IRSG has commissioned three new workstreams:

- **Regulatory Coherence:** will consider how the financial services sector should engage with global, EU and domestic regulators. As much regulation comes as a consequence of global standards, the UK may be required to engage directly in the future. The workstream will also consider the model for EU engagement post-Brexit. Joanna Cound from BlackRock has agreed to chair this workstream.
- **Global Competitiveness:** will consider how to capitalise on the positive opportunities arising in the rest of the world post-Brexit. Dean Jayson from Accenture has agreed to chair this workstream.
- **EU’s Third Country regime:** Building on existing industry positions and research, to provide a comprehensive analysis of the EU’s third country regime looking at all pieces of relevant FS legislation, setting out what the different equivalence provisions look like. It will be chaired by Rachel Kent from Hogan Lovells.

19. The IRSG has a number of bilateral dialogues with the financial and professional services industry in EU Member States. The City Corporation supports the dialogues with France and Ireland, TheCityUK supports the dialogues with Italy and Germany. Meetings of French, Irish and Italian dialogues have all taken place since the referendum and a meeting of the German dialogue is scheduled. All of the dialogues have agreed to continue their work programmes, and have reiterated the importance of our collaboration is greater since the referendum. The next meeting of the Anglo-French Dialogue will take place at Guildhall in November.

### **Trade Associations & Policy Positions**

20. The City Corporation has convened regular meetings of the major financial services trade associations (Association of British Insurers (ABI), Association of Foreign Banks (AFB), Association for Financial Markets in Europe (AFME), Alternative Investment Management Association (AIMA), Investment Association (IA), British Bankers Association (BBA), Futures Industry Association (FIA) and TheCityUK), providing them with a forum in which to exchange intelligence, emerging views and representational strategy.

21. By working closely with a range of trade associations, who represent firms from across the financial and professional services sector, we are able to understand their policy priorities. Many of the major trade associations have publicly stated their positions on policy issues such as passporting, equivalence, transitional arrangements and access to international workers.

22. **Passporting:** Passporting is the exercise of the right for a firm registered in the European Economic Area (EEA) to do business in any other EEA state without needing further authorization in each country.

23. **Equivalence:** The current EU equivalence regime allows for institutions in non-EU countries to provide certain services in the EU, on the condition that the regulatory regime to which they are subject is deemed by the EU to be equivalent to that of the EU.

24. **Transitional Arrangements:** if, by the time the UK leaves the EU in early 2019, no new agreement has been negotiated for financial services between the UK and the EU, the UK will fall back on WTO rules, which have little provision for financial services. In such a scenario, there is a risk of a “cliff-edge” where the cross-channel trade in financial services would be thrown into legal uncertainty. That is why some organisations advocate a transitional arrangement to ensure customers can continue to access the services they need from the UK, why a longer-term deal is negotiated.

25. **Access to international workers:** around 10% of workers in London’s financial services industry are EU nationals, and the ability to move workers easily is very important to businesses. In any new regime, businesses still want to be able to



attract the best talent from around the world. This is important in many sectors including finance, technology, construction and hospitality.

26. The following section details key policy positions of the major financial services trade associations:

27. Anthony Browne, Chief Executive of the British Bankers' Association (BBA), wrote in a recent (23 October) newsletter, *"A growing number of politicians and commentators have recently been calling for a 'Hard Brexit' - an immediate exit from the single market. They claim that the impact of such an approach would be relatively limited. Now the government has set the timetable for the Article 50 negotiations, it is critical that it gets early agreement with other EU members on the need for transition arrangements. Getting these negotiations right is a major challenge. That is why the BBA is working to ensure the implications of complex technical issues such as passporting are understood better and more widely amid the debate over the merits of a so-called hard or soft exit. Contrary to some recent reports, the EU's passporting regime has been a key factor in enabling the UK to grow as the financial capital of Europe. It underpins billions of pounds of overseas income and tax revenue, as well as thousands of jobs, by enabling UK-based banks to serve customers across the single market efficiently, without duplication and at low cost. The importance of passporting is shown by the scale of it: the Financial Conduct Authority recently disclosed that 5,476 UK based firms hold 336,421 passports. Some have argued that alternatives, such as equivalence, available to non-EU countries could provide similar access to the EU's single market in the event of a hard exit. In truth, the alternatives are poor shadows of genuine passports. They are not available for many banking or other basic financial services, provide much more limited rights at greater cost, are uncertain, and can be withdrawn at short notice. Passporting has been a major incentive in attracting numerous businesses with differing profiles to the UK. It is vital that the Government fights to retain it so that London can remain a gateway to Europe and beyond."*

28. The Investment Association's Jorge Morley-Smith, Director of Business Support and Promotion, has warned the industry to prepare for *"the biggest single change that our industry has ever faced"* as Brexit plans get under way. Morley-Smith does not think the political or regulatory landscape will be disrupted in the immediate aftermath of Brexit, but adds: *"Brexit will undoubtedly result in change – whether you see this as either an opportunity or a threat. "International trade is not just a hallmark of British financial services, it is woven into the fabric of the nation and our industry has a key role to play in future trade deals... The UK's asset management industry is a global powerhouse and Brexit should not distract us from this."*

29. The Board of the Association of British Insurers' identified five priorities for the insurance sector as follows:

- Securing a regulatory environment that is appropriate for the UK market.
- Retaining the ability to passport out of and into the UK.
- Closely mirroring the EU data protection regime to avoid a quagmire of complexity around how personal and non-personal data is protected.

- An improved future migration policy that enables the employment of high-skilled professionals from both within and outside the EU.
- A strong focus on regulatory dialogue and international agreements in overseas financial services markets, especially in India and China.

30. Huw Evans, Director General of the ABI said, *"It is important that our world-leading market - the largest in Europe - is clear on what a successful outcome from Brexit would look like. That means identifying the key challenges to overcome and the opportunities we must grasp to make the best of Brexit. The ABI Board has set out five areas it considers important for the UK to focus its efforts on as it prepares its initial negotiating position. Whether it's retaining passporting and preventing a data protection quagmire, or seeking a new improved immigration system and opening up trade deals in key markets like India and China, we are determined to get the best possible outcome for the industry. There are many challenges ahead but handled right and the future for the UK insurance and long term savings industry remains bright."*

31. The London Market Group represents the four key insurance market constituents - the International Underwriting Association of London (IUA), Lloyd's, the Lloyd's Market Association (LMA) and the London & International Insurance Brokers' Association (LIIBA). The group has set out the four points it would like the Government to take into account to help secure London's position as the global centre for conducting insurance and reinsurance business:

- Retention of passporting rights for UK commercial insurers: We believe the Government can make a strong case here as retention of passporting rights represents the best outcome for the London insurance market and for EU customers wanting to do business with the UK. Losing these rights could be seriously damaging for the London market and detrimental for EU customers wanting to access the global expertise in London.
- Securing transitional arrangements before negotiating a new arrangement with the EU: This would give EU customers the certainty they need to continue to do business with UK firms. They would also remove the need for UK businesses to reorganise before they know the new relationship.
- Agreement from the EU on UK regulatory equivalence on the day of leaving the EU: Although equivalence under Solvency II does not give UK commercial insurers market access rights and is not an alternative to passporting, nevertheless it would still give UK companies advantages in relation to reinsurance and group supervision.
- Rejection of the WTO option: HMG should reject a new relationship based on WTO Rules. They do not provide a solution for the London insurance market as under WTO Rules UK insurance and reinsurance companies would have only limited access to markets in EU countries

32. The Alternative Investment Management Association (AIMA) has expressed its concern that Brexit will mean "the loss of the UK's ability to directly impact EU policy" and that this *"could mean that diverging rules in financial services are subsequently developed."* This is an issue not only with existing systems, but

even more so with new ones, such as the CMU. Jiri Krol, Deputy Chief Executive, said that: “Members have concerns around their ability to access investors going into the future, their ability to employ EU talent and continue trading on markets.” He added that for hedge fund managers running mutual funds, “if you don’t have an EU-based management company, you probably shouldn’t wait until the very end of the negotiations with the EU to set one up”.

33. The British Insurance Brokers’ Association (BIBA) wrote to the Government in July raising issues including:

- *The Single Market and Passporting: It is our view that the best interests of our members are served by remaining within the single market as opposed to simply being able to access it. BIBA members trading internationally use the passporting rights available to them under the Insurance Mediation Directive. This passporting right is particularly significant for business that is brought into the Lloyd’s and London market and for firms that have set up branches in EU states where they operate under the ‘freedom of establishment’ principle. In addition, some firms have their international headquarters based here as the UK acts as their gateway to Europe. The ability to passport both into (to obtain customers) and out of the EU (to use EU insurers to increase competition and choice for customers) is critical to maintaining the level of trade that the UK currently benefits from. Passporting also permits UK insurance brokers to support wider UK Government activity. By way of example; UK insurance brokers use the passporting facility to be able to handle the insurance needs of HM Forces personnel stationed in EU territories such as Germany, Italy and Belgium.*
- *Equivalence regime: Some of our members base their international headquarters here because the UK acts as a gateway to Europe. To preserve our leading position as the European centre of insurance broking an equivalence operating model is important. If it is not possible to be in the single market and the UK obtains third country equivalence status it is important to point out that we will not be offered any assistance by the Markets in Financial Instruments Directive (MIFID2), Solvency II or the credit or mortgage regimes that allow for equivalence in respect of ‘professional clients’. We would need direct support from Government in arranging new bi-lateral trade agreements. To continue the free flow of business between the EU and the UK, it is important that our regulatory regimes remain comparable.*
- *Maintaining employment opportunities: Insurance brokers who place business across Europe have raised concerns about the ability of UK citizens to continue to work freely within the firms’ European offices, as well as retaining staff they currently employ who originate from the EU. These employees are highly skilled, integrated into their local communities and difficult to replace.*

34. Tech London Advocates is an independent network of 3,500 tech professionals, entrepreneurs and business leaders in the capital, across the UK and in more than 50 countries around the world. It is a significant voice of the private sector of tech in London with links to other tech hubs across the UK, Europe and the rest of the world. The City Corporation has supported TLA since it was launched. TLA

identified four key areas for the government to focus on post-Brexit for the tech sector to continue to thrive:

- Investment: alongside international investment, we need to incentivise local and regional investors to fund startups and scaleups.
- Talent: homegrown and overseas talent are vital to establish a world-class tech talent pipeline; immigration visa routes; and national digital skills training initiatives will form the basis of our post-Brexit tech talent charter.
- Single Market: access to the European single market and continued passporting rights for businesses are fundamental to the growth of the industry.
- Reputation: we need to celebrate our sector's core values and leadership in diversity and tolerance.

35. Innovate Finance is an independent not-for-profit membership association representing the UK's global FinTech community. The City Corporation was a founder member. In a post referendum survey of members, 20% are authorised to use the passport regime; over 30% of people working in FinTech are from the EU or rest of the world; the survey highlighted concerns over future access to the Single European Payments Area for UK firms, restrictions on access to the Single Market; data protection regulation needs to be coordinated between the UK and the EU to avoid breaches and fines.

36. In collaboration with partners such as Innovate Finance, and others, our FinTech Network Action Group has convened to discuss the post-Brexit environment for the sector and what initiatives can sustain the growth of London as a global FinTech hub. Access to funding for businesses and access to the global talent pool have emerged as two key areas for concern. The views of our group have informed Innovate Finance's submission ahead of the Autumn Statement on these issues, encouraging Government to expand the role of the British Business Bank to replace any lost EU seed funding, and to look again at supporting tech visas for overseas applicants. The key message from the sector has been London remains at a comparative advantage by way of its regulatory eco-system and any initiatives that support that environment, whether it's the development of a global regulatory sandbox here in London, or regional sandboxes across the UK.

### **City of London Corporation**

37. In addition to working in partnership through TheCityUK, EFSCAC, relevant trade associations and the IRSG, the City Corporation has been implementing its own work programme in response to Brexit. This has focused on two broad areas of activity: first, helping to inform policy makers, regulators, business and the media of issues relevant to the financial and professional services industry. Secondly, we have continued with our long-standing programme of work on supporting exports and investment.

## Research

38. The City Corporation has commissioned two pieces of research work by professional services firms. The first research report was produced by PwC, outlining how elements of immigration policy could be devolved so that visas for non-UK nationals could be tailored to meet the needs of local business. The report aims to help inform the opportunities and challenges of such a system, and draws on the experiences of other countries who have implemented similar schemes. The report is available on the City Corporation website and a copy is attached in Appendix 2.
39. The second piece of work is by EY, and is based on interviews with a small sample of EU27 corporates who raise capital or use financial services products in London. The firms chosen were from a range of sectors, Member States and of different sizes.
40. The study finds that EU Corporates perceive that a 'hard Brexit' may have potential negative impacts on their business. However, it is clear that EU Corporates have not undertaken extensive scenario analysis to understand the quantifiable impacts on their business. More work is needed by corporates, financial services providers and policymakers to fully understand the nature of a hard Brexit impact on EU Corporates and the EU economy.
41. Most of the participating businesses identified at least one benefit of the City cluster for their activities, with four key City benefits/features raised:
  - Concentration of financial services talent and innovation, which drives service quality and better solutions.
  - Easy access to connected services in one location, which ensures that complex financial needs are met.
  - Globally recognised legal and regulatory frameworks, as a strong business enabler.
  - An established, commercially-friendly way of doing business.
42. The study also drew on analysis by UK and EU academics, which also identified the increased competition and efficiency benefits in the cluster, as well as lower price and better access to innovative solutions. The academics' analysis suggested clusters such as the City are difficult to create, and any attempt to replicate the City of London financial cluster would likely take over 20 years.
43. Market participants are considering different options for the relocation of the City. Both the EU Corporates and financial services firms interviewed believe that there will likely be a more "fragmented" model of financial service delivery across multiple European cities, with relocation to the US considered a plausible outcome for some services such as clearing and investment banking.

## **Events**

44. The City Corporation has hosted a number of events, including bilateral meetings, roundtable discussions and conferences, to provide forums for discussing the issues facing financial and professional services firms by Brexit. These meetings and events have brought together business representatives and policy makers, both from the UK and other countries, to discuss issues around financial stability, market access and future trading relations.
45. At the recent annual dinner of the Policy & Resources Committee, the Mayor of London, Sadiq Khan, gave the keynote speech. He said, *“For Britain to continue to prosper, we need our financial services industry to continue to prosper too. If the proper agreements aren’t negotiated, there will be serious knock-on impacts with jobs and billions of revenue lost – something that would hit the entire country, not just London. My motivation is not about protecting old City institutions just for the sake of it or presenting a London-centric approach. It’s about protecting our country’s economy - protecting jobs, promoting growth and safe-guarding prosperity for the next generation.”*

## **EU Institutions**

46. The City Office in Brussels (COIB) has been holding regular meetings, where possible, with policymakers, business groups and diplomatic missions to explain the challenges Brexit presents for European financial and professional services, to learn more about the views and positions of other countries. The COIB has also organised the City Corporation’s annual Brussels reception which was attended by over 200 policy makers, business representatives and diplomats, and arranged a roundtable discussion in London with Sylvie Goulard MEP of the Economic and Monetary Affairs Committee.

## **EU Member States**

47. The City's Special Representative to the EU, Jeremy Browne, has undertaken an extensive programme of engagement with EU member States, both with ambassadors and visiting ministers and officials in the UK, and in visits to EU Member States. By the end of October, he had visited twelve EU Member States since the referendum (Appendix 3), explaining the views of UK-based financial and professional services, and listening to the views and priorities of business, government and regulators in other Member States. This information has been shared with the business community and policy makers in the UK.
48. The Policy Chairman visited Malta in August, speaking to the Prime Minister and other ministers, officials and business representatives. The Lord Mayor and the Special Representative to the EU will be visiting Malta in November, prior to Malta taking on the presidency on the EU.

## **International Meetings**

49. The Lord Mayor, the Policy Chairman and officers have regularly meetings with the diplomatic community (Ambassadors, High Commissioners and their staffs) based in London to share information and views on Brexit-related issues. Meetings have also taken place with political and business delegations from countries including Germany, Switzerland, France and the USA.

## **Media**

50. 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. They have also conducted press conferences, to explain some of the issues connected with Brexit faced by financial services, reassuring international investors about the fundamental strengths of the UK, and promoting UK exports and investments.

51. Examples of media coverage include:

- The Policy Chairman has authored articles for the New Statesman, Wall Street Journal, Evening Standard and Prospect.
- The Policy Chairman has conducted over 50 international media interviews since the referendum, mostly for European media organisations.
- The Lord Mayor has conducted a host of media interviews and drafted articles since the referendum result as part of his programme of international engagement, for the USA, Korea, Japan, Taiwan, China and Hong Kong. The Lord Mayor's northern and south west regional visits in the UK received strong regional media interest. He has also been interviewed by, amongst others, the BBC's Today programme, BBC London, CNBC, AFP and Bloomberg.
- The Policy Chairman and Lord Mayor have focused the majority of their regular City AM columns on the subject of Brexit and what the City is doing on the subject.
- Both the Policy Chairman and Jeremy Browne took part in an international press conference immediately following the Brexit result, while both have since hosted a series of breakfast meetings with international media outlets. Jeremy Browne has conducted at least one media interview in each EU Member State he has Member State visited.
- The City of London Corporation commissioned paper for a 'regional visa' system received widespread media interest – notably in the FT on the day of publication.
- The Policy Chairman has held meetings with all major national outlets, including the FT, Bloomberg, Reuters, Daily Mail, Wall Street Journal, Guardian, Evening Standard, City AM, Times and Daily Telegraph. He is regularly quoted on topics such as the competitive threat posed to the City by New York and European financial centres, passporting, immigration and transitional periods after triggering Article 50.

## **Exports & Investment**

52. Although a large amount of activity has been focused on responding to the immediate challenges raised by Brexit, the City Corporation continues with its well-established programme in support of exports and investment.
53. Since the referendum, the Lord Mayor has undertaken visits to promote exports and investments to the USA, Costa Rica, Panama, Japan, South Korea, Taiwan, China and Hong Kong. The programme for 2016/17 (Appendix 4) has also been agreed in partnership with business, the Foreign and Commonwealth Office, and the new Department of Trade and Investment. The Lord Mayor recently hosted a working lunch with the Secretary of State for International Trade, Rt Hon Dr Liam Fox MP, and all of the Prime Minister's Trade Envoys, where opportunities for closer co-operation and co-ordination were discussed. Officers are following up on these opportunities with officials at the Department for International Trade.
54. Other initiatives being pursued include the City of London Green Finance Initiative, chaired by Sir Roger Gifford, which promotes London as an international centre of excellence for Green finance investment and products. The City Corporation organised a Green Finance conference in London as part of the UK and Chinese governments' Economic and Financial Dialogue at the beginning of November.
55. The Economic Development Office is currently undertaking a review of the Corporation's activity in relation to the Commonwealth. The purpose of the review is to build on existing areas of common interest, establish objectives for joint work with Commonwealth bodies, and identify opportunities to advance the Corporation's activity on regulatory policy, governance and standards, and other areas. The review will also include an audit of existing activity undertaken with and for the Commonwealth and set out options for future projects.
56. Finally, following approval by Members in July 2017 to increase resources dedicated to export and investment, the Economic Development Office has been recruiting new officers to the team. They will start to take up their posts before the end of the year. Considerable work has been underway to develop how this team will operate its relationship management function with financial and professional services firms, London & Partners, and the UK government.

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<b>Committee(s)</b>	<b>Dated:</b>
Community and Children’s Services – For Information	14 October 2016
Audit and Risk Management – For Information	08 November 2016
Safeguarding Sub-Committee – For Information	17 November 2016
Policy and Resources – For Information	17 November 2016
<b>Subject:</b> Ofsted inspection of the City of London’s services for children in need of help and protection, children looked after and care leavers	<b>Public</b>
<b>Report of:</b> Ade Adetosoye, Director of Community and Children’s Services	<b>For Information</b>
<b>Report author:</b> Chris Pelham, Assistant Director, People’s Services	

## Summary

This report provides Members with a summary of the outcome of the Ofsted inspection of the City of London’s services for children in need of help and protection, children looked after and care leavers in July 2016, carried out under section 136 of the Education and Inspections Act 2006.

The effectiveness of children’s services in the City of London was judged overall to be ‘Good’ with a number of ‘Outstanding’ features. The individual judgements were as follows:

- The experience and progress of children who need help and protection is ‘Good’.
- The experience and progress of children looked after and achieving permanence is ‘Good’.
- The experience and progress of care leavers is ‘Good’.
- Leadership, management and governance in the City of London is ‘Outstanding’.

The City of London is the sixth local authority in London to receive an overall ‘Good’ judgement for its children’s services, out of 22 London local authorities inspected so far. The City of London is also one of six local authorities in England to receive a judgement of ‘Outstanding’ for its leadership, management and governance.

A separate but concurrent review of the effectiveness of the City and Hackney Local Safeguarding Children Board (LSCB) also took place in July 2016, carried out under the Local Safeguarding Children Boards (Review) Regulations 2013.

### **Recommendation(s)**

Members are asked to:

- Note the report.
- Note the Department of Community and Children's Services' (DCCS') plans to address the recommendations outlined in the report.

### **Main Report**

#### **Background**

1. The Ofsted single inspection framework (SIF) is a statutory inspection framework, introduced in November 2013, to evaluate the experience and progress of children and young people in need of help and protection, children looked after and care leavers in all local authorities across England. A separate but concurrent review of all LSCBs in England usually takes place at the same time as the local authority inspection. All local authorities are due to be inspected under this framework by December 2017 and 110 local authority inspections have taken place so far.
2. The inspection framework tests the decision-making at all stages of a child's journey within the local authority, from accessing Early Help services through to leaving care. The inspection takes into account the full breadth of work to support children, young people and families in a local area and the difference that this makes to their lives.
3. An overall judgement of the effectiveness of children's services is given in addition to the following individual and graded judgements:
  - the experience and progress of children who need help and protection
  - the experience and progress of children looked after and achieving permanence:
    - a graded judgement in adoption performance
    - a graded judgement in the experience and progress of care leavers
  - leadership, management and governance.
4. Judgements are given on a four-point scale:
  - Outstanding
  - Good
  - Requires Improvement
  - Inadequate.
5. Of 110 inspection reports published so far, local authorities have received the following overall judgements for the effectiveness of children's services:

- 2% of local authorities have been judged to be 'Outstanding'
  - 25% of local authorities have been judged to be 'Good'
  - 49% of local authorities have been judged as 'Requires Improvement'
  - 24% of local authorities have been judged to be 'Inadequate'.
6. The last inspection of the City of London's safeguarding arrangements and its services for looked after children took place in March 2012, at which time the local authority was judged to be 'Good'.
  7. The DCCS senior leadership team has led an ambitious programme of child-focused service improvement to take forward the recommendations from this report and ensure improved outcomes for children and young people in the City.
  8. Two independent children's safeguarding reviews were carried out in May 2015 and May 2016 using the SIF methodology to identify the necessary single and multi-agency improvements, including those for the City LSCB and for City health and police partners, to ensure effective safeguarding services for children and young people in the City of London.
  9. An independently chaired Service Improvement Board has been established to provide appropriate scrutiny of and challenge to improvement planning for children's services. It meets on a quarterly basis and the membership includes the Director for Children's Services and the Assistant Director for People's Services, as well as senior managers from Early Help and Children's Social Care, Safeguarding and Quality Assurance, Strategy and Performance, and Commissioning.

### **City of London SIF inspection**

10. Ofsted completed an unannounced SIF inspection of the City of London's services for children in need of help and protection, children looked after and care leavers from 4 to 28 July 2016.
11. The inspection team was composed of four of Her Majesty's Inspectors (HMI) from Ofsted, led by HMI Stephanie Murray. HMI Alison Smale carried out the separate review of the effectiveness of the City and Hackney Safeguarding Children Board's (CHSCB's) work in the City of London. HMI Sean Tarpey provided the quality assurance function for the inspection.
12. Due to the geography and demography of the City of London, the main inspection activity for the local authority was carried out in the first three weeks of the inspection period and the LSCB review was completed in the fourth week. The main inspection evidence was collected through:
  - reading Early Help and Children's Social Care case files
  - direct observation of practice, including home visits and children's reviews
  - talking to children, young people, carers and families
  - observation of meetings
  - auditing, tracking and sampling cases
  - shadowing staff

- focus groups and interviews with staff, multi-agency partners, elected Members and service users
- talking with providers of commissioned services
- reviewing documentation requested over the course of the inspection, including strategic documents, minutes of meetings, improvement plans and performance reports.

13. On 20 September, Ofsted published the City of London's report, which identified children's services in the City of London to be of an overall 'Good' standard with a number of 'Outstanding' features.

14. The overall 'Good' judgement for the City of London's children's services was composed of the following individual judgements:

- The experience and progress of children who need help and protection is 'Good'.
- The experience and progress of children looked after and achieving permanence is 'Good'.
- The graded judgement for the experience and progress of care leavers is 'Good'.
- Leadership, management and governance in the City of London is 'Outstanding'.

15. Although arrangements to provide adoption services were considered, there was no graded judgement for adoption performance as, at the time of the inspection or within the timescales for judging adoption performance, the City of London had neither commenced adoption proceedings nor placed any child for adoption.

16. The City of London is the sixth local authority in London to receive an overall 'Good' judgement for the effectiveness of its children's services. The City of London is also one of six local authorities in England to receive a judgement of 'Outstanding' for its leadership, management and governance.

17. In terms of the City of London leadership, management and governance, the report noted that "Determined and inspiring leaders within the City of London take a detailed and ambitious approach to continuous improvement. For this reason, services provided for vulnerable children are consistently good and, in some instances, very good. As a result of outstanding leadership, management and governance, the trajectory is positive, with all the key components in place to enable the City to achieve exceptional outcomes for children."

## **Inspection findings**

### **Children needing help and protection**

18. The inspectors found the experience and progress of children who need help and protection to be 'Good'.

19. Children in the City of London who need help are identified early. All new parents in the City receive an early help visit, which is usually a joint visit by a family

intervention worker and a health visitor. Such early identification has led to a complete take-up of two-year-old children's free childcare places. Families have access to a wide range of helpful services that make a tangible difference to their lives.

20. Early help assessments are generally of a good standard, and lead to helpful and valued support. Increasing the number of children and their families taking up early help services is a priority in the City of London. Although numbers remain low, determined work across the partnership at a strategic and operational level has led to a doubling of the number of new early help assessments completed over the last year.
21. A consultation conducted on behalf of the City indicates that parents are very positive about the help they receive. For example, parents have increased confidence, manage their children's behaviour better, strengthen their children's routines and improve their children's speech. Parents who spoke to inspectors said that staff are 'fantastic', services are provided quickly and the help that they received 'sorted things out'.
22. Inspectors found that social workers in the City of London listen to the children with whom they work and develop good relationships with them. The Children and Families team is settled and stable and all social workers have manageable caseloads. Managers at all levels provide practitioners with good formal and informal oversight and guidance.
23. When children are, or may be, at risk of significant harm, information is shared appropriately. Decisions are sound and are made promptly, and assessments are consistently good. They take into account risk, family history, children's diverse needs and relevant research. Children's views and experiences are well reflected.
24. Multi-agency work is well co-ordinated and has a positive impact on outcomes for children, including those living with parental mental ill health or learning difficulties, or domestic abuse. Child protection conferences and plans are effective in understanding, addressing and reducing risk within families.
25. Very few children are known to be at risk of sexual exploitation, go missing, live in private fostering arrangements or become homeless. Appropriate policies and procedures are in place to identify and support any children who present to social care in these circumstances. Practitioners are well trained and well informed to ensure that they can deal with new situations and presenting problems as they may arise.

### **Children looked after and achieving permanence**

26. The inspectors found the experience and progress of children looked after and achieving permanence to be 'Good'.
27. All of the children looked after spoken to during the inspection were very positive about the services and help that they have received. Children are provided with highly individualised care and support, leading to them settling well and achieving

consistently good outcomes. Social workers and managers care about the children and know them very well.

28. All children are placed within 20 miles of the City in fostering placements judged to be 'Good' or better by Ofsted. Children live in families and communities that meet their diverse needs well, with interpreter services and helpful English language and educational support.
29. The Independent Reviewing Officer (IRO) provides a strong, creative and sensitive service. All reviews of children looked after are held within national timescales. The IRO visits children between reviews and closely monitors the progress of care plans. The IRO also regularly meets with the Virtual Head Teacher, health commissioners and providers to ensure that high-quality support is provided to children looked after.
30. Potential risks for children are considered well. On the rare occasion that children go missing, follow-up is swift and effective. Good information briefings are used well to raise awareness of child sexual exploitation and radicalisation, among foster carers, children looked after and care leavers.
31. Children use a number of routes to express their views. The Children in Care Council (CiCC) is well attended and has effective links to the Corporate Parenting Board.

### **Adoption performance**

32. As no City of London child has had a plan for adoption since 2012, the City did not receive a graded judgement for adoption performance. However, secure and comprehensive commissioning arrangements are in place to ensure that any child or adult who requires an adoption service can access it.

### **Care leavers**

33. Inspectors found the experience and progress of care leavers to be 'Good'.
34. Care leavers who spoke to inspectors were very positive about the assistance that they receive. All are allocated to a social worker who sees them, in most cases, regularly and flexibly, depending on the young person's wishes and needs. Social workers support children and young people through their time in care and throughout their transition to adulthood. This supports enduring and trusting relationships.
35. The quality of support provided to care leavers is consistently good. No young people leave care before the age of 18. Specific care leaver support starts at age 18 and continues at least until the age of 25, whether or not they are in full-time education. Those care leavers who are at university are supported beyond the age of 25. The City is in touch with all of its care leavers.
36. Accommodation for care leavers is good, and young people are supported well to remain with their carers into adulthood. High-quality independent accommodation is provided in the City or where care leavers choose to stay. The virtual school

provides valuable support to children, including to care leavers at university. Employment and training opportunities are also good.

37. Most Personal Education Plans and pathway plans are comprehensive, but a few could be improved by more focused targets and better recording of young people's views. Health support is timely and meets the needs of children. However, not all young people have received a summary of their health histories upon leaving care. Senior managers are working with health managers to progress this.

### **Leadership, management and governance**

38. Inspectors found leadership, management and governance in the City of London to be 'Outstanding'.

39. All aspects of strategic, political and operational leadership are keenly focused on achieving the best outcomes, not just for children who live in the City but also for children or parents who spend time there.

40. The City of London is a caring and aspirational corporate parent. Children looked after and care leavers consistently do well, and sometimes exceptionally well. Most children looked after are unaccompanied asylum-seeking children. They are provided with good education and healthcare, many leisure opportunities, high-quality independent fostering placements and effective social work support.

41. The strong and stable senior management team has ensured a clear understanding of the quality of frontline practice. Analysis and evaluation of performance are meticulous. Quality assurance, including case auditing, is robust and leads to sustained improvements, although the voices of children and partners are not always evident. Leaders and managers are responsive to challenge and make focused improvements at a timely pace. The City Service Improvement Board has been effective in addressing areas for development.

42. The Safeguarding Sub-Committee, in its capacity as a Corporate Parenting Board, receives good-quality data and information about children's experiences, and this enables members to challenge practice effectively. The chair has a 'no nonsense' approach to getting to the heart of critical issues.

43. Leaders listen to what children think about their lives and go to great lengths to provide them with very good care.

### **Recommendations for improvement**

44. The City of London received the following recommendations for improvement in the report:

- Further improve the quality and consistency of written plans for children, including early help plans, child in need plans, Personal Education Plans and pathway plans. These should be clear and simple, fully integrate the views of children and young people and clearly state what is to be achieved by when.

- When families disengage from services and the threshold is not met to escalate the case further, ensure that any ongoing work is purposeful and that case records clearly evidence managers' rationale for ceasing or continuing support.
- Ensure that permanency planning records include a record of decisions about legal permanence for children, along with the rationale for these decisions.
- Expedite the provision of health histories for all care leavers.
- Increase opportunities for direct contact between children looked after, care leavers and councillors, and between these children and the chief executive, in order to establish even more meaningful personal relationships.
- Strengthen the inclusion of the perspective of children, families and partners in case auditing, in order to improve services.

### **Current Position**

45. Following the publication of the report, the City of London is required to submit a post-inspection action plan to the Secretary of State and Her Majesty's Chief Inspector under the Education and Inspections Act 2006 (Inspection of Local Authorities) Regulations 2007 by 30 December 2016. This action plan will outline how the City of London intends to address the recommendations made in the report.
46. The recommendations from the Ofsted report have already been incorporated into the Service Improvement Plan and are currently being progressed. An action planning session to consult with the cross-cutting services in the City of London that support the Early Help and Children's Social Care team will take place on 18 October. A multi-agency partnership event will also take place on 22 November to ensure that key partners receive an update on the outcomes of the inspection and can contribute to the action planning process.
47. Once the action plan is finalised, its progress will be monitored by the Children's Service Improvement Board and updates will be provided to the Safeguarding Sub-Committee to ensure timeliness in addressing the recommendations, as well as providing appropriate scrutiny and challenge.

### **Corporate & Strategic Implications**

48. The City of London's commitment to provide effective Early Help and Children's Social Care services aligns with the Corporation's strategic aims of:
- providing modern, efficient and high-quality local services, including policing, within the City for workers, residents and visitors
  - providing valued services, such as education, employment, culture and leisure, to London and the nation.
49. The ongoing improvement work for the City of London's children's services underpins the first priority of the DCCS business plan: 'Priority one – Safeguarding and early help: Ensuring effective arrangements are in place for



responding to safeguarding risks, promoting early identification and support to prevent escalation of issues and keeping children and vulnerable adults safe.'

50. Safeguarding and early help are also key priorities in the Children and Young People's Plan and the City of London Corporation Safeguarding Policy.

## **Conclusion**

51. The DCCS senior leadership team is committed to taking forward the recommendations outlined in the Ofsted report to ensure that we have the key components in place to consistently achieve exceptional outcomes for children. This work will be done in conjunction with our multi-agency partners and the CHSCB to ensure effective services for children across the City of London.

## **Appendices**

- Appendix 1 – Ofsted's single inspection framework report of the City of London's services for children in need of help and protection, children looked after and care leavers is available on request or can be accessed via the following link:-

[https://reports.ofsted.gov.uk/sites/default/files/documents/local\\_authority\\_reports/city\\_of\\_london/052\\_Single%20inspection%20of%20LA%20children%27s%20services%20and%20review%20of%20the%20LSCB%20as%20pdf.pdf](https://reports.ofsted.gov.uk/sites/default/files/documents/local_authority_reports/city_of_london/052_Single%20inspection%20of%20LA%20children%27s%20services%20and%20review%20of%20the%20LSCB%20as%20pdf.pdf)

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<b>Committee(s)</b>	<b>Dated:</b>
Community and Children’s Services – For Information	14/10/2016
Audit and Risk Management – For Information	08/11/2016
Safeguarding Sub-Committee – For Information	17/11/2016
Policy and Resources – For Information	17/11/2016
<b>Subject:</b> Ofsted review of the effectiveness of the City and Hackney Safeguarding Children Board	<b>Public</b>
<b>Report of:</b> Director of Community and Children’s Services	<b>For Information</b>
<b>Report author:</b> Chris Pelham, Assistant Director, People’s Services	

## Summary

This report provides Members with a summary of the outcome of the recent Ofsted review of the effectiveness of the City and Hackney Safeguarding Children Board (CHSCB), carried out under the Local Safeguarding Children Boards (Review) Regulations 2013. The CHSCB review was separate but concurrent to the Ofsted inspection of the effectiveness of the City of London’s services for children in need of help and protection, children looked after and care leavers.

The CHSCB is a dual-borough Board, covering both the City of London and Hackney due to the range of organisations covering both areas. The CHSCB received two separate judgements of ‘Outstanding’ for the effectiveness of its work in the City of London and in Hackney respectively. The CHSCB is the first Local Safeguarding Children Board (LSCB) in England to have received an ‘Outstanding’ judgement out of 110 LSCB reviews completed so far.

This report summarises the key findings of the review, as well as the recommendations for the CHSCB to take forward following the review.

## Recommendation(s)

Members are asked to:

- Note the report.

## Main Report

### Background

1. Under the requirements of the Children Act 2004, a Local Safeguarding Children Board (LSCB) must be established for every local authority area. The LSCB is the key statutory mechanism for agreeing how statutory partners co-operate to safeguard and promote the welfare of children in their local area.

2. The City of London Corporation and Hackney Council agreed to the operation of a dual-borough Board given the range of organisations covering both areas.

### **Current Position**

3. The City and Hackney Safeguarding Children Board (CHSCB) was reviewed separately but concurrent to the Ofsted inspection of the City of London's services for children in need of help and protection, children looked after and care leavers from 4–28 July 2016. This review was carried out under the Local Safeguarding Children Boards (Review) Regulations 2013.
4. The CHSCB received two separate judgements of 'Outstanding' for the effectiveness of its work in the City of London and in Hackney respectively. It is the first LSCB in England to have received an 'Outstanding' judgement.
5. Ofsted combined the reports for the City of London and the review of the CHSCB in accordance with s.152 of the Education and Inspections Act 2006.

### **Inspection findings for the CHSCB's work in the City of London**

6. The CHSCB is a highly accomplished safeguarding Board, supported by solid governance arrangements. The separate City and Hackney Executive Boards ensure that rigorous oversight of safeguarding practice in each local authority area is achieved, while also benefiting from economies of scale created through their shared sub-groups.
7. The Independent Chair provides strong, credible and influential leadership, facilitating a culture of openness and challenge that has positively influenced wider partnership working. Safeguarding is a firm priority for all Board members, demonstrated by consistently good levels of attendance, effective engagement in sub-groups, and a strong culture of constructive challenge and debate.
8. The Board's relationship with City of London leaders is highly effective. Governance arrangements are robust, with clear lines of communication between the Independent Chair of the LSCB, the Director for Children's Services, the Lead Member for Children's Services and the Town Clerk.
9. The productive Safeguarding Inter-Board Chairmen's Meeting links the chairs of the LSCB, the Health and Wellbeing Board, the Adult Safeguarding Board and the Safer City Partnership. It shares annual reports and business plans, which feed into strategic documents. As a result, the Board effectively influences partner agencies and provides persistent challenge, to ensure that safeguarding is a golden thread running through all strategic documents.
10. The CHSCB has influenced and supported the City to maintain a strong focus on the safety and wellbeing of children. The Board and City leaders have worked together to engage more closely with private schools, in order to ensure that safeguarding is their first priority. The addition of lay people to the Board has strengthened links to schools and other settings.

11. The Board has made substantial progress in raising awareness of female genital mutilation, forced marriage and child abuse through faith, belief or culture. The Board has worked closely with public health services to influence and monitor the multi-agency response to female genital mutilation.
12. The Board closely monitors the City's 'Prevent' duty and holds agencies to account for driving their response, including awareness-raising and recognition. The City 'Prevent' co-ordinator post is well established. Designated 'Prevent' leads are in place in each Corporation department. Awareness-raising sessions have been held across agencies, foster carers and community groups, and the co-ordinator links with other boroughs to share information and good practice. Risk assessments include awareness of risks within affluent communities.
13. The LSCB supported the City in its highly effective and innovative 'notice the signs' campaign, utilising a range of communication media to raise staff understanding of the signs of child and adult abuse, including child sexual exploitation. This included blogs, a website and a film. Senior leaders, including the Town Clerk, distributed leaflets. This stimulated many conversations with members of the residential and business communities, schools and other agencies involved with children who live or spend time in the City.
14. Early help remains a firm priority for the Board, with the effectiveness of early help services evaluated through the learning and improvement framework and City sub-group. The City early help sub-group has led to improvements in practice and services. Forty partners attended a multi-agency partnership event in February 2016, which included a presentation covering the strategic objectives and operational priorities for early help.
15. The Board maintains a very strong focus on hearing the views of children and using their experiences to influence developments to improve local safeguarding arrangements. In partnership with the City, consultations with children led to the commissioning of a new children's rights service and training sessions for independent reviewing officers on immigration rights.
16. The Board has created and fostered an effective learning culture that extends to frontline practitioners and embraces the community. Professional relationships across the City are based on a team approach, ensuring excellent communication and an atmosphere of continuous improvement.

## **Recommendations**

17. Ofsted identified one recommendation for improvement:
  - Take steps to engage with children and families in all diverse communities within the City, for example through the role of lay members.
18. This recommendation will be taken forward through the workplan of the City Executive and reviewed by the work of the City of London's Service Improvement Board.

## **Corporate & Strategic Implications**

19. The outcome of the CHSCB review supports the Corporation's strategic aims:

- Provide modern, efficient and high-quality local services, including policing, within the Square Mile for workers, residents and visitors.
- Provide valued services, such as education, employment, culture and leisure to London and the nation.

20. It also supports the first priority of the Department of Community and Children's Services (DCCS) Business Plan:

- Priority one – Safeguarding and early help: Ensuring effective arrangements are in place for responding to safeguarding risks, promoting early identification and support to prevent escalation of issues and keeping children and vulnerable adults safe.

## **Conclusion**

21. The DCCS senior leadership team welcomes the recognition of the outstanding work of the CHSCB in the City of London. We are committed to working with the CHSCB to take forward this recommendation and working towards consistently exceptional outcomes for children and young people across the City of London.

## **Appendices**

- Appendix 1 – Ofsted's review of the effectiveness of the City and Hackney Safeguarding Children Board (pp. 33–42) is available on request or can be accessed via the following link:-

[https://reports.ofsted.gov.uk/sites/default/files/documents/local\\_authority\\_reports/city\\_of\\_london/052\\_Single%20inspection%20of%20LA%20children%27s%20services%20and%20review%20of%20the%20LSCB%20as%20pdf.pdf](https://reports.ofsted.gov.uk/sites/default/files/documents/local_authority_reports/city_of_london/052_Single%20inspection%20of%20LA%20children%27s%20services%20and%20review%20of%20the%20LSCB%20as%20pdf.pdf)

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<b>Committee(s)</b>	<b>Dated:</b>
Community and Children’s Services	8 <sup>th</sup> July 2016
Audit and Risk Management Committee	8 <sup>th</sup> November 2016
Policy and Resources Committee	17 <sup>th</sup> November 2016
<b>Subject:</b>	<b>Public</b>
Adult Skills & Education Service, Inspection Outcome	
<b>Report of:</b>	<b>For Information</b>
Director of Community & Children’s Services	
<b>Report author:</b>	
Barbara Hamilton – Adult Skills & Education Service	

### Summary

The last inspection of the adult skills and education service took place in 2010. Since that date the Ofsted Inspection framework has changed and stronger evidence of quality, performance and outcomes for learners is now required.

The 2016 Ofsted Inspection focused on, amongst other things, the levels of qualifications achieved by learners and apprentices, the numbers and types of employment secured and the quality of teaching and learning.

During 23 – 26 May 2016 the Adult Skills and Education Service (ASES), including the Apprenticeship programme, was inspected by HMI Ofsted. The Inspection focused on the following areas:

- Effectiveness of Leadership and Management
- Quality of Teaching Learning and Assessment
- Personal Development, behaviour and Welfare
- Outcomes for Learners
- Adult Learning Programmes
- Apprenticeships
- Overall effectiveness at previous inspection.

All areas of the service were graded as Good (Grade 2). Therefore the overall effectiveness of the service was graded as Good (Grade2). A copy of the full inspection report is available to Members on request.

### Recommendation

It is recommended that the Committee note the report.

## **Main Report**

### **Self-Assessment**

1. Prior to the inspection the ASES team completed a self-assessment (SAR). The Inspectors fully supported the recommendations that were made in the self-assessment report. The service had graded itself a level 2. This grade was fully supported by the Inspectors. Overall, the SAR confirmed that learner termly evaluation and feedback closely mirror the range and types of courses available. In other words, the curriculum had a strong educational purpose and the outcome for learners was good.

### **Apprenticeships**

2. The service currently supports 6 main apprenticeship frameworks. The future aim is to increase the number of frameworks over the next twelve months. These new areas will include working with the Institute of Credit Management and with Universities to deliver a wider range of higher level and degree level apprenticeships in areas such as Financial Services.
3. The Inspectors were impressed with the apprenticeship service. It is 100% determined by the needs of employers and their apprentices. Employers engage with the COL apprenticeship programme to meet the skills needs of their business/ service areas. An example of this is the Butchery apprenticeships which is located at Smithfield Market. Inspectors were impressed with the effective employer support that the team was able to offer.
4. The service provides an apprenticeship programme for internal City of London Corporation departments. The latest data shows that 83% of our apprentices progress onto a higher level apprenticeship. 77% percent are employed in the City of London Corporation. A small percentage of apprentices, 2%, complete the framework without remaining in employment. The coordination, management, quality and delivery of the City of London Corporation's apprenticeship scheme was graded as good by the Inspectors.

### **Community Learning**

5. The service delivers approximately 180 classes to 2,000 adult learner enrolments. A large proportion of the ASES community learning provision is targeted at improving the English Language and Mathematics of those who are educationally or socially disadvantaged. The aim is to provide learners with a range of skills to support them entering the labour market and to continue to raise participation of under representative groups. Current data evidence shows that there is already an increase in the levels of GCSE Maths and English achievements The Ofsted Inspectors were impressed with the achievements made in this area of work but asked for evidence of other actions being taken to address participation.



6. Key actions taken so far to raise participation of under representative groups include the following:
- Developing linked local projects such as the Spec – Speaking English with confidence - building on the London wide project that engaged with over 7,500 ESOL hard to reach learners.
  - Securing City and Guilds accredited qualifications for more than 500 learners from Black and Ethnic minority groups – for more 95% of these this is their first qualification to be achieved.
  - Working with male focused sections of the workforce including Building Construction – developing a project to improve the English language of construction workers in the City.
  - Developed accredited employability projects with Homeless groups located in the City and its fringe areas.
  - Working with the Memory project to support the learning needs of elderly learners
  - Continue to develop the ESOL activity project with Bengali and other Women's group
7. A post Inspection action plan will be put in place to address the following:
- Improve learner initial assessment on non-accredited account
  - Further improve employer information
  - Continue to improve ongoing training and support for all teachers
  - Improve the use of electronically generated performance data
8. A copy of the full inspection report from Ofsted is available to Members on request

## **Conclusion**

9. The City of London Corporation's ASES continues to provide training and learning that directly responds to the skills needs of learners and their employers. The range of community based learning is changing; many of these changes will be reflected in the new 2016/17 course file.

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<b>Committees</b>  Establishment Committee Policy and Resources Committee	<b>Date</b>  25 October 2016 17 November 2016
<b>Subject:</b> Town Clerk's Office (Policy and Democratic Services) Business Plan Progress Report (1 July to 30 September 2016)	<b>Public</b>
<b>Report of:</b> Town Clerk	<b>For Information</b>
<b>Report Author:</b> Paul Debusse, Head of Business Support	

## Summary

- This report provides an activity update as at 30 September 2016 on progress towards achieving the objectives set out in the Town Clerk's Business Plan.
- Objectives due for delivery within this reporting period such as elements of the One Safe City Programme have been completed.
- Major pieces of work scheduled for the rest of the year such as the continuing programme of work associated with the Cultural Hub and the 'Increasing the Business Vote' project are proceeding according to plan.
- Performance within the division is mostly at or above the performance level standards set within the Business Plan.
- A financial monitoring statement that covers the period 1 April 2016 to 30 September 2016 can be found at paragraph 14.
- It is expected that the Division will remain within its local risk resources in this financial year.

## Recommendation

That Members note the content of this report.

## Main Report

### Introduction

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

## Key Developments

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

## Leadership, Policy and Strategy

3. **One Safe City Programme** – A working party comprising of the Chairmen of relevant Committees and Chief Officers was created in June to provide oversight of this significant programme of work. Additional funding of £567k was agreed to resource the work until the end of the 2016-17 financial year. The programme consists of 3 main projects:
  - The Ring of Steel
  - Safer Communities
  - Joint Contact and Control RoomEach of these projects comprises of a number of sub-projects which are being managed individually within the Gateway Process.
4. **The Cultural Hub** – The work to develop the complex program of work related to this project is progressing well. 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. A ‘Look and Feel’ Strategy was approved by the Planning and Transportation Committee on October 4.
5. **Business Planning Review** – A review of the corporate and business planning process is currently being undertaken. This will deliver a refreshed, fit for purpose framework that supports and is aligned to appropriate audiences (including Members) and the new Chief Officer corporate governance groups, with medium to long term planning horizons, ensuring that strategy drives business planning. A meeting is planned with a small group of Members to establish what they would like to see within the framework. The new Head of Corporate Strategy and Performance will lead the delivery of this review.

## Corporate Governance and Democracy

6. **Increasing Diversity in the Court of Common Council** - In July 2015, the Policy and Resources Committee agreed that improving communication about elections to the Court of Common Council might help to increase the diversity of the Court’s membership. A number of measures have been introduced to ‘reach out’ to potential candidates for election, these include:
  - Engaging with Staff Networks
  - Creation of an informal Member level Diversity Group
  - Welcome Pack for New City Business

- Engaging with External Networks in the City

A special event was held at Guildhall on October 13 to encourage greater participation.

7. **Voter Registration** – A budget of up to £90,000 for initiatives to improve voter registration was approved by the Policy and Resources Committee in January this year. To date, the impact of the additional resources has been as follows: 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.
8. **2017 Ward Elections** – Plans for the delivery of the 2017 Ward Elections are well underway. Work related to the booking of venues is almost complete, early engagement with print contractors has taken place. Candidate Briefing sessions have been scheduled for November and an elections FAQ sheet has been produced. The website has been launched, currently the focus is on registration, but more content will be added related to the Election nearer the date.

### **Communications**

9. We have taken major steps forward in our objective of creating and delivering clear, consistent and confident media messages. We have followed the creation of short core messages about the City of London Corporation with increased training for media officers in how to proactively promote positive media stories and engage with journalists. We now have a working media grid so interventions can be coordinated and monitored.
10. However most importantly we have secured the resources to significantly increase the number of media officers. Four new media officers are in the process of being recruited with the aim of getting the new team in place by mid-November. We have also increased our administrative support to focus the work of media officers on delivering positive coverage. While the present team responded well to the pressures placed on them by the European Referendum the increased capacity will give us the ability to keep delivering the right messages for the City Corporation in the months to come.

### **Organisational and Departmental Development**

11. **Performance Development Reviews** –A review of the systems which would link the appraisal form to iTrent found that the systems are less flexible and likely to increase bureaucracy not reduce it. In addition managers were comfortable with the current behavioural framework. The Corporate Values are being embedded through induction and other Corporate Learning. A new on line and corporate induction programme was rolled out in September incorporating all of these. New processes for Market Forces Supplements have been agreed and Chief Officers want to keep the current contribution pay scheme in the short term.

12. **Pay and Reward Structure** – A review of the pay and reward structure has been undertaken with the aim of achieving a system more aligned with the business. The review is almost complete and a report with the findings and recommendations is planned to be submitted to the Establishment Committee in early 2017.

### **Resilience**

13. **Security Review** – A review of the organisation’s security procedures is currently being undertaken to ensure that they are consistent and appropriate for the threat level. Implementation of the review findings will take place over the coming year.
14. **Business Continuity** – The City of London Corporation’s own business continuity is heavily dependent on resilient IT. A successful test has recently been conducted to establish whether an identified single point of failure in the Guildhall Justice Rooms has been rectified. Further testing is planned to be complete by the end of October.
15. **The Lord Mayors Show** – Extensive planning has been undertaken by City of London Corporation Officers and the City of London Police to ensure that the Lord Mayor’s Show runs smoothly. A multi-agency exercise has been conducted to test preparedness and a number of learning points were identified that will be addressed before the show in November.

### **Other Issues**

16. **Performance Monitoring** – The Town Clerk’s Office has performed at or above most of the performance level standards that were identified within the Business Plan. One area that has recently been under review is the level of sickness absence across the department. The latest figures available (August 2016) indicate that there has been an improvement in the level of sickness absence from 0.61 working days lost per employee in August 2015 to 0.32 in August 2016. This compares favourably to 0.47 for the CoL as a whole, and the CoL target of 0.5. All sickness absence is actively managed.
17. **Business Risk** – The assessment of business risk is integrated into the business planning process, the major risks that the Town Clerk is responsible for under this business plan have been reassessed as part of this update process. Currently, there are no changes in the scoring of these risks. A report considering the Town Clerk’s Department business risks in more detail is on the agenda of this Committee meeting
18. **Resources** - A summary of Policy and Democratic Services’ budgetary position, for the quarter ended 30 September, is provided below. It is expected that the division will remain within its local risk resources in this financial year.

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

Local risk budgetary statement for the period ended 30 September 2016

Section	Latest 2016/17 £000	Budget for Year to Date £000	Actual £000	Variance YTD Ad/(Fav) £000
Town Clerk's Office (Committee & Corporate HR)	6,802	3,580	3,523	(57)
Communications	1,714	798	744	(54)
Resilience and Community Safety	704	317	263	(54)
Total	9,220	4,695	4,530	(165)

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<b>Committee</b>	<b>Dated:</b>
Policy and Resources Committee	17 November 2016
<b>Subject:</b> Policy and Resources Committee Risk – Town Clerk’s Department	<b>Public</b>
<b>Report of:</b> Town Clerk	<b>For Information</b>

## Summary

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

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

The Town Clerk’s Department currently has two corporate risks related to its Policy and Resources Committee activity, which are:

- **CR01 - Resilience** (Amber) Emergency situation related to terrorism or other serious event/major incident is not managed effectively.
- **CR02 - Loss of Business Support for the City** (Amber) The City’s position as the world leader in international financial services is adversely affected.

## Recommendation

Members are asked to:

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

## Main Report

### Background

1. The Risk Management Strategy of the City of London Corporation requires each Chief Officer to report regularly to Committee the key risks faced in their department. The Policy and Resources Committee has determined that it will receive the Town Clerk’s risk register on a quarterly basis with updates on RED related risks at the intervening Committee meetings.
2. Each of the separate business planning units within the Town Clerk’s Department maintains its own risk register: Policy & Democratic Services; Economic Development Office; City Bridge Trust and Central Criminal Court. The latter two do not report to this Committee.
3. These registers are regularly reviewed by the Senior Leadership Teams of each unit, and presented by the relevant Director or Senior Officer to the Departmental

Leadership Team, in accordance with the Review and Reporting Framework in the Corporate Risk Management Strategy.

4. At the Departmental Leadership Team, any risks that emerge from the Divisional updates on key issues given by each of the Directors are discussed, ensuring that adequate consideration is given to operational risk.
5. Reports on the Town Clerk's Departmental Corporate and key risks were last presented to the Policy and Resources Committee in April 2016.

### Identification of New Risks

6. New and emerging risks are identified through a number of channels, the main being:
  - Directly by Departmental Leadership Team or Senior Leadership Teams as part of the regular review process.
  - In response to reports on the delivery of the each section's Business Plan.The risk register may be refreshed over and above the stated process for review and oversight, in response to emerging issues or changing circumstances.
7. No risks have been added to the Town Clerk's Risk Register since the previous report to the Policy and Resources Committee in April 2016.

### Summary of Key Risks

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

**CR01 – Resilience** (Current Risk: **AMBER**) Emergency situation related to terrorism or other serious event/major incident is not managed effectively.

A review of the organisation's security procedures is currently being undertaken to ensure that they are consistent and appropriate for the threat level. Implementation of the review findings will take place over the coming year. The City Corporation's own business continuity is heavily dependent on resilient IT. A partial test as to whether an identified single point of failure in the Guildhall Justice Rooms has been rectified was conducted at the end of September, further testing has been conducted, but the outcome of these tests is yet to be communicated.

An exercise was conducted on October 5 to test the robustness of our responses to an incident involving the evacuation of residents. The learning from the exercise will help to shape processes and procedures used to deal with a real event of this nature. The Audit and Risk Management Committee conducted a 'Deep Dive' review of this risk at their meeting held on September 13.

**CR02 – Loss of Business Support for the City** (Current risk AMBER) The City's position as the world leader in international financial services is adversely affected.

The Corporation and the International Regulatory Strategy Group ensure the City Corporation engages on the key regulatory issues that affect the financial and professional services industry, informing engagement with policy makers, regulators and the media. ED office is engaged in a programme of work to support, defend and enhance the business city, in accordance with ED Business Plan. Following the results of the Promoting the City Review submitted by Sir Simon Fraser in January

2016 and the UK's decision to leave the EU in June 2016, Members of the Policy & Resources Committee have released funds of £2.55 million per year for the ED Office (alongside other departments) to step up the work they are doing in this area to mitigate the risk and maintain the business City as competitive.

Recruitment activity is currently being undertaken to ensure that the organisation has the right resources in place to meet the challenge and high-level strategic engagement activity, such as the Special Representative's visits to the EU Member States, is already in place to meet this need. The Audit and Risk Management Committee conducted a 'Deep Dive' review of this risk at their meeting held on November 8.

## **Conclusion**

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

## **Appendices**

- Appendix 1 – Town Clerk's Department Risk Register for the Policy and Resources Committee
- Appendix 2 – City of London Risk Matrix

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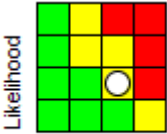
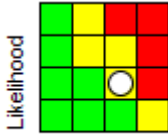

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Action no, Title,	Description	Latest Note	Managed By	Latest Note Date	Due Date
CR01D Elimination of single points of failure, resulting in loss of services	Working with the IS division, remove potential single points of failure from business continuity processes.	Currently waiting for feedback from the IS division regarding testing on changes to the VPN infrastructure that will ensure that the network will be available virtually in the event of a systems outage in Guildhall. A partial test was completed during September, further testing has been completed but the outcome is yet to be communicated.	Gary Locker	05-Oct-2016	01-Dec-2016
CR01E Corporate Review of Security	Conduct a review of the City of London's physical security arrangements to ensure that are consistent and appropriate for the threat level. Implementation of the review findings be complete by the end of 2016	Consultant Marshall Kent has been engaged to provide the independent review, work commenced in April.	Gary Locker	05-Oct-2016	31-Dec-2016
CR01F Exercise McCapton	Exercise that tests the plans in place to deal with an evacuation of residents as a result of an incident, the test will involve the setup of a rest centre due to a fictitious gas leak	The exercise will take place on 5 October 2016, it will be a live. lessons learnt exercise designed to test the robustness of our responses, process and procedures to deal with a real event of this nature.	Gary Locker	05-Oct-2016	31-Oct-2016
CR01G Lord Mayor Show Exercise	Multi-agency exercise in advance of the 2016 Lord Mayor Show	A number of learning points were identified and will be addressed before the show in November.	Gary Locker	05-Oct-2016	12-Nov-2016

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Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
<b>CR02 Loss of Business Support for the City</b>  22-Sep-2014 John Barradell	<b>Cause</b> - The City Corporation's actions to promote and support the competitiveness of the business City do not succeed. <b>Event</b> - The City's position as the world leader in international financial services is adversely affected <b>Effect</b> - The City loses its ability to attract and retain high value global business activity, both as a physical location and in mediating financial and trade flows; the City Corporation's business remit is damaged and its perceived relevance is diminished. Reputational damage to the City as a place to do business and to Corporation ability to govern effectively	 Likelihood	8	The risk assessment/scoring is currently under review whilst the implications of the post-brexite global political environment are assessed. This may result in an increased risk scoring.  <b>18 Oct 2016</b>	 Likelihood	8	31-Mar-2017	  No change

Action no, Title, Page no	Description	Latest Note	Managed By	Latest Note Date	Due Date	
CR02A	Special Representative of the City to the EU	Appointment of former Foreign Office Minister, Jeremy Browne, to new position to enhance our engagement with EU policy makers.	Since the UK's decision to leave the EU, Jeremy Browne has been visiting several key EU Member States to reengage the City's key stakeholders in Europe.	Giles French	22-Aug-2016	01-Sep-2015
CR02B	Restructure of the team working on financial and professional services	City, EU and International Affairs teams have been restructured into City Competitiveness and Regulatory Affairs teams to remove geographical boundaries and provide greater policy focus to work. Job descriptions have been reviewed for same purpose.	A Review by Sir Simon Fraser reporting on the success of the Corporation in Promoting the City was carried out. In response to that further restructure of the team is being carried out to restructure the City Competitiveness and Regulatory Affairs team into three: Policy and Innovation Team, Regulation Team and Exports and Investment Team, Job descriptions have been reviewed and the new roles will be in place by January 2017	Giles French	18-Oct-2016	31-Jan-2017
CR02C	UK Referendum on membership of the EU	City Corporation providing opportunities for informing the debate on the EU Referendum, and representing the views of the financial and professional services sector	Since the UK's decision to leave the EU, the Corporation is working with trade associations and other bodies in the City to collate a combined view to present to government ahead of Brexit negotiations. The Corporation has worked with and facilitated discussions with bodies across the City. Research has been commissioned to demonstrate how EU corporates use UK based financial services, and to examine the feasibility of a UK regional visa regime	Damian Nussbaum	18-Oct-2016	23-Mar-2017

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### City of London Corporation Risk Matrix (Black and white version)

Note: A risk score is calculated by assessing the risk in terms of likelihood and impact. By using the likelihood and impact criteria below (top left (A) and bottom left (B) respectively) it is possible to calculate a risk score. For example a risk assessed as Unlikely (2) and with an impact of Serious (2) can be plotted on the risk scoring grid, top right (C) to give an overall risk score of a green (4). Using the risk score definitions bottom right (D) below, a green risk is one that just requires actions to maintain that rating.

#### (A) Likelihood criteria

	Rare (1)	Unlikely (2)	Possible (3)	Likely (4)
Criteria	Less than 10%	10 – 40%	40 – 75%	More than 75%
Probability	Has happened rarely/never before	Unlikely to occur	Fairly likely to occur	More likely to occur than not
Time period	Unlikely to occur in a 10 year period	Likely to occur within a 10 year period	Likely to occur once within a one year period	Likely to occur once within three months
Numerical	Less than one chance in a hundred thousand (<10-5)	Less than one chance in ten thousand (<10-4)	Less than one chance in a thousand (<10-3)	Less than one chance in a hundred (<10-2)

#### (B) Impact criteria

Impact title	Definitions
Minor (1)	<b>Service delivery/performance:</b> Minor impact on service, typically up to one day. <b>Financial:</b> financial loss up to 5% of budget. <b>Reputation:</b> Isolated service user/stakeholder complaints contained within business unit/division. <b>Legal/statutory:</b> Litigation claim or find less than £5000. <b>Safety/health:</b> Minor incident including injury to one or more individuals. <b>Objectives:</b> Failure to achieve team plan objectives.
Serious (2)	<b>Service delivery/performance:</b> Service disruption 2 to 5 days. <b>Financial:</b> Financial loss up to 10% of budget. <b>Reputation:</b> Adverse local media coverage/multiple service user/stakeholder complaints. <b>Legal/statutory:</b> Litigation claimable fine between £5000 and £50,000. <b>Safety/health:</b> Significant injury or illness causing short-term disability to one or more persons. <b>Objectives:</b> Failure to achieve one or more service plan objectives.
Major (4)	<b>Service delivery/performance:</b> Service disruption > 1 - 4 weeks. <b>Financial:</b> Financial loss up to 20% of budget. <b>Reputation:</b> Adverse national media coverage 1 to 3 days. <b>Legal/statutory:</b> Litigation claimable fine between £50,000 and £500,000. <b>Safety/health:</b> Major injury or illness/disease causing long-term disability to one or more people <b>objectives:</b> Failure to achieve a strategic plan objective.
Extreme (8)	<b>Service delivery/performance:</b> Service disruption > 4 weeks. <b>Financial:</b> Financial loss up to 35% of budget. <b>Reputation:</b> National publicity more than three days. Possible resignation leading member or chief officer. <b>Legal/statutory:</b> Multiple civil or criminal suits. Litigation claim or find in excess of £500,000. <b>Safety/health:</b> Fatality or life-threatening illness/disease (e.g. mesothelioma) to one or more persons. <b>Objectives:</b> Failure to achieve a major corporate objective.

#### (C) Risk scoring grid

		Impact			
		Minor (1)	Serious (2)	Major (4)	Extreme (8)
Likelihood	X				
	Likely (4)	4 Green	8 Amber	16 Red	32 Red
	Possible (3)	3 Green	6 Amber	12 Amber	24 Red
	Unlikely (2)	2 Green	4 Green	8 Amber	16 Red
	Rare (1)	1 Green	2 Green	4 Green	8 Amber

#### (D) Risk score definitions

<b>RED</b>	Urgent action required to reduce rating
<b>AMBER</b>	Action required to maintain or reduce rating
<b>GREEN</b>	Action required to maintain rating

This is an extract from the City of London Corporate Risk Management Strategy, published in May 2014.

Contact the Corporate Risk Advisor for further information. Ext 1297

Version date: December 2015

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<b>Committee:</b> Policy and Resources	<b>Date:</b> 17 November 2016
<b>Subject:</b> Policy Initiatives Fund/Committee Contingency	<b>Public</b>
<b>Report of:</b> Chamberlain	<b>For Information</b>
<b>Report Author:</b> 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 £200,400 and £152,200 respectively.

## Recommendations

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

Contact:

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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 07/11/16</u>	<u>TO BE SPENT</u>		
			<u>£</u>	<u>£</u>	<u>£</u>		
	<b>Events</b>						
21/11/13	London Councils' London Summit - the City is to host the annual conference for 3 years	DOC	16,100	15,100	1,000	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	20,000	10,000		
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	8,250	9,250		
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	15,000	1,000		
06/10/16	Centre for London Conference - The City Corporation to sponsor the CFL's 2016 London Conference on 16 November 2016. The CFL is a politically-independent, not-for-profit think-tank and charity focused on exploring economic and social challenges across London	DED	22,000	0	22,000		

<u>ALLOCATIONS FROM PIF</u>					<u>STATUS OF BALANCE</u>	
<u>COMMITTEE</u>	<u>DESCRIPTION</u>	<u>RESP OFFICER</u>	<u>ALLOCATION</u>	<u>ACTUAL PAID</u>	<u>BALANCE</u>	<u>NOTES</u>
<u>DATE</u>			£	TO 07/11/16 £	TO BE SPENT £	
	<b>Promoting the City</b>					
02/05/13	TheCityUK: CoL's additional funding	DED	75,000	75,000	0	3 year funding: £75,000 final payment in 2016/17
20/02/14	Sponsor the "New FinTech UK" Initiative - Creation of a new body to promote and support the 'FinTech' (financial technology) sector - Innovate Finance	DED	250,000	125,000	125,000	3 year funding: £250,000 final payment in 2016/17.
26/03/15	City of London Advertising - continuation of placing advertisements in CityAM to promote services provided by COL	DOC	45,000	22,500	22,500	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	100,000	0	Additional year's sponsorship for Innovate Finance in the sum of £350,000 to be used flexibly
06/10/16	IPPR - Economic Justice Commission - City Corporation to become one of the sponsors of the IPPR Commission on Economic Justice. The IPPR is a registered charity and independent think-tank	DED	85,000	0	85,000	2 year funding: £100,000 in 2017/18
06/10/16	European Financial Service Chariman's Advisory Committee (EFSCAC) - The City Corporation to pay a contribution towards the costs of EFSCAC. The EFSCAC was set up following the EU referendum vote to help co-ordinate industry responses and enable high level dialogue between government and financial services sector representatives.	DED	20,000	0	20,000	

<u>ALLOCATIONS FROM PIF</u>					<u>STATUS OF BALANCE</u>	
<u>COMMITTEE</u>	<u>DESCRIPTION</u>	<u>RESP OFFICER</u>	<u>ALLOCATION</u>	<u>ACTUAL PAID</u>	<u>BALANCE</u>	<u>NOTES</u>
<u>DATE</u>			£	TO 07/11/16 £	TO BE SPENT £	
	<b>Communities</b>					
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	7,500	2,500	3 year funding: £10,000 final payment in 2016/17
20/03/14	STEM and Policy Education Programme - funding of the Hampstead Heath Ponds Project	DOS	54,900	22,532	32,368	The Director of Open Spaces has reviewed the phasing as follows: £37,500 in 2016/17 & £23,850 in 2017/18 and £17,400 has been deferred from 2015/16 to 2016/17
11/12/14	Sponsorship of Tech London Advocates (TLA): further sponsorship to support the delivery of 2 major bi-annual summit events and the development and promotion of TLA's series of themed, advocate-led workstreams	DED	50,000	37,500	12,500	4 year funding: £50,000 in 2016/17 & £37,500 in 2017/18
26/03/15	New Entrepreneurs Foundation (NEF): further sponsorship of NEF, a not-for-profit organisation focussing on equipping young entrepreneurs to run scalable businesses	DED	20,000	20,000	0	3 year funding: £20,000 in 2016/17 & 2017/18
28/05/15	Support for a Study to Strengthen the City's Role in working with London's Communities: City of London to undertake a study on the challenges facing unemployed young Londoners	DED	2,700	2,256	444	Originally allocated from 2015/16; deferred to 2016/17
	<b>Research</b>					
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	1,195	13,805	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

<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 TO BE SPENT</u>	<u>NOTES</u>
<u>DATE</u>			£	£	£	
	<b>Attracting and Retaining International Organisations</b>					
19/09/13	International Valuation Standards Council (IVSC) - City of London to support the accommodation costs of the IVSC	CS	50,000	25,000	25,000	5 year funding - £50k per year until 2018/19
03/07/14	International Forum of Sovereign Wealth Funds (IFSFWF) - City of London to support the IFSWF Secretariat locating in the City	DED	124,500	92,190	32,310	4 year funding - £124,500 in 2016/17 & £31,300 in 2017/18
	<b>New Area of Work</b>					
24/09/15	Housing & Finance Institute (HFi) - CoL becoming a founding member of HFi, a hub designed to increase both the speed and number of new homes built across all tenures in the UK by working with local authorities and the private sector	TC	40,000	0	40,000	3 year funding - £40k per year until 2017/18
	BALANCE REMAINING		1,298,600	778,339	520,261	
	TOTAL APPROVED BUDGET		220,400			
	ANALYSIS OF TOTAL APPROVED BUDGET		1,519,000			
	ORIGINAL PROVISION		1,250,000			
	APPROVED BROUGHT FORWARD FROM 2015/16		269,000			
	TOTAL APPROVED BUDGET		1,519,000			
<b>NOTES:</b>						
(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.						
<b>KEY TO RESPONSIBLE OFFICER:-</b>						
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

220,400

Less possible maximum allocations from this meeting

Sponsorship of the Liberty Conference

20,000

20,000

Balance

200,400

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 07/11/16 £	<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	15,241	61,959	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	14,292	10,708	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	47,294	42,706	

<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 07/11/16 £	<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	106,250	18,750	
	BALANCE REMAINING		400,800	196,627	204,173	
	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**

		<b>2016/2017</b>
		<u>£</u>
CONTINGENCY		
- Balance remaining prior to this meeting		202,200
<u>Less possible maximum allocations from this meeting</u>		
- Co-Exist House	20,000	
- Police Arboretum Memorial Trust - Fundraising Dinner	<u>30,000</u>	
		50,000
Balance		<u><u>152,200</u></u>

Caroline Al-Beyerty  
Financial Services Director

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<b>Committee:</b> Policy and Resources	<b>Date:</b> 17 November 2016
<b>Subject:</b> Decisions taken under delegated authority or urgency powers	<b>Public</b>
<b>Report of:</b> Town Clerk	<b>For Information</b>
<b>Report Author:</b> Angela Roach, Principal Committee and Members Services Manager	

### Summary

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

#### **Recommendation**

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

### Main Report

2. The following was taken under delegated authority in accordance with Standing Order No. 41(b):-

#### **Global Innovation Summit**

Approval was given to the City Corporation supporting and participating in the 2016 Global Innovation Summit at a cost of £25,000. The event is being organised by Imperial College London and the Global Federation of Competitiveness Councils.

The City Corporation's support will be used to host a pre-conference dinner on 29 November and to secure a speaking slot for the Chairman at the Summit on 30<sup>th</sup> November 2016. The cost of contributing to the event will be met from the balance of the budget (£25,179) set aside by the Committee in May 2014 for the extended contact and topical issues programmes. At that time, the Committee delegated the approval of individual items of expenditure from that budget to the Town Clerk in consultation with the Chairman and Deputy Chairman.

#### **Contact:**

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