



Policy and Resources Committee

Date: THURSDAY, 15 DECEMBER 2016
Time: 1.45 pm
Venue: COMMITTEE ROOMS, 2ND FLOOR, WEST WING, GUILDHALL

Members:

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

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

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 17 November 2016 (Pages 1 - 12)

For Decision

- b) To receive the minutes of the One Safer City Working Party meeting held on 28 October 2016 (Pages 13 - 16)

For Information

- c) To note the public minutes of the Projects Sub-Committee meeting held on 23 November 2016 (Pages 17 - 24)

For Information

- d) To note the public minutes of the Courts Sub Committee meeting held on 2 December 2016. (Pages 25 - 28)

For Information

4. **TERMS OF REFERENCE - OUTSIDE BODIES SUB-COMMITTEE**

Report of the Town Clerk.

For Decision

(Pages 29 - 30)

5. **RESOLUTION OF THE LOCAL GOVERNMENT PENSIONS BOARD:
AMENDMENT TO STANDING ORDER 29 (3)**

To consider a resolution of the Local Government Pensions Board.

For Decision

(Pages 31 - 32)

6. **PROJECT PROCEDURE RESOLUTIONS FROM THE FINANCE COMMITTEE AND THE PROJECTS SUB (POLICY AND RESOURCES) COMMITTEE**

For Decision

- a) Finance Committee (Pages 33 - 34)

To consider a resolution of the Finance Committee.

- b) Projects Sub (Policy and Resources) Committee (Pages 35 - 36)

To consider a resolution of the Projects Sub (Policy and Resources) Committee.

7. **APPOINTMENT OF CHAIRMEN OF SUB COMMITTEES**
Report of the Town Clerk and the Comptroller & City Solicitor.
For Decision
(Pages 37 - 40)
8. **BANK JUNCTION IMPROVEMENTS: EXPERIMENTAL SAFETY SCHEME**
Report of the Director of the Built Environment.
This report has been considered by the Streets and Walkways Sub Committee, the Planning and Transportation Committee, the Projects Sub Committee, and the Resource Allocation Sub Committee.
For Decision
(Pages 41 - 62)
9. **ASSETS OF COMMUNITY VALUE (ACV) GUIDELINES FOR DETERMINING NOMINATIONS**
Report of the Director of the Built Environment.
For Decision
(Pages 63 - 74)
10. **SPECIAL EVENTS ON THE HIGHWAY IN MARCH 2018**
Report of the Director of the Built Environment.
This report has been considered by the Culture, Heritage and Libraries Committee, which approved Option 2(a), and the Streets and Walkways Sub Committee.
For Decision
(Pages 75 - 88)
11. **PROJECT FUNDING UPDATE**
Report of the Chamberlain.
This report has been considered by the Resource Allocation Sub Committee this day.
For Decision
(Pages 89 - 92)
12. **REVENUE AND CAPITAL BUDGETS 2017/18**
Report of the Town Clerk, the Chamberlain and the Remembrancer.
For Decision
(Pages 93 - 100)
13. **CITY OF LONDON POLICE DRAFT MEDIUM-TERM FINANCIAL PLAN UP TO 2019/20**
Report of the Chamberlain and the City of London Police Commissioner.
This report has been considered by the Police Committee this day, and will be considered by the Court of Common Council.
For Decision
(Pages 101 - 110)

14. **REQUEST FOR FUNDS - FRANCO-BRITISH YOUNG LEADERS' PROGRAMME GALA DINNER 2017**
Report of the Director of Economic Development.
For Decision
(Pages 111 - 114)
15. **SPONSORSHIP OF A BREXIT- RELATED SERIES CONVENED BY THE INSTITUTE FOR GOVERNMENT**
Report of the Director of Economic Development.
For Decision
(Pages 115 - 116)
16. **POLICY INITIATIVES FUND AND COMMITTEE CONTINGENCY**
Report of the Chamberlain.
For Information
(Pages 117 - 128)
17. **INTEGRATED COMMISSIONING MODEL FOR HEALTH AND SOCIAL CARE**
Report of the Director of Community and Children's Services.

This report has been considered by the Health and Social Care Scrutiny Committee, the Community and Children's Services Committee and the Health and Wellbeing Board.
For Decision
(Pages 129 - 138)
18. **APPLICATION OF ASSET OF COMMUNITY VALUE (ACV) DESIGNATION - STILL & STAR PUBLIC HOUSE**
Report of the Director of the Built Environment.
For Decision
(Pages 139 - 144)
19. **POLICY CHAIRMAN'S VISIT TO NEW YORK AND WASHINGTON DC, NOVEMBER 2016**
Report of the Director of Economic Development.
For Information
(Pages 145 - 152)
20. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**
21. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT**
22. **EXCLUSION OF THE PUBLIC**
MOTION - That under Section 100(A) of the Local Government Act 1972, the public be excluded from the meeting for the following items on the grounds that they involve the likely disclosure of exempt information as defined in Part I of the Schedule 12A of the Local Government Act.

23. **NON-PUBLIC MINUTES**

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

- a) To agree the non-public minutes of the meeting held on 17 November 2016.
(Pages 153 - 158)

For Decision

- b) To note the draft minutes of the Ceremonial Protocols Working Party meeting held on 10 November 2016. (Pages 159 - 162)

For Information

- c) To note the non-public minutes of the Projects Sub-Committee meeting held on 24 November 2016. (Pages 163 - 174)

For Information

- d) To note the non-public minutes of the Courts Sub Committee meeting held on 2 December 2016. (Pages 175 - 180)

For Information

24. **NON PUBLIC APPENDIX TO ITEM 11 [PROJECT FUNDING UPDATE]**

For Information
(Pages 181 - 182)

25. **MUSEUM OF LONDON PROPOSED RELOCATION - HEADS OF TERMS UPDATE**

Report of the City Surveyor.

This report has been considered by the Property Investment Board.

For Decision
(Pages 183 - 200)

26. **CENTRE FOR MUSIC - PROJECT UPDATE**

Report of the Managing Director, Barbican Centre.

This report will be considered by the Property Investment Board.

For Decision
(Pages 201 - 210)

27. **CITY OF LONDON CORPORATION GRANTS REVIEW: GRANT FUNDING FOR CHRIST'S HOSPITAL AND KING EDWARD'S SCHOOL WITLEY**

For Decision

- a) Education Board Resolution (Pages 211 - 212)

To consider a resolution of the Education Board regarding grant funding for Christ's Hospital and King Edward's School Witley.

- b) City of London Corporation Grants Review: Grant Funding for Christ's Hospital and King Edward's School Witley (Pages 213 - 242)
Report of the Town Clerk.

This report has been considered by the Education Board and the Resource Allocation Sub Committee.

28. **GUILDHALL CHARGING REVIEW**
Report of the Chamberlain and the Remembrancer.
This report has been considered by the Hospitality Working Party.
For Decision
(Pages 243 - 256)
29. **MODERNISATION OF THE CITY'S COURTS**
Report of the Town Clerk.
This report was considered by the Courts Sub Committee.
For Decision
(Pages 257 - 262)
30. **GUILDHALL SCHOOL - SUSTAINABILITY (OPERATING MODEL REVIEW) BY PA CONSULTING**
Report of the Town Clerk and Chamberlain.
This report has been considered by the Board of Governors of the Guildhall School of Music and Drama, the Efficiency and Performance Sub Committee, and the Finance Committee.
For Information
(Pages 263 - 306)
31. **DECISIONS TAKEN UNDER DELEGATED AUTHORITY OR URGENCY POWERS**
Report of the Town Clerk.
For Information
(Pages 307 - 308)
32. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**
33. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT AND WHICH THE COMMITTEE AGREE SHOULD BE CONSIDERED WHILST THE PUBLIC ARE EXCLUDED.**

Part 3 - Confidential Agenda

34. **REORGANISATION OF THE CULTURE, HERITAGE AND LIBRARIES DEPARTMENT**
Report of the Town Clerk.
For Decision
35. **CITY OF LONDON CHORISTER OF THE CHAPEL ROYAL**
Report of the Remembrancer.
For Decision

POLICY AND RESOURCES COMMITTEE **Thursday, 17 November 2016**

Minutes of the meeting of the Policy and Resources Committee held at Committee Rooms,
2nd Floor, West Wing, Guildhall on Thursday, 17 November 2016 at 1.45 pm

Present

Members:

Mark Boleat (Chairman)
Simon Duckworth (Deputy Chairman)
Deputy Catherine McGuinness (Deputy Chairman)
Alderman Sir Michael Bear
Deputy John Bennett
Alderman Charles Bowman
Henry Colthurst
Stuart Fraser
Marianne Fredericks
George Gillon
Deputy the Revd Stephen Haines (Ex-Officio Member)
Christopher Hayward (Ex-Officio Member)
Wendy Hyde
Vivienne Littlechild (Ex-Officio Member)
Edward Lord
Jeremy Mayhew
Andrew McMurtrie (Ex-Officio Member)
Wendy Mead
Deputy Alastair Moss (Ex-Officio Member)
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
Rev'd William Campbell-Taylor

Officers:

John Barradell	-	Town Clerk and Chief Executive
Peter Kane	-	The Chamberlain
Paul Double	-	City Remembrancer
Paul Wilkinson	-	City Surveyor
Nicholas Gill	-	City Surveyor's Department
Ade Adetosoye	-	Director of Community & Children's Services

William Chapman	-	Private Secretary and Chief of Staff to the Lord Mayor
Sue Ireland	-	Director of Open Spaces
Deborah Cluett	-	Comptroller and City Solicitor's Department
Damian Nussbaum	-	Director of Economic Development
Simon Woods	-	Chamberlain's Department
Giles French	-	Assistant Director of Economic Development
Steve Presland	-	Department of the Built Environment
Iain Simmons	-	Department of the Built Environment
Peter Shadbolt	-	Department of the Built Environment
Bob Roberts	-	Director of Communications
Philip Everett	-	Project Director
Nigel Lefton	-	Remembrancer's Department
Neal Hounsell	-	Department of Community and Children's Services
Chris Pelham	-	Department of Community and Children's Services
Simon Murrells	-	Assistant Town Clerk
Peter Lisley	-	Assistant Town Clerk
Angela Roach	-	Principal Committee and Members Services Manager

1. **APOLOGIES**

Apologies for absence were received from Doug Barrow, Charles Bowman, Roger Chadwick, Alex Deane, Hugh Morris and Baroness Scotland.

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

The Chairman declared an interest in Item no. 26 by virtue of being a Member of PwC Advisory Board. Sir Michael Snyder declared an interest in Item no. 10 by virtue of being a Trustee on the Police Arboretum Memorial Trust.

3. **MINUTES**

3a. The public minutes of the meeting held on 6 October 2016 were approved subject item 2 reflecting that the Chairman was a member of the Centre London Board and not the Centre for London.

3b. The draft public minutes of the Resource Allocation Sub-Committee meeting held on 6 October 2016 were noted.

3c. The draft public minutes of the Projects Sub-Committee meeting held on 11 October 2016 were noted.

3d. The draft public minutes of the Public Relations and Economic Development Sub-Committee meeting held on 6 October 2016 were noted.

3e. The draft public minutes of the Courts Sub-Committee meeting held on 26 October 2016 were noted.

4. **REVIEW OF PARLIAMENTARY CONSTITUENCY BOUNDARIES**

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

RESOLVED – That the draft response to the Review of Parliamentary Constituency Boundaries as set out in the appendix to the report be approved and that the Remembrancer be authorised to submit it to the Commission.

5. **OPEN SPACES LEARNING PROGRAMME**

The Committee considered a report of the Director of Open Spaces concerning the funding of the Open Spaces learning Programme.

It was noted that the report would also be considered by the Education Board.

RESOLVED – That a sum of up to £200,000 be allocated from carry-forwards and reserves to support the Open Spaces Learning Programme in 2017/18 and 2018/19.

6. **CITY OF LONDON ANTI-TERRORISM TRAFFIC ORDER**

The Committee considered a report of the Director of the Built Environment concerning the introduction of an Anti-Terrorism Traffic Order (ATTRO) in the City of London.

It was noted that the Planning and Transportation Committee was supportive of the Order.

RESOLVED – that approval be given to the making of the ATTRO and to the indemnity being provided to Transport for London in the Section 101 Agreement.

7. **TRAFFIC CONGESTION**

The Committee considered a report of the Director of the Built Environment concerning traffic congestion and a range of measures which could be considered to improve traffic flow.

The Committee noted the recommendations of the Streets and Walkways Sub-Committee.

In response to concerns about the absence of more detailed information and focus on measures such as restricting deliveries, the Chairman of the Streets and Walkways Sub-Committee advised that there was no easy solution to the current traffic congestion problems. The City Corporation had a long way to go

and the suggested measures contained in the report were just a starting point to assist the debate on finding appropriate solutions. He pointed out that at this stage the proposals represented macro level thoughts which would need to be developed and discussed with Transport for London in due course. The Chairman and another Member expressed concern at the time being taken on the issue, which had been raised more than a year ago.

A Member advised of the importance of developing policies which were deliverable, for example, whilst daytime deliveries were a major issue for the City it was a London-wide problem and the City Corporation did not have the power to deal with the issue in isolation. Any measures to be pursued should therefore include information on whether proposals were deliverable.

In response to concerns about the impact of night-time deliveries, it was noted that it was possible to manage any adverse effects such as noise.

Detailed discussion ensued, during which, amongst other things Members acknowledged that it was important to strike a balance between the needs of all road users; noted that traffic congestion was the subject of the biggest single complaint received by City Corporation and expressed support for consideration of restrictions on daytime deliveries to be progressed, including through consolidation centres and night-time deliveries. The Committee also acknowledged the need for London's bus routes and timetabling to be re-examined to make bus use more attractive.

Reference was made to the recommendation relating to the overarching objective of reducing traffic in the City and it was suggested that it should be amended so that it took into account the views of the City Corporation's communities. Members supported the suggestion.

RESOLVED – That approval be given to:-

1. the next steps as set out at paragraph 41-45 of the report subject to the proposal contained in paragraph 43 being amended to include a focus on exploring reduction of deliveries within certain times and hours with a view to achieving consolidation;
2. an overarching objective of reducing traffic in the City, subject to establishing the extent that the City Corporation's communities find it acceptable, and that this be emphasised in the next draft of the Local Implementation Plan;
3. the allocation of a sum of £50k and £40k, respectively, towards the appointment of consultants to advance the City of London's approach to consolidation centres and the appointment of a FTE post, on a one year trial basis, to investigate how better construction and servicing/delivery planning might alleviate City congestion; and
4. with the exception of the introduction of toll on bridges, the measures as set out in Appendix 2 of the report be developed in more detail.

8. **ASSET OF COMMUNITY VALUE - STILL AND STAR PUBLIC HOUSE**

The Committee considered a report of the of the Director of the Built Environment concerning the receipt of an application for the Still and star Public House to be designated as an Asset of Community Value (ACV).

The Committee noted the recommendation of the Planning and Transportation Committee.

Rev'd Campbell-Taylor was in attendance and expressed support for the application. He questioned the reasons given by the Planning and Transportation Committee for not supporting the application and advised that in his view the intention of the Localism Act was clear as approximately 80% of the ACVs granted were public houses. He referred the historical nature of the pub and to the narrow vote on which the decision had been made. He believed that the Planning Committee had misinterpreted the meaning of local community to mean "residents" rather than the wider community. He therefore urged the Policy and Resources Committee to support the application.

The Chairman of the Planning and Transportation Committee referred to the absence of a definition of "community" and explained the reasons on which that Committee had based its recommendation. Detailed discussion ensued during which, amongst other things, the following comments were made:-

- more detailed information was required in order for the Committee to make a decision;
- a number of Members expressed support for the initial recommendation of officers;
- it was important to adopt a policy for dealing with ACVs before determining any application; and
- the responsibility for determining applications for buildings and land to be designated as an ACV was a matter for the Policy and Resources Committee.

After further discussion it was suggested that the application be deferred and that in the meantime a policy be developed and submitted to the next meeting of the Committee for consideration, together with the application. Members supported the suggestion.

RESOLVED – that consideration of the application be deferred pending the development and adoption of the City corporation's policy for determining ACVs.

9. **CO-EXIST HOUSE**

The Committee considered a report of the Director of Economic Development concerning the funding of Coexist House, a learning institution and centre in London dedicated to promoting understanding of religion and to encouraging respect and tolerance.

RESOLVED – that approval be given to the provision of £60,000 phased over three years (£20,000 in 2016/17, £20,000 in 2017/18 and £20,000 in 2018/19) from the Committee’s Contingency (charged to City’s Cash) in support of the Coexist House initiative.

Sir Michael Snyder withdrew from the meeting whilst the following item was considered.

10. **POLICE ARBORETUM MEMORIAL FUNDRAISING DINNER**

The Committee considered a report of the Director of Economic Development concerning the Police Arboretum Memorial Trust’s Fundraising Dinner.

The Town Clerk stated that it was unlikely that the expenditure of £30,000 would be required.

RESOLVED – that approval be given to the City Corporation hosting a fundraising dinner at Guildhall for the Police Arboretum Memorial Trust at a cost not exceeding £30,000 to be met from the Committee’s Contingency for 2016/17 and charged to City’s Cash.

11. **SPECIAL REPRESENTATIVE TO ASIA**

The Committee considered a report of the Director of Economic Development concerning the creation of a new post of Special Representative for Asia.

The Chairman was heard in support of the report. He advised that it followed the City Corporation’s approach in dealing with Europe and pointed out that an individual had already been identified given the special nature of the job and the limited options it presented.

A Member questioned whether the approach suggested was sufficient given the difference between the Chinese and Indian markets. He stated that in his view further information and options were required in order for the Committee to make a decision on such an important matter. The Member advised that the proposal was an expensive approach, and the key to obtaining value was the ability of the role to engage with “docking stations” (offices) in the markets and also to operate in London. In order for the proposal to be successful the individual appointed would also need to have convening power and credibility.

During further discussion following comments were made:-

- whilst the model adopted for Europe was successful, the one size approach was not always effective;

- some Members were of the opinion that the difference in the two markets was significant enough to warrant the appointment two separate individuals;
- currently the City Corporation's activities in Asia were insufficient and having a fulltime person representing the organisation would be a huge benefit;
- whilst the two markets were different the government currently had one Minister covering Asia;
- having a representative for Asia was important and whilst the budget should be controlled the appointment should not be constrained by it. As long as this, the terms of reference and ways of working were clearly specified the need for a separation of the two markets could be developed as the initiative progressed on the basis of the Chinese market being a priority. The Committee supported this approach.

RESOLVED – that subject to the approval of the Establishment Committee and the Court of Common Council, approval be given to 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 and to the recruitment process as set out in paragraph 8 of the report.

12. **CENTRE FOR POLICY STUDIES - LIBERTY CONFERENCE**

The Committee considered a report of the Director of Economic Development concerning the sponsorship of the Centre for Policy Studies Margaret Thatcher Conference on Liberty in June 2017.

RESOLVED – that approval be given to the provision of £20,000 from the 2017/18 Policy Initiatives Fund to sponsor the Margaret Thatcher Conference on Liberty in June 2017, categorised under “Events” and charged to City's Cash.

13. **BREXIT STRATEGY FOR FINANCIAL AND PROFESSIONAL SERVICES**

The Committee considered a report of the Director of Economic Development concerning the City 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 Chairman reminded Members that the report followed a request from the Court of Common Council for Members to be provided with details of the City Corporation's activities supporting Brexit. Reference was made to the complexities of the issue and it was suggested that it would be useful to have a summary of the key points and messages included in the report. The Committee supported the suggestion.

RESOLVED – that the report be noted and that the report be submitted to the Court of Common Council subject to the inclusion of a summary of the key points.

14. OFSTED INSPECTION REPORTS – CHILD PROTECTION, CITY AND HACKNEY SAFEGUARDING CHILDREN BOARD AND ADULT SKILLS AND EDUCATION SERVICE

The Committee considered the reports of the Director of Community and Children’s Services concerning the successful outcome of three Ofsted inspections.

The Chairman advised Members that the Director would shortly be leaving the City Corporation and taking up a new position in the London Borough of Bromley. He referred to the Director’s contribution to the City Corporation’s work over the last four years and to excellent results which had been achieved. The Chairman thanked the Director on behalf of the Committee for all his hard work.

RESOLVED – that the Ofsted reports relating to Child Protection, the City and Hackney Safeguarding Children Board and the Adult Skills and Education Service be noted.

15. TOWN CLERK’S OFFICE BUSINESS PLAN - PROGRESS

The Committee considered a report of the Town Clerk on the progress of the activities contained in the departmental business plan for the period 1 July to 30 September 2016.

RESOLVED – that the report be noted.

16. RISK MANAGEMENT

The Committee considered a report of the Town Clerk on risk management and the two corporate risks relating to the Committee, resilience and loss of business support for the City.

RESOLVED – that the report be noted.

17. POLICY INITIATIVES FUND AND COMMITTEE CONTINGENCY

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

RESOLVED – That the statement be noted.

18. DECISIONS TAKEN UNDER DELEGATED AUTHORITY OR URGENCY POWERS

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

RESOLVED – That it be noted that approval had been given to the provision of £25,000 for the City Corporation to support and participate in the 2016 Global Innovation Summit organised by Imperial College London and the Global Federation of Competitiveness Councils.

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

There were no questions.

20. ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT

There were no urgent items.

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.

Item Nos.	Paragraph(s) in Schedule 12A
22 - 27	3

Part 2 Non-Public Agenda

22. NON-PUBLIC MINUTES

22a. The non-public minutes of the meeting held on 6 October 2016 were approved.

22b. The draft non-public minutes of the Resource Allocation Sub-Committee meeting held on 6 October 2016 were noted.

22c. The draft non-public minutes of the Public Relations and Economic Development Sub-Committee meeting held on 6 October 2016 were noted.

22d. The draft non-public minutes of the Projects Sub-Committee meeting held on 11 October 2016 were noted.

22e. The draft non-public minutes of the Cultural Hub Working Party meeting held on 17 October 2016 were noted.

- 22f. The draft non-public minutes of the Courts Sub-Committee meeting held on 26 October 2016 were noted.
23. **WIRELESS CONCESSION CONTRACT (SUPER-FAST CITY)**
The Committee considered and agreed a joint report of the Chamberlain and the City Surveyor concerning the Wireless Concession Contract.
24. **CENTRAL CRIMINAL COURT PLANT REPLACEMENT**
The Committee considered and agreed a report of the City Surveyor concerning Phase 2 of the Central Criminal Court Plant replacements works.
25. **DECISIONS TAKEN UNDER DELEGATED AUTHORITY OR URGENCY POWERS**
The Committee received a report of the Town Clerk reporting action taken in consultation with the Chairman and Deputy Chairman since the last meeting of the Committee. The action taken with regard to the relocation of the Adult Skills and Education Service was noted.
26. **MUSEUM OF LONDON RELOCATION**
The Committee considered a report of the City Surveyor concerning the next stage of proposals to relocate the Museum of London. With the exception of one recommendation, the proposals were approved.
27. **IT DIVISION BUDGET**
The Committee considered and agreed a report of the Chamberlain concerning the funding of improvements to the City Corporation's IT infrastructure. It was noted that the proposal was supported by the Finance Committee.
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 urgent items.

The meeting ended at 3.45pm

Chairman

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ONE SAFE CITY PROGRAMME WORKING PARTY

Friday, 28 October 2016

Minutes of the meeting of the One Safe City Programme Working Party held at the Guildhall EC2 at 11.00 am

Present

Members:

Simon Duckworth
Marianne Fredericks
Jeremy Mayhew
Graham Packham
Jeremy Simons
Richard Woolford, Commander City of London Police
Peter Lisley, Assistant Town Clerk

Officers:

Chris Butler, Programme Manager
John Awosoga, Programme office
David Calver, Programme Office
Gary Griffin, Programme Office
Clement La Touché, Programme Office
Dele Shoneye, Programme Office
Pauline Weaver, City of London Police
Angela Roach, Principal Committee and Members Services Manager

1. APOLOGIES

Apologies were received from Mark Boleat, Gareth Moore and James Thomson.

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

There were declarations.

3. ELECTION OF CHAIRMAN

The Working Party proceeded to elect a Chairman. Simon Duckworth being the only Member indicating his willingness to serve was duly elected Chairman for the ensuing year and took the Chair.

4. TERMS OF REFERENCE AND COMPOSITION OF THE WORKING PARTY

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

RESOLVED – that the composition of the Working Party be noted and that its terms of reference be as follows:-

To provide oversight and scrutiny for the One Safe City Programme and its constituent projects by:-

- Ensuring that the Programme is managed and focuses on the delivery of agreed outcomes and benefits;
- Providing a cross-cutting overview of emerging priorities and strategic themes related to the One Safe City Programme;
- Providing advice on the potential of individual (existing or new) projects to contribute to the delivery of the One Safe City Programme; and
- Ensuring that decision making committees of the City of London Corporation and City of London Police are fully aware of the impact other projects and programmes might have on the delivery of the One Safe City Programme.

5. **PRESENTATIONS ON THE ONE SAFE CITY PROGRAMME**

The Working Party received the following presentations from officers on the One Safe City Programme (OSCP):-

5a. Concept and Approach

Members of the Working Party were reminded of the reason for creating the Working Party and were advised that its primary purpose would be to act a sounding board and challenge panel for the OSCP and the various projects contained within it. It would also assist with the prioritisation of the Programme's projects. It was noted that, given the practical issues of delivering the OSCP, it was important to ensure that the various services associated with community safety were joined up and that the City Corporation and the City of London Police were also joined up in order to deliver successful outcomes.

Reference was made to the challenges associated with some of the projects and it was noted that in terms of funding, where appropriate, the aim would be to seek external funding to support them.

5b. The Programme and what it will Deliver

The OSCP Manager highlighted the three principal projects which sat within the Programme, the Ring of Steel, Safer Communities and Joint Contact and Control Room (JCCR) and the milestones associated with delivering them. He explained that the projects were integrated and formed part of the City Corporation's ambitions for a superfast, safer City.

A Member referred to the length of time it was anticipated it would take to complete the Ring of Steel and, given its importance, he questioned whether it could be completed sooner. Reference was also made to how this might be perceived following the recent increase in the business rate premium which was used to fund additional security measures. The Working Party was advised

that the Ring of Steel was dependent on the completion of a number of related projects and therefore it would be difficult to bring forward the completion date without it having a knock-on effect on the other projects.

Discussion ensued on the JCCR. Members noted that the aim of this project was to bring together the City Corporation's contact centre with the City of London Police's control room. The benefits this would bring were also noted. The Working Party was advised that the contact centre did not receive enough calls to warrant a 24 hour service however the control room needed to be a 24 hour concern. The aim was to deliver a joint, 24 hour, service with the two teams co-located at Bishopsgate. A Member queried whether officers would need to identify who should lead the joint venture, the City Corporation or the Police. Members were advised that whilst it was not necessary to identify a lead, there were some activities that by its nature would have to be led by the City of London Police.

5c. Benefits

The Working Party noted that apart from the JCCR delivering a 24 hour service, other benefits of a collaborative Programme included savings both cash and non-cash, a more efficient way of working and better customer, victim and witness care.

Members were provided with more detail of the improvements to the RS and the benefits it would bring. It was noted that the current RS would be replaced with a new system which took full advantage of new technology. CCTV on the streets and on the river would be upgraded with cameras with increased coverage. Footage would be such that it could be shared more widely with City Corporation departments to address other operational problems.

The Working Party also noted the plans to improve community engagement by, working more collaboratively, the introduction of neighbourhood watch groups, the introduction of community wardens to work alongside Special Police Officers and pursuing formal accreditation for activities through the Community Safety Accreditation Scheme.

The Working Party noted that a new Specials Commander was due to be appointed and that part of that role would be to look at the allocation of duties and how they could be undertaken more efficiently. In conclusion Members were also taken through a number of scenarios involving the local community and how those situations would be dealt with in future when all the projects associated with the OSCP were completed.

6. QUESTIONS ON MATTERS RELATING TO THE WORK OF THE WORKING PARTY

There were no questions.

7. ANY OTHER BUSINESS

The Chairman referred to the frequency at which the Working Party would need to meet and suggested that it meet on a quarterly basis with next meeting

taking place late January/early February 2017. Members supported his suggestion.

RESOLVED – that the Working Party meet on a quarterly basis with next meeting taking place late January/early February 2017.

The meeting closed at 12.15pm.

Chairman

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PROJECTS SUB (POLICY AND RESOURCES) COMMITTEE

Wednesday, 23 November 2016

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

Present

Members:

Sir Michael Snyder (Chairman)	Deputy Catherine McGuinness
Keith Bottomley	Graham Packham
Marianne Fredericks	Deputy John Tomlinson
Christopher Hayward	James Tumbridge
Jeremy Mayhew	

Officers:

Peter Lisley	- Town Clerk's Department
Christopher Braithwaite	- Town Clerk's Department
Arshi Zaman	- Town Clerk's Department
Caroline Al-Beyerty	- Chamberlain's Department
Christopher Bell	- Chamberlain's Department
Kevin Mulcahy	- Chamberlain's Department
Paul Wilkinson	- City Surveyor
Mark Lowman	- City Surveyor's Department
Simon Glynn	- Department of the Built Environment
Steve Presland	- Department of the Built Environment
Jim Turner	- Barbican Centre
Hannah Bibbins	- Guildhall School of Music and Drama
Barry Ashton	- Community and Children's Services Department
Sarah Greenwood	- Community and Children's Services Department
Mike Kettle	- Community and Children's Services Department
Paul Murtagh	- Community and Children's Services Department
Mike Saunders	- Community and Children's Services Department
Christopher Earlie	- Culture, Heritage and Libraries Department
Geoff Pick	- Culture, Heritage and Libraries Department
Pauline Weaver	- City of London Police
Matt Burgess	- City of London Police

1. APOLOGIES

Apologies for absence were received from Mark Boleat and Hugh Morris.

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

Deputy Catherine McGuinness and Christopher Hayward each declared interests in agenda items 22 and 27 as Members and Directors of the City of London Academies Trust.

3. **MINUTES**

RESOLVED – That the minutes of the last meeting be approved as an accurate record, subject to an amendment being made to the resolutions in Minute Item 8 (Pay and Display Upgrade – Gateway 3/4/5 Details Options Appraisal and Authority to Start Work) to make clear that the resolutions sought to achieve a move to non-cash payments as part of the upgrades.

4. **GATEWAY APPROVAL PROCESS**

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

5. **RESOLUTION FROM FINANCE COMMITTEE - PROJECT PROCEDURE**

The Sub-Committee considered a resolution from the Finance Committee which suggested that an amendment be made to the Projects Procedure to provide the Corporate Asset Sub (Finance) Committee (CASC) with a strategic role for the prioritisation of operational property projects.

The Sub-Committee agreed that they were supportive of CASC receiving the proposed strategic role for the prioritisation of operational property projects at the Project initiation stage, but agreed that the amendment to the Project procedure would need to be clear that CASC's role was limited solely to that area, and not in the Gateway approval process or any other aspect of the project procedure. The Sub-Committee also agreed that it would be vital that the fulfilment of CASC's role did not cause any delays to the current Project Procedure.

RESOLVED – That the Sub-Committee notes the resolution and endorses it to Policy and Resources Committee for approval subject to:

- The amendment procedure being clear that CASC's role is limited to the strategic prioritisation of projects, and no role was created for CASC within the Gateway approval process or any other aspect of the project procedure; and
- The fulfilment of CASC's role not causing any delays to the current Project Procedure.

6. **WEST SMITHFIELD AREA STRATEGY: PEDESTRIAN ACCESSIBILITY IMPROVEMENTS - GATEWAY 2 PROJECT PROPOSAL**

The Sub-Committee considered a report of the Director of the Built Environment which proposed a project to make accessibility improvements (such as widened footways, raised pedestrian tables, dropped kerbs, improved crossings and street clutter removal) in the West Smithfield area.

A Member queried whether a further project would take place regarding improvements to Long Lane. The Chairman of Planning and Transportation Committee confirmed that such a project would take place.

RESOLVED – That the Project proceed to the next Gateway on the Light route.

7. **EASTERN CITY CLUSTER SECURITY PROJECT - GATEWAY 2 PROJECT PROPOSAL**

The Sub-Committee considered a report of the Director of the Built Environment which proposed a project to develop options and implement a security master-plan in the Eastern City Cluster.

Members commented that the costs of actions to reach the next Gateway appeared to be higher than would have been expected. Therefore, the Sub-Committee agreed that further clarification regarding these costs should be provided to the Chairman and Deputy Chairman prior to any spending taking place.

RESOLVED – That the Project proceed to the next Gateway on the Complex route, subject to the Chairman and Deputy Chairman being provided with further clarification regarding the costs to reach the next Gateway prior to any spending taking place.

8. **MARK LANE PUBLIC REALM ENHANCEMENTS - GATEWAY 6 PROGRESS REPORT**

The Sub-Committee considered a report of the Director of the Built Environment which provided an update on progress with the Mark Lane Public Realm Enhancements Project.

RESOLVED – That the Sub-Committee:

- a) Authorises the proposed budget plan summarised in Appendix 2, table D to complete Phase 1 works and further design appraisal to develop Phase 2, totalling £76,357; to be funded from the 64-74 Mark Lane Section 106 Agreement; and
- b) Agrees that any unspent Phase 1 funds will be reallocated to implement Phase 2.

9. **LIME STREET AND CULLUM STREET AREA - GATEWAY 6 PROGRESS REPORT**

The Sub-Committee considered a report of the Director of the Built Environment which provided an update on progress on the Lime Street and Cullum Street Area Project.

RESOLVED – That the Sub-Committee approves the budget adjustment of £41,253, funded from the Cullum Street enhancement works budget underspend.

10. **NEW FULLY ACCESSIBLE EDUCATION AND COMMUNITY ENGAGEMENT CENTRE AT TOWER BRIDGE - GATEWAY 2 PROJECT PROPOSAL**

The Sub-Committee considered a report of the Director of the Culture, Heritage and Libraries which set out proposals for a project to install a new mezzanine floor between levels 2 and 3 of the North Tower of Tower Bridge, to create a fully functional and accessible Learning and Community Engagement Centre.

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

11. WINDSOR HOUSE - COMMUNAL AND ESTATE WIDE REPAIRS - ISSUES REPORT (GATEWAY 2)

The Sub-Committee considered a report of the Director of Community and Children's Services which requested approval for budget for the Windsor House Communal and Estate Wide repairs project to be allocated to allow a procurement exercise to commence for a condition survey and options report.

RESOLVED – That the Sub-Committee:

- a) notes the contents of the report;
- b) approves the provision of £16,900 for staff and consultant fees in order that a condition survey may be undertaken
- c) following procurement, and subject to tender analysis and adequate budget provision, agrees that a consultant is appointed to carry out the survey and options report.
- d) agrees that officers report back in order to seek approval for any further spending necessary for any works to proceed.

12. BARBICAN ESTATE RESIDENTIAL BAGGAGE STORE/STORAGE SPACE INSTALLATION - GATEWAY 3/4 OPTIONS APPRAISAL

The Sub-Committee considered a report of the Director of Community and Children's Services which set out the options appraisal for the Barbican Estate Residential Baggage Store project.

RESOLVED – That the Sub-Committee agrees that:

- a) Option 1 is approved for proceeding to Procurement and Gateway 5.
- b) the estimated budget of £618,850 is noted.
- c) a budget of £18,850 is approved to reach the next Gateway.
- d) an increase of staff costs to £18,850 is approved.

13. BARBICAN CENTRE - INVESTMENT IN BARS - GATEWAY 7 OUTCOME REPORT

The Sub-Committee considered a report of the Managing Director, Barbican Centre which provided information of the outcomes of the project for the Investment in Bar Operations.

The Chairman commented that the Sub-Committee should be provided with information, in December 2016 or January 2017, regarding the outturn of any savings or additional income which had been sought from Projects, since the inception of the Sub-Committee. This would allow the Sub-Committee to assess whether proposed savings or additional income were consistently being achieved. The Chamberlain agreed that this could be provided.

RESOLVED – That:

- a) the lessons learnt be noted and the project closed; and

- b) the Chamberlain will provide a report in December 2016 or January 2017 providing information regarding the achievement of savings or additional income from projects since the inception of the Sub-Committee.

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

There were no questions.

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

There were no items of urgent business.

16. **EXCLUSION OF THE PUBLIC**

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

Item No.	Paragraph No
17-41	3

17. **NON-PUBLIC MINUTES**

The Sub-Committee approved the minutes of the last meeting as an accurate record.

18. **6 - 8 EASTCHEAP - REFURBISHMENT OF OFFICE FLOORS - GATEWAY 2 PROJECT PROPOSAL**

The Sub-Committee considered and approved a report of the City Surveyor which set out the proposal for a project for the refurbishment of office floors at 6-8 Eastcheap.

19. **POULTRY MARKET MAJOR REPAIRS PROJECT - GATEWAY 4 DETAILED OPTIONS APPRAISAL**

The Sub-Committee considered and delegated authority to the Town Clerk to approve a report of the City Surveyor which provided the detailed options appraisal for the Poultry Market Major Repairs Project.

20. **21 WHITEFRIARS STREET REFURBISHMENT OF 3RD FLOOR AND RECEPTION AREA - ISSUE REPORT (GATEWAY 3/4)**

The Sub-Committee considered and approved a report of the City Surveyor which advised the Sub-Committee that the fixed price tender sum, for the project for the refurbishment of the third floor and reception area of 21 Whitefriars Street, had exceeded the feasibility estimate and did not offer best value.

21. **CENTRAL CRIMINAL COURT PLANT REPLACEMENT: PHASE 2 - GATEWAY 5 AUTHORITY TO START WORK**

The Sub-Committee considered and approved a report of the City Surveyor which sought approval to start work on Phase 2 of the Central Criminal Court Plant Replacement Project.

22. **CITY OF LONDON PRIMARY ACADEMY SOUTHWARK - PHASE 1 & 2 - GATEWAY 6 PROGRESS REPORT**
The Sub-Committee considered and approved a report of the City Surveyor which requested additional funding for the City of London Primary Academy Phase 1 and 2 Project.
23. **CITY OF LONDON SCHOOL SUMMER WORKS 2016 - GATEWAY 6 PROGRESS REPORT**
The Sub-Committee considered and approved a report of the City Surveyor which provided information of progress in the City of London School Summer Works Programme.
24. **ELECTRONIC SOCIAL CARE REPORTING AND CASE MANAGEMENT SYSTEM - GATEWAY 2 PROJECT PROPOSAL**
The Sub-Committee considered and approved a report of the Director of Community and Children's Services which provided details of a project for an electronic case management and recording system for children's and adults' social care, special educational needs and disabilities, and early help services.
25. **ISLINGTON ARTS FACTORY - ISSUES REPORT (GATEWAY 3)**
The Sub-Committee considered and approved a report of the Director of Community and Children's Services which requested additional fees to address Listing Conditions and submit a revised Planning and Listing Building Consent application for the Islington Arts Factory project.
26. **PROVISION OF ADDITIONAL SOCIAL HOUSING AT ISLEDEN HOUSE, LONDON N1 8PP - GATEWAY 3/4 OPTIONS APPRAISAL**
The Sub-Committee considered and approved a report of the Director of Community and Children's Services which set out the options for the project to provide additional social housing at Isleden House, London N1 8PP.
27. **PROVISION OF ADDITIONAL PRIMARY SCHOOL PLACES AND SOCIAL HOUSING ON THE FORMER RICHARD CLOUDESLEY SCHOOL SITE, GOLDEN LANE, EC1 - GATEWAY 4 DETAILED OPTIONS APPRAISAL**
The Sub-Committee considered and approved a report of the Director of Community and Children's Services which sought approval for the detailed options appraisal for the project to provide additional primary school places and social housing on the former Richard Cloudesley School site at Golden Lane.
28. **AVONDALE SQUARE ESTATE, GEORGE ELLISON AND ERIC WILKINS HOUSES - ROOFS AND WINDOWS - GATEWAY 5 AUTHORITY TO START WORK**
The Sub-Committee considered and approved a report of the Director of Community and Children's Services which sought authority to start work on roof repairs and window replacements to George Ellison House and Eric Wilkins House.
29. **DECENT HOMES UPGRADE WORKS TO AVONDALE SQUARE ESTATE, HOLLOWAY ESTATE (PARTIAL) AND WILLIAM BLAKE ESTATE - ISSUE REPORT (GATEWAY 6)**

The Sub-Committee considered and approved a report of the Director of Community and Children's Services which sought approval to terminate the contract for Decent Homes upgrades to works at Avondale Square Estate, Holloway Estate and William Blake Estate and to proceed with the remaining upgrades as a new project.

30. **TACTICAL FIREARMS GROUP BODY WORN VIDEO PROJECT - GATEWAY 2 PROJECT PROPOSAL**

The Sub-Committee considered and approved a report of the Commissioner of the City of London Police which set out proposals for a project to roll out Body Worn Video capability to the specialist Tactical Firearms Group Officers, along with licenses for use of a Video Management System.

31. **LONDON METROPOLITAN ARCHIVE - FUTURE ACCOMMODATION PLANNING - ISSUES REPORT (GATEWAY 2)**

The Sub-Committee considered and approved a report of the Director of Culture, Heritage and Libraries which sought approval for a release of funds for the procurement of specialist advice in relation to the London Metropolitan Archives' long term service requirements.

32. **RENEWAL GENERAL ELECTRICAL AND DIMMER INSTALLATION SILK STREET THEATRE - ISSUE REPORT (GATEWAY 4)**

The Sub-Committee considered and approved a report of the Principal of the Guildhall School of Music and Drama which sought approval to re-tender the project to renew the general electrical and dimmer system at Silk Street Theatre.

33. **BARBICAN CENTRE - NEW RETAIL UNIT - ISSUES REPORT (GATEWAY 5)**

The Sub-Committee considered and approved a report of the Managing Director of the Barbican Centre which sought approval for an increased project sum for the project to install a New Retail Unit at the Barbican Centre.

34. **FROBISHER LEVEL 4 BARBICAN CENTRE - ISSUES REPORT (GATEWAY 5)**

The Sub-Committee considered and approved a report of the Managing Director of the Barbican Centre which sought approval for an increase in the project sum for the project for the works to Frobisher Level 4.

35. **BUILDINGS PROGRAMME (INCLUDING HOUSING PROJECTS) - RED AND AMBER PROJECTS**

The Sub-Committee noted a report of the City Surveyor which provided information regarding the Buildings Programme projects managed by the City Surveyor's Department and the Community and Children's Services Department.

36. **INFORMATION SYSTEMS PROGRAMME - RED AND AMBER PROJECTS REPORT**

The Sub-Committee noted a report of the Chamberlain which presented information regarding the projects managed by the Information Systems Division.

37. CITY OF LONDON POLICE PROGRAMME- RED, AMBER AND GREEN PROJECTS UPDATE

The Sub-Committee noted a report of the Commissioner of the City of London Police which provided information of projects managed by the City of London Police.

38. CULTURE, HERITAGE AND LIBRARIES PROGRAMME - RED, AMBER, GREEN PROJECTS UPDATE

The Sub-Committee noted a report of the Director of Culture, Heritage and Libraries which provided information of the projects managed by Culture, Heritage and Libraries Department.

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

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

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

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

There were no items of urgent business.

The meeting closed at 3.05 pm

Chairman

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COURTS SUB (POLICY AND RESOURCES) COMMITTEE

Friday, 2 December 2016

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

Present

Members:

Deputy Catherine McGuinness (Chairman)	Nicholas Bensted-Smith
Alderman Sir David Wootton (Deputy Chairman)	Michael Hudson Adam Richardson
Alderman Sir Michael Bear	

In Attendance:

Alderman Alison Gowman

Officers:

Peter Lisle	-	Assistant Town Clerk
Gemma Stokley	-	Town Clerk's Department
Simon Latham	-	Town Clerk's Department
Emma Lloyd	-	Town Clerk's Department
Paul Double	-	City Remembrancer
Nigel Lefton	-	Remembrancer's Department
Paul Wilkinson	-	City Surveyor
Peter Young	-	City Surveyor's Department
Peter Collinson	-	City Surveyor's Department
Nia Morgan	-	City Surveyor's Department

1. APOLOGIES

Apologies for absence were received from Deputy Alex Deane, Sheriff and Alderman Peter Estlin (ex-officio), the Recorder, His Honour Judge Nicholas Hilliard QC (ex-officio), James de Sausmarez and John Scott. It was noted that the Secondary and Under Sheriff also sent his apologies.

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

There were no declarations.

3. PUBLIC MINUTES

The public minutes of the meeting held on 26 October 2016 were considered and approved as a correct record.

4. TERMS OF REFERENCE AND FREQUENCY OF MEETINGS

The Sub Committee considered a report of the Town Clerk regarding their terms of reference and asking them to note their 2017 meeting dates.

The Deputy Chairman reported that it had always been the intention that ex-officio Members of the Committee would not have voting rights if they were not also directly elected Members of the Court of Common Council. He also suggested that the revised terms of reference should make it clear that there would be no change to the role of the Court of Aldermen in relation to the appointment of the Secondary and Under Sheriff and that all matters in relation to the activities and operation of the Shrievalty would be excluded from the work of this Sub Committee.

The Town Clerk highlighted that those matters outside of a Sub Committee's remit were not normally detailed in their terms of reference and therefore suggested that these points could be added as a footnote to the existing terms of reference so as not to set a precedent.

Members disagreed with this suggestion and requested that the existing Sub Committee information be amended as follows:

- Under the heading 'Constitution' add "*the Recorder and a Sheriff who is not an Alderman or Common Councilman shall have no vote*" to the final bullet point; and
- Under the heading 'Terms of Reference' add "*but excluding the appointment of the Secondary and Under Sheriff and matters relating to the Shrievalty*".

RESOLVED – That, Members:

- a) Add the proposed wording to the information on the Sub Committee's constitution and Terms of Reference; and
- b) Note the 2017 dates for Sub Committee meetings.

5. THE CITY OF LONDON AND THE MAGISTRACY

The Sub Committee received a report of the Remembrancer setting out the constitutional background to the City's relationship with the Magistracy.

The Remembrancer undertook to produce a future report on the background to the Central Criminal Court and County Court which the Sub Committee said they would be very happy to receive as time permits.

RESOLVED – That, Members note the report.

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

There were no questions.

7. ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT

There were no additional, urgent items of business for consideration.

8. 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).
9	3
10	3 & 7
12	3 & 7

9. **NON-PUBLIC MINUTES**

The non-public minutes of the meeting held on 26 October 2016 were considered.

10. **MODERNISATION OF THE CITY'S COURTS**

The Sub Committee considered a late, separately circulated report of the Town Clerk & Chief Executive regarding the modernisation of the City's Courts.

11. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE SUB COMMITTEE AND WHICH THE SUB COMMITTEE AGREE SHOULD BE CONSIDERED WHILST THE PUBLIC ARE EXCLUDED**

There were no questions raised in the non-public session.

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

With the Chairman's permission, the Sub Committee received a report of the City Surveyor regarding the City of London Magistrate's Court, 1 Queen Victoria Street. Matters regarding the Central Criminal Court capital/improvement works and IT capabilities were also raised.

The meeting closed at 2.35 pm

Chairman

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Committee	Dated:
Policy & Resources Committee	15 December 2016
Subject: Terms of Reference – Outside Bodies Sub-Committee	Public
Report of: Town Clerk	For Decision
Report author: Philippa Sewell, Committee & Members’ Services Officer	

Summary

At its first meeting, your Outside Bodies Sub-Committee reviewed its Terms of Reference and is proposing some changes to enable it to, amongst other things, assess the value of the City Corporation’s connection an outside body; consider nominations and provide advice to the Court or relevant Committee on the needs and requirements of the outside body.

Recommendation

Members are asked to agree the proposed changes to the Outside Bodies Sub-Committee’s Terms of Reference.

Main Report

Background

1. The Outside Bodies Sub-Committee met for the first time on 18 October 2016. Members discussed the Terms of Reference and agreed that these should reflect not only the Sub-Committee’s role in assessing the value of the connections with outside bodies and the work being undertaken by them, but also the appointed individuals’ role. Members also agreed that the Sub-Committee should retain oversight where the Corporation holds links to outside bodies but no nomination rights.

Current Position

2. The Policy & Resources Committee are asked to approve the following amendments to the Sub-Committee’s terms of reference:

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

- developing the Corporation’s policy towards outside body appointments **and nominations**;

- keeping under review the effectiveness and appropriateness of the organisation's participation *with* individual bodies and *maintain oversight where the Corporation holds links to outside bodies but no nomination rights*;
- giving initial consideration to new requests from outside bodies for nominations;
- *advising the Court or relevant Committee as necessary on the needs and requirements of the outside body in respect of any vacancy or funding proposal; and*
- periodically reviewing the City Corporation's Outside Bodies protocol.

Appendices

None.

Philippa Sewell

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TO: **POLICY AND RESOURCES COMMITTEE**

15 December 2016

FROM: **LOCAL GOVERNMENT PENSIONS BOARD**

20 October 2016

4. ORDER OF THE COURT OF COMMON COUNCIL

The Board considered the Order of the Court of Common Council, which set out the Board's composition and Terms of Reference.

A Member noted that Standing Order 29(3) provided a list of Grand Committees of which the Chairman was eligible to serve as Chairman of another Grand Committee. The Member noted that, as there were only two Members of the Court of Common Council on this Board, and one must be either the Chairman or Deputy Chairman to allow reporting to the Court of Common Council, it could be beneficial to request that the Board be added to the list of Grand Committees to which this exemption applied.

The Board discussed this proposal and agreed that it would be beneficial to request that the Board be added to the aforementioned list within Standing Orders.

The Board also discussed whether it would be beneficial for the Chairman and Deputy Chairman to be one Employer representative and one Scheme Member representative.

RESOLVED – That the Board:

- a) Notes the Order of the Court; and
- b) Requests that the Policy and Resources Committee recommends to the Court of Common Council the addition of the Local Government Pensions Board to the list of Grand Committees, set out in Standing Order 29(3), of which a Member is eligible to serve as Chairman, in addition to serving as Chairman of another Grand Committee.**

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TO: **PROJECTS SUB-COMMITTEE**
POLICY AND RESOURCES COMMITTEE

Wednesday, 23 November 2016
Thursday, 15 December 2016

FROM: **FINANCE COMMITTEE**

Tuesday, 19 July 2016

REVIEW OF SUB-COMMITTEES

The Committee considered a report of the Town Clerk which set out the findings of a review which had been conducted of the Finance Committee's Sub-Committees, following the request for such a review by the Chairman of the Committee.

RESOLVED – That the Committee:

- a) Appoints the following Members as Chairman and Deputy Chairman of the following Sub-Committees:
 - Corporate Asset Sub-Committee
Chairman: Nick Bensted-Smith
Deputy Chairman: Deputy Brian Harris
 - Efficiency and Performance Sub-Committee
Chairman: Jeremy Mayhew
Deputy Chairman: Deputy Roger Chadwick
 - Finance Grants Sub-Committee
Chairman: Simon Duckworth
Deputy Chairman: Philip Woodhouse
 - Information Technology Sub-Committee
Chairman: Deputy Jamie Ingham Clark
Deputy Chairman: Deputy Roger Chadwick
- b) Approves the amended Terms of Reference of the Finance Committee's Sub-Committees set out within Appendices B, C, D and E,
- c) That there be flexibility with regard to the size of the Sub-Committees, with a total of up to 15 Members being able to sit on any particular Sub-Committee.
- d) Requests that the Police Committee create a Special Interest Area (SIA) for Information Technology, with the Member appointed to that SIA being a Member of the IT Sub-Committee.
- e) **Requests that the Policy and Resources Committee consider an amendment to the Projects Procedure to provide Corporate Asset Sub-Committee with a strategic role in the Projects Procedure for operational property projects, as set out later in the report.**
- f) Requests that the Investment Committee considers an amendment to its Terms of Reference (and subsequently to Standing Orders) to allow Corporate Asset Sub-Committee to be responsible for the disposal of surplus operational properties which are not suitable as investment properties.

(The relevant extract from the report considered by the Finance Committee is appended on the following page)

Corporate Asset Sub-Committee (CASC)

22. Currently, CASC has a role that sits between a number of other Committees and Sub-Committees, and the exact role of CASC has not always been sufficiently clear.
23. The primary role of CASC should be the effective and sustainable management of all operational property assets to help to deliver strategic priorities and service needs. It does not have a direct role in allocating that property to particular Departments (that role sits with Resource Allocation Sub-Committee), approving major improvement Projects (this role sits with Projects Sub-Committee) or the operations of the properties allocated to the Departments (this role lies with each of the Service Committees).
24. However, it does have a role in overseeing all of these functions from a strategic viewpoint to ensure that the City of London Corporation is making the most efficient use of its operational properties and that they are being appropriately maintained in accordance with the Corporate Asset Management Strategy. Making efficient use of property is a duty placed on local authorities in the Housing and Planning Act 2016.

[Continued]

30. As stated above, the role of monitoring the delivery of major capital projects for the Corporation is largely fulfilled by the Projects Sub-Committee (for all projects of over £50k in capital or supplementary revenue, or over £250k in routine or ring-fenced revenue). Cyclical repairs and maintenance projects under this threshold are monitored by CASC through the Additional Works Programme (which will be renamed as the Cyclical Works Programme from 2017/18).
31. Although it is not intended to change this arrangement, there does appear to be a role for CASC in taking a strategic view of major capital projects relating to operational properties prior to their commencing. This fits well within CASC's role of monitoring the implementation of a strategic approach to Asset Management.
32. It is not suggested that any change is made to the Gateway Approval Process. Members may wish to request that the Projects Sub-Committee and Policy and Resources Committee agree that consultation with CASC on operational property projects is added to the overall Project Procedure, which supports the Gateway Approval Process.
33. The risk of such an amendment is that it could cause a delay to projects. Therefore, it is likely that the most appropriate format for CASC to fulfil such a duty would be through annual reports from all areas of the Corporation to CASC, providing details of the forthcoming operational property projects. This would also allow CASC to ensure that operational property projects are in accordance with the Corporate Asset Management Strategy and Asset Management Plans. The Chairman and the Deputy Chairman of Projects Sub-Committee have been consulted and have indicated that they would be supportive of CASC taking a strategic role in the prioritisation of projects as long as this did not create delays to projects.

TO: **POLICY AND RESOURCES COMMITTEE**

15 December 2016

FROM: **PROJECTS SUB-COMMITTEE**

23 November 2016

5. RESOLUTION FROM FINANCE COMMITTEE – PROJECT PROCEDURE

The Sub-Committee considered a resolution from the Finance Committee which suggested that an amendment be made to the Projects Procedure to provide the Corporate Asset Sub (Finance) Committee (CASC) with a strategic role for the prioritisation of operational property projects.

The Sub-Committee agreed that they were supportive of CASC receiving the proposed strategic role for the prioritisation of operational property projects at the Project initiation stage, but agreed that the amendment to the Project procedure would need to be clear that CASC's role was limited solely to that area, and not in the Gateway approval process or any other aspect of the project procedure. The Sub-Committee also agreed that it would be vital that the fulfilment of CASC's role did not cause any delays to the current Project Procedure.

RESOLVED – That the Sub-Committee notes the resolution and endorses it to Policy and Resources Committee for approval subject to:

- The amendment procedure being clear that CASC's role is limited to the strategic prioritisation of projects, and no role was created for CASC within the Gateway approval process or any other aspect of the project procedure; and
- The fulfilment of CASC's role not causing any delays to the current Project Procedure.

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Committee: Policy & Resources Committee	Date: 15 December 2016
Subject: Appointment of Sub-Committee Chairmen	Public
Report of: Town Clerk and Comptroller and City Solicitor	For Decision
Report authors: Michael Cogher, Comptroller and City Solicitor Chris Braithwaite, Town Clerk's Department	

Summary

Following a request from the Committee in September 2016, this report provides information regarding the appointment of Chairmen or Deputy Chairmen of Sub-Committees, where that role is reserved for the Chairman of the Committee. The report also provides information regarding a similar circumstance of a Chairman (or his nominee) being appointed to another Committee.

Legally no individual Member can personally exercise any of the City Corporation's functions. All Grand Committees are appointed by the Court of Common Council to undertake relevant functions. Committees have the ability to establish Sub-Committees and to delegate functions to them. As a consequence the membership of a Sub-Committee must be determined by the Grand Committee, and the appointment of its Chairman and Deputy Chairman is a matter for either the Grand Committee or the Sub-Committee as may be determined.

This report therefore seeks your endorsement of a convention whereby the Chairman submits his or her nominations for the Chairmanship of a Sub-Committee, or representatives on other Committees, to the Committee for approval. To ensure consistency across Committees, the report also recommends that, should the proposed convention be approved, a resolution is sent to all relevant Committees to endorse.

Recommendations

The Committee is recommended to:

- a) Agree that, where a Chairman does not wish to exercise his right to be Chairman of a Sub-Committee and wishes that a specific Member be appointed, Committees adopt a convention whereby the Chairman submits his nomination for Chairman and/or Deputy Chairman to the Committee for approval.
- b) subject to the approval of (a) above, a resolution be circulated to all relevant Committees to endorse the convention.

Report

Background

1. At the Committee's meeting on 8 September 2016, Members discussed the method by which Chairmen of Sub-Committees are appointed. Currently, in the

absence of specified arrangements for the Chairmanship of Sub-Committees, the default position is that Sub-Committees are Chaired by the Chairman of the Grand Committee. There are instances in which the Chairman does not wish to adopt the default position but wishes to appoint a representative to undertake the role instead. Although not discussed by the Committee in September, similar circumstances often apply to instances in which the Chairman (or his representative) is appointed to serve on another Committee or Sub-Committee.

Current Position

2. The legal position on this matter is that no individual Member can personally exercise any of the City Corporation's functions. All Grand Committees are appointed by the Court of Common Council to undertake the functions of the Corporation. All Committees may establish Sub-Committees and delegate its functions to those Sub-Committees. Therefore, a Sub-Committee's membership must be determined by the Grand Committee creating it. The appointment of the Chairman and/or Deputy Chairman of the Sub-Committee can be determined by the Grand Committee or left to the Sub-Committee.
3. The approach taken by City Corporation Committees in determining these appointments is inconsistent. Therefore consideration should be given to the introduction of an appropriate mechanism for the appointments to ensure consistency across the board.
4. It should be noted that it is not intended that any change be made to the appointment to any position which is not explicitly stated to be the role of the Chairman of a Grand Committee (or his nominee).

Proposals

5. Where a Chairman does not wish to exercise his right to be Chairman of a Sub-Committee and wishes that a specific Member be appointed, it is proposed that Committees adopt a convention whereby the Chairman submits his nomination for Chairman and/or Deputy Chairman to the Committee for approval.
6. This would retain the current convention of Chairmen, where they do not wish to fulfil a role themselves (whether that be Chairman or Deputy Chairman of a Committee or serving as a Member of another Committee), being able to select Members to fulfil this role on their behalf, where appropriate. It would remove the risk of an individual Member personally exercising a function which must be exercised by the Committee.
7. Where, for any position reserved for the Chairman, no specific Member is nominated by the Chairman, the appointment process would be by election from all eligible Members of the Committee.
8. To ensure consistency across the City Corporation's Committees, it is also proposed that, should this proposed convention be supported, a resolution is circulated to all relevant Committees for endorsement.

Conclusion

9. The report recommends to Members the endorsement of a convention whereby the Chairman will submit his nominations for the aforementioned positions, and these nominations are approved by the Committee. To ensure consistency across Committees, the report also recommends that, should the proposed convention be approved, the minutes from this item are circulated to all relevant Committees to endorse this convention.

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Committees:	Dates:	
<ul style="list-style-type: none"> • Streets and Walkways Sub-Committee • Planning and Transportation Committee • Projects Sub-Committee • Resource Allocation Sub-Committee • Policy and Resources Committee 	06/12/2016 (for information and comment only)	13/12/2016
	14/12/2016	15/12/2016
	15/12/2016	
Subject: Bank Junction Improvements: Experimental Safety Scheme	Gateway 4/5 Authority to Start Work Regular	Public
Report of: Director of the Built Environment Report Author: Gillian Howard	For Decision	
<u>Summary</u>		
<p>• <u>Dashboard</u> Project Status: Green Timeline: Gateway 4/5 Total estimated Cost: up to £1,179,100 Spend to date approx. £373,000 Approved Budget: £387,100 (October 2016 issues report) Overall Project Risk: Green</p> <p><u>Summary</u> The proposal is to make Bank Junction safer and improve, or at least maintain, the average vehicle journey time in the total modelled area (roughly bounded by Cannon Street, Bishopsgate, London Wall and New Change/St Martin Le Grande). General traffic will be restricted from the junction during the working day, Monday to Friday 0700 to 1900. Over the last year, officers have worked with TfL on the traffic modelling and design. Officers have also engaged extensively with the local community to develop the design in detail; to best meet the needs of the local and wider communities. The scheme has been considered by the Roads Space Performance Group (RSPG) at TfL, on a technical basis, and it supports the recommended option.</p> <p>The scheme delivers;</p> <ul style="list-style-type: none"> • A highly significant casualty reduction at Bank; • Average general traffic journey times of a neutral/slightly positive benefit compared to the do nothing option; and • Significant benefits for the London bus services in the modelling area. <p>To make sure that the scheme delivers maximum benefit, it is proposed to implement it using an experimental traffic order. This approach will allow modifications to be made if necessary and allow appropriate monitoring to take place.</p>		

Recommendations

Streets and Walkway's Sub Committee:

1. To note the contents of this report for information and make comment.

Planning and Transportation Committee and Projects Sub-Committee:

2. Approve the recommendation to proceed to implementation of the experimental safety scheme at Bank to be bus and cycle only Monday to Friday, 0700 -1900 for a period of up to 18 months by use of an experimental traffic order.
3. Approve delegated authority to the Chairman and Deputy Chairman to agree the procurement for the temporary enforcement cameras if not within the estimated budget range.
4. Approve the budget of £792,000 to implement, monitor and report back to committee the outcome of the experimental scheme within 18 months of the scheme becoming operational.
5. Approve the inclusion of any further Transport for London funding to the project budget that arises after this committee decision.

Resource allocation Sub-Committee:

6. Approve the allocation of the S106 deposits set out in Table 3 (Appendix 1) totalling £121,052 to the Bank junction experimental safety scheme
7. Approve the allocation of up to £670,948 from the On Street Parking Reserve account to the Bank Junction experimental scheme.
8. Approve the inclusion of any Transport for London funding to the project budget that arises with a report to this committee to confirm the inclusion and resultant balance on the On Street Parking Reserve or S106 contributions.

Policy and Resources Committee

9. To approve the experiment to restrict motor vehicles crossing Bank Junction to be bus and cycle only Monday to Friday, 0700 -1900 for a period of up to 18 months.

Overview

Since the Issues report in October 2016:-

- Completed and gained approval of the traffic modelling results by TfL;
- Road Space Performance Group (TfL) agreed the scheme from a technical perspective;
- Completion of the detailed design and submission and completion of the stage 1 and 2 road safety audit, which assess the design for adverse safety implications so that remedial work to the design can take place;
- Cost estimates collated; and
- Continued engagement with stakeholders.

To date the project has expended approximately £373,000 to reach this gateway 4/5 report. This has been spent on the extensive traffic modelling required by TfL; topographical and radar surveys; staff costs to cover project management, stakeholder engagement, detailed design, planning for enforcement and proposed loading changes. Table 2 in Appendix A shows expenditure against budget line.

Officers have also reported to the public inquest in July 2016 into the fatality at the junction in June 2015. The City were asked to attend pre-inquest hearings, submit written evidence for the inquest and were also invited to be present during the hearing. The Coroner also asked to ensure that relevant points and findings were taken into consideration for the future proposals for change at Bank. As requested, information from the hearing has informed the development of the recommended proposals. The Coroner felt that given the evidence submitted by the City around the work that was being done to make changes at Bank, nothing constructive could be added by way of a preventative death report on this occasion. There is therefore an expectation that measures to improve safety in this complex location will be brought forward.

The proposed experimental Safety Scheme is a way of delivering a safety benefit for the public as soon as possible whilst further consideration of the long term changes for Bank continues. The experimental scheme will not solve all safety aspects at Bank, but will make a significant difference without the need for significant infrastructure changes; which will take more time to plan and deliver.

Under section 122 of the Road Traffic Regulation Act 1984 (RTRA), the City as highways authority must exercise its powers under the RTRA so as to secure the expeditious, convenient and safe movement of vehicular and other traffic including pedestrians, and the provision of suitable and adequate parking facilities on and off the highway. These powers must be exercised so far as practicable having regard to the following matters:-

- (a) the desirability of securing and maintaining reasonable access to premises.
- (b) the effect on the amenities of any locality affected including the regulation and restriction of heavy commercial traffic so as to preserve or improve amenity.
- (c) the national air quality strategy.
- (d) facilitating the passage of public service vehicles and securing the safety and convenience of their passengers.
- (e) any other matters appearing to the City to be relevant.

Under Section 149 of the Equality Act 2010 the public sector equality duty requires public authorities to have due regard to the need to:

- Eliminate unlawful discrimination, harassment and victimisation
- Advance equality of opportunity and
- Foster good relations between those who share a protected characteristic (i.e. race, sex, disability, age, sexual orientation, religion or belief, pregnancy or maternity, marriage or civil partnership and gender reassignment) and those who do not.

Part of the duty is to have “due regard” where there is disproportionate impact and to take steps to mitigate the impact, on the basis that it is a proportionate means has been adopted towards achieving a legitimate aim.

• Proposed way forward

The evidence collated and modelled shows a strong case for implementing, on an experimental basis, a restriction on all vehicles, other than buses and cycles, crossing Bank Junction between the hours of 0700 to 1900 Monday to Friday, excluding Bank Holidays. This is the time period that 75% of collisions occur at Bank and it is anticipated that between 50-60% casualty savings can be made with the recommended Scheme.

It is therefore recommended that the experiment permits buses to continue to cross the junction during the restricted hours, along with pedal cyclists. This strikes a balance between the high people movement function of the junction and its approaches, whilst making a significant improvement to safety, particularly for pedestrians and cyclists. By restricting the number of turning movements and vehicle journeys through the junction the probability of a collision and serious injury is reduced.

Chart 1 below illustrates how the junction would operate, in terms of casualty numbers, in a purely controlled environment (i.e. no vehicles permitted at all on the approach arms or across the junction, save for bus and cycle movements or bus cycle and taxi movements), projected back over the last five years. The casualty saving overall would have been 85% if it had have been bus and cycle only. The proposed experimental Safety Scheme is not recommended to be implemented on a pure controlled basis – vehicles are permitted access on the approach arms, with bus and cycle movement permitted through the junction during the restricted time period. Therefore the casualty saving potential is not likely to be as great as shown in Chart 1; however officers believe a 50-60% casualty saving is still achievable (which is on average between 11 and 13 casualties a year saved).

Casualty Comparison: 2011 to 2015

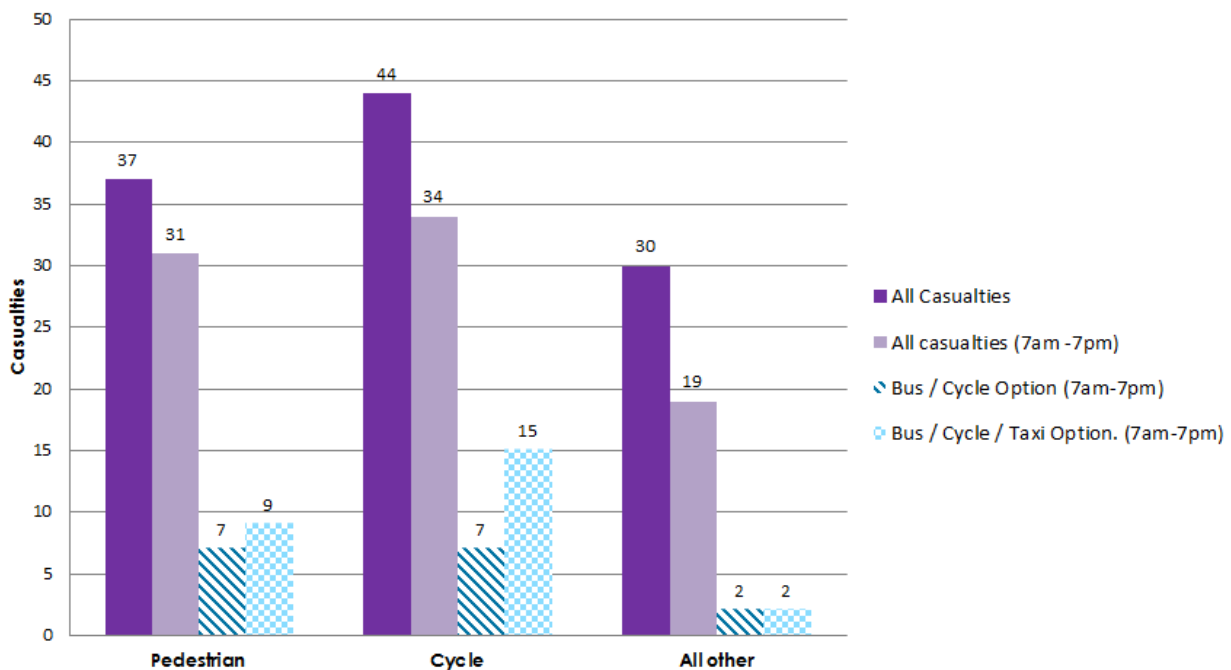


Chart 1: illustration of the impact of completely restricting vehicles in the Bank area.

The proposed Scheme makes provision for vehicle access to be permitted up to the boundary of the restricted part of the junction (marked purple on Diagram B below) for anyone with a need to visit a property, pick up and drop off a passenger, or deliver goods and services. This compromise to the design means that there are only a small number of properties that will experience some change to their servicing ability. There will also be the need for some rerouting to access properties. Therefore, the negative aspects of the restriction are expected to be limited to a few occupiers and this aspect will be monitored throughout the period of the experiment to inform future decision-making. The support for a change to improve safety at this location is widespread and is considered to outweigh the expected minor disbenefits. The volume of motor vehicles on the approach arms is expected to decrease in any event and therefore there should be an improvement in safety terms on these approaches as well as at the junction.

In the overall balance, while there is a negative impact on a few occupiers at the junction and officers are working to deliver a more flexible scheme for them without diminishing the safety benefit, it is believed that the benefits significantly outweigh the few negative impacts and it is recommended that Members agree to the implementation of this experiment and the outlined monitoring regime.

• Total Estimated Cost

The total estimated implementation cost of this scheme is £792,000. This covers the cost of:

- pre-implementation communication exercise;
- the physical implementation of the signs and lines and other physical changes;
- temporary enforcement cameras;
- on-going monitoring;
- formal public consultation and the analysis of the data; and
- staff costs.

At the end of the process, there will be a further report to Committee which is likely to

either recommend that the experimental traffic order is made permanent, or recommend alternative measures, or recommend that the junction return to its current operation.

The total estimated project cost is £1,179,100. The explanation for this is set out in section 5.

Main Report

1. Design summary

In the last 12 months, Officers have worked closely with TfL to develop the design and technical work. In terms of physical changes there is very little that is required. The scheme's success relies heavily on a high compliance rate which is believed can be achieved by simple but effective signage, robust enforcement and good communication.

1.1 Basics of the design

There are three layers to the design. The outer layer is the advanced warning of no through route at Bank. The inner layer is the restriction to allow access to properties but no through route. Lastly the inner centre; which is the area of the enforceable motor vehicle restriction. These can be seen in diagram A.

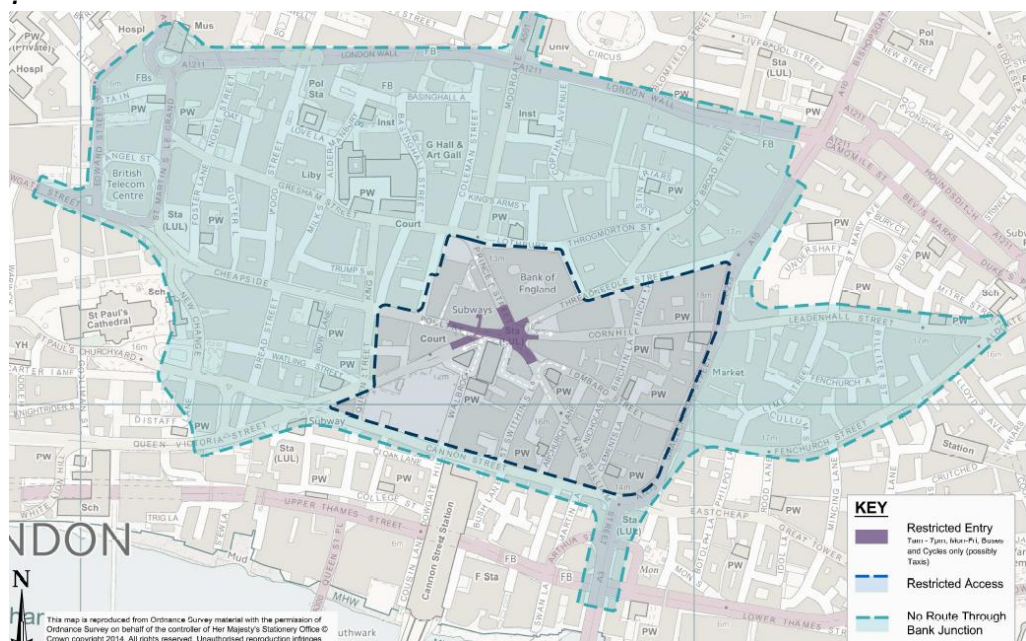


Diagram A: Zones where signage strategy starts and changes

The central part of this design can be seen more clearly in diagram B below.

The lighter grey area bounded by the dotted line effectively becomes an area that motor vehicles can enter to pick up and set down passengers and undertake loading and servicing activity at the kerbside. Without through-access to the junction, the desire to enter this grey area for any other purpose would be limited.

The dark area (purple) in the centre shows the extent of the proposed motor vehicle restriction and the beginning of the enforcement points. Within this area, vehicles that are not exempt will receive a Penalty Charge Notice (PCN) for a

moving traffic offence if they cross the junction during the operational hours of the scheme.

The white arrows indicate where servicing vehicles (some size restrictions) can gain access to the boundary of the junction restriction, but ultimately not across it. The route into Mansion House Place is covered by the existing access restriction from St Swithin's Lane which has rising bollards.

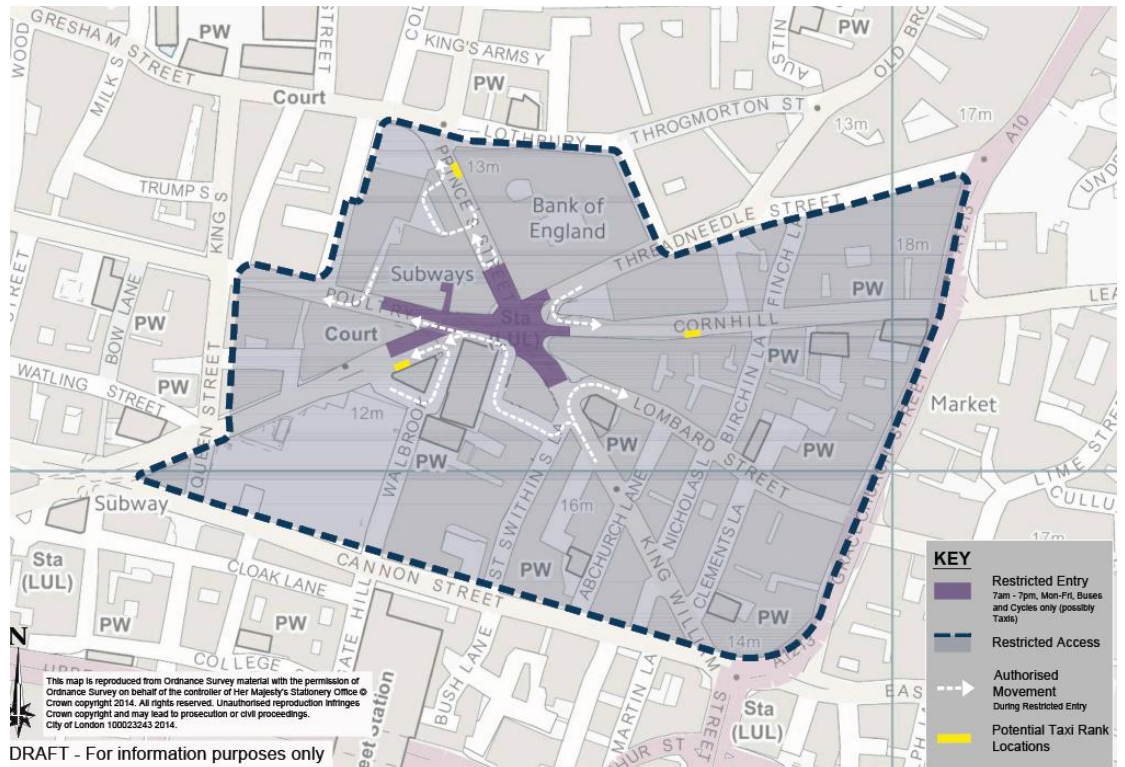


Diagram B: inner zone for access and restricted crossing movements.

The enforcement gateways are proposed to be signed as in diagram C, with a buff colour surfacing to make a visual demarcation on the highway.



Diagram C: Except buses and cycles signs.

1.2 Loading changes

It is necessary to make some loading changes in the wider area to prevent loading in some places where it is currently allowed, but in most cases alternative kerbside loading is provided nearby. These changes are proposed to counteract changes in traffic flow on some streets so as not to cause pinch

points on the network. The City is required to balance the competing demands of kerbside activity and secure the expeditious movement of traffic. On balance there will be a reduction in the amount of kerbside available for loading activity between 0700 and 1900 in the local area. Officers will, as part of the communication exercise, encourage businesses to consider using their service bays more often (where they have them) and consider retiming of deliveries where possible. If there is opportunity for other delivery consolidation to take place the City will assist where it can to encourage and facilitate this. These proposed loading changes will form part of the experimental traffic order, and will be monitored.

1.3 Enforcement

It is proposed that the City enter a procurement process to obtain a set of temporary automatic number plate recognition (ANPR) cameras to enforce during this experimental period. The cameras would record all contraventions and submit them to the City for our ordinary enforcement procedures to take place. A penalty charge notice (PCN) would be issued to every motor vehicle that contravenes the experimental traffic order, every time it occurs. The PCN would be £130, reducing to £65 if paid within 14 days.

The reason for using unattended enforcement cameras for this experiment is to intended to produce a high level of compliance. The improved safety benefits will only be realised if there is a high compliance rate. The issuing of penalties encourages a high degree of compliance and rigorous enforcement will help achieve high compliance. People are less likely to repeat an offence if they get fined every time they do it. This does mean that in the early days of the experiment there is likely to be a high level of PCN's issued, but it is anticipated that within the first couple of months that this will decrease significantly. As is usual with this type of enforcement, there will be an initial period with warning notices issued rather than PCN's. If any revenue is generated from the enforcement of this scheme it would be returned to the On Street Parking Reserve.

Officers are also working with the City Police and the City's Road Danger Reduction team to establish a programme of behaviour support at the junction to encourage compliance by pedestrian and cyclists to reduce potential conflict. In particular, officers are working with the City Police to establish a vigorous enforcement programme for when the scheme first goes live.

City Police enforcement cameras

Unfortunately the timescales for the City Police Camera Upgrade programme at Bank and the Bank Safety Scheme do not align, which is why this temporary camera solution has been proposed. It has been assumed that the temporary cameras would be needed for a maximum of 18 months (how long an experimental traffic order can be in place before it expires). It is envisaged that within the lifetime of the experiment the City Police camera upgrade will take place. Should the experimental traffic order be made permanent at a later date, it is intended that the Police cameras will be used to continue the enforcement regime. Enforcement of the moving traffic offenses would remain with the City of London's enforcement team, but captured via the technology of the City Police cameras. If the Police cameras are operational by the time we reach the minimum contract term of the temporary camera solution, and before any

decision is made on the success of the experimental scheme, we could look to swap cameras at this point.

1.4 What does this scheme do to traffic?

The overall average impact on general traffic within the modelling area is neutral/slightly positive. Extensive traffic modelling has taken place with TfL in order for the City to be able to submit for TfL approval under the Traffic Management Act 2004. The modelling area was agreed with TfL based on the use of the Strategic ONE model, which covers Greater London, and seeing how far the impact of a closure at Bank would have in the surrounding area. The vast majority of the impact remains within the modelled area which is crudely bounded by London Wall, Bishopsgate, Cannon Street and New Change/St Martin Le Grande.

A neutral impact means that there are some streets which incur a small delay and other streets that have an improved journey time experience, but overall the average impact is neutral. TfL have focused their interest on the four key corridors that crudely outline the detailed modelling area (as seen in Diagram D), which you would expect to work harder under this proposal. In the morning peak there is a minimal impact across these key routes.

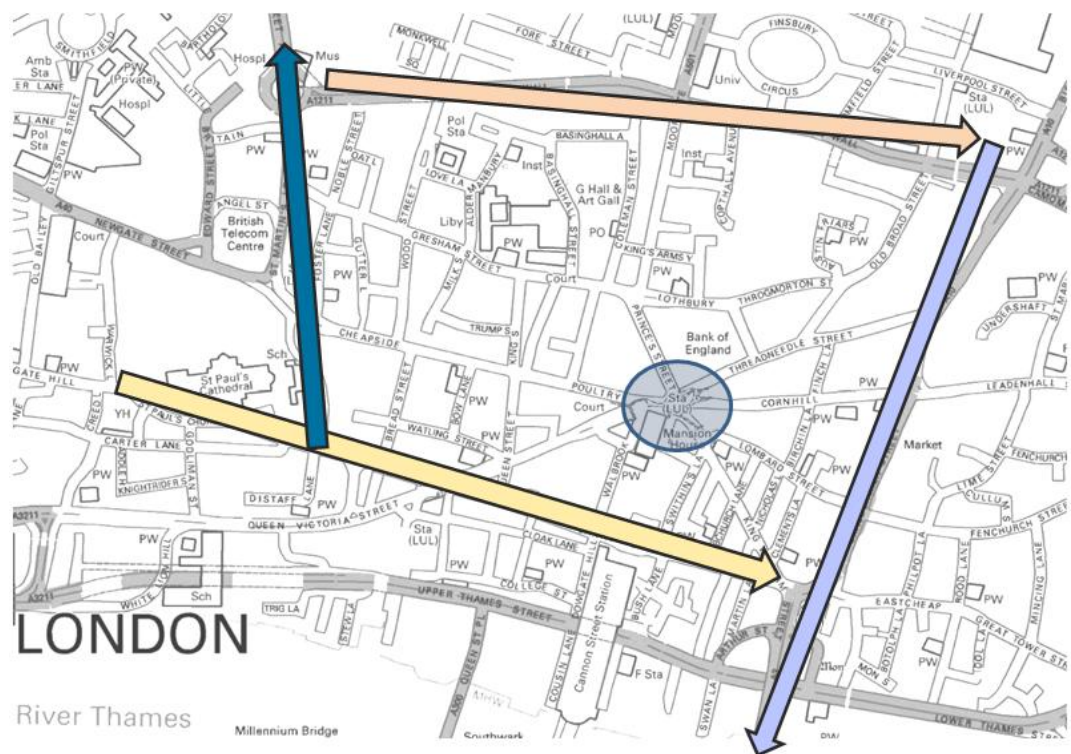


Diagram D

In the evening peak the model highlights a likely issue on Cannon Street. This is caused by a high demand in the model to turn right onto London Bridge at Monument Junction from Cannon Street. Given the layout of Monument junction, when the right turn is in high demand traffic blocks back past the traffic signals hindering the straight ahead eastbound movement thereby causing a delay.

As is the case now, Cannon Street in the evening peak has good and bad days regarding slow moving traffic approaching Monument. This is something that Officers intend to monitor during the experiment. With daily traffic flow fluctuations, the demand for the right turn will change daily during the peak periods which will change the impact on Cannon Street. The modelled output highlights that the occurrence of a delay on Cannon Street approaching Monument is likely to be more frequent.

It is felt that on balance, given the considerable benefits of the proposed Scheme, that the modelled increase in journey time on the Cannon Street link is acceptable. TfL's Road Space Performance Group agreed with this assessment.

Chart 2 shows the averaged modelled peak journey times for general traffic within the modelled area for the 'do nothing' scenario in 2018, i.e Bank being bus and cycle only; and Bank being bus, taxi and cycle only. As can be seen the combined average effect is that the bus and cycle scheme option has the potential to be more efficient for general traffic.

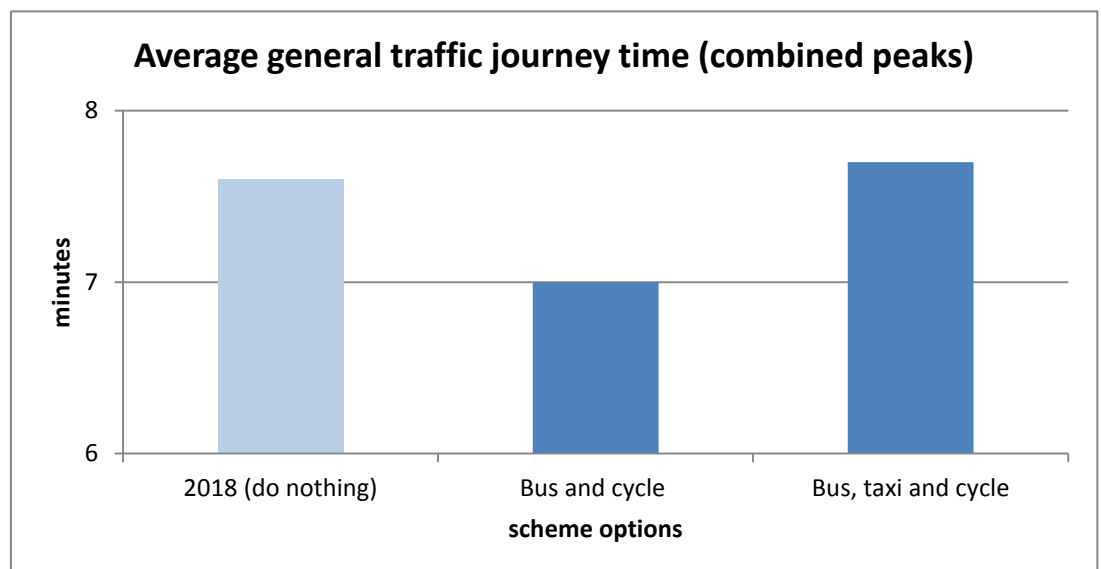


Chart 2

The proposal for bus and cycle only during the restricted hours at Bank balances the City's overarching duties as a traffic authority (securing the expeditious convenient and safe movement of traffic and having regard to the effect on amenities and the efficient use of the network avoiding congestion and disruption).

How is that possible?

It seems counter-intuitive to take traffic away from one area and redistribute it onto nearby streets with average journey times not increasing. In this instance, the reason is because Bank Junction, as it currently works, is extremely inefficient at moving vehicles. With six arms of traffic and a large expanse of surface between stop lines, the 96 seconds per cycle of traffic lights just doesn't go very far. The surrounding traffic lights have to allocate part of their traffic light cycle time to feeding the approach arms to and from Bank. If you reduce the demand for the approach arms by reducing the vehicles that can cross Bank, you can reallocate the surrounding signal times to give longer green times to

circulate more efficiently around the Bank area. Whilst distance travelled maybe greater, the journey time on average takes no longer, and is possibly improved.

Monument Junction

As previously discussed in the Gateway 3 report in December 2015, the reconfiguration of Monument junction is likely to be key for the longer term proposals for Bank. Monument Junction is a TfL managed junction. At the initial time of writing the gateway 3 report, it was anticipated that for the experimental safety scheme to work at its best, physical change to Monument Junction would be necessary. It has become clear that the only tool available to us in the short term is changing the signal timings to maximise the efficiency and demand.

With the physical constraint on the northbound London Bridge Approach reducing traffic to one lane, this has put added pressure on the traffic signals to have sufficient green time to try and prevent congestion south of the bridge. This and other complexities make Monument Junction a capacity pinch point regardless of whether the Bank experimental scheme is progressed.

Officers have offered to work with TfL on developing plans to change Monument Junction so that it can better accommodate the large numbers of pedestrians and increasing numbers of cyclists.

1.5 What happens to the bus services?

The overall impact on bus services through the modelling area is beneficial. The experimental Safety Scheme offers the opportunity for some significant bus journey time benefits within the modelled area, of which there are 25 routes that pass through. In the morning peak period it is anticipated that 23 out of the 25 routes will see a journey time reduction. This is a significant potential saving for London bus passengers and a high probability of cost savings for London Buses.

In the evening peak, with the issues described around Monument junction and Cannon Street, 16 out of the 25 routes still experience a journey time benefit. However the improvements are more modest and balanced out by the delay to the remaining 9 routes to make a net neutral position in the evening peak.

When combining the peaks, the significant savings in the morning peak outweighs the neutral impact in the evening peak giving an average journey time saving per bus. This is demonstrated in Chart 3

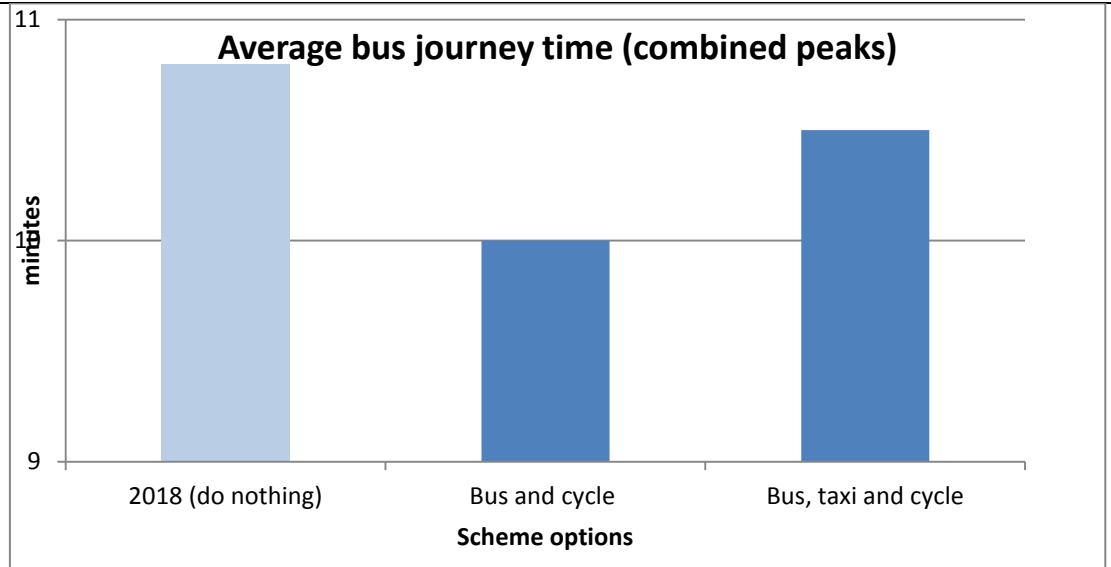


Chart 3

Whilst on average there is a good news story for bus passengers, there are a couple of routes which the City is continuing to discuss possible mitigation measures for as part of this Scheme. The modelled journey time delay on these routes if realised could be costly for London buses as they may have to put another bus into service to keep to the existing frequency. Mitigation could include rerouting a service via Bank. These discussions are ongoing and have the potential to make the scheme work more efficiently in the evening peak.

Overall London Buses are supportive of the proposed changes and the benefits it could bring to their services.

1.6 Benefits to pedestrians

At Bank the traffic signals will be altered to better reflect the reduced numbers of vehicles passing them. Pedestrians will have less time to wait for the next pedestrian phase, and therefore a greater opportunity to cross during the dedicated pedestrian time.

At this stage of the experimental scheme there is no proposal to alter the width of the footways surrounding the space, or remove any of the guard railing. This is something that can be followed up with at a later date as part of the longer term scheme proposals for Bank.

The experimental scheme will also trial the removal of the zebra crossing on Threadneedle Street, east of Bartholomew Lane. It is proposed to move the crossing point to the west side of Bartholomew Lane and be replaced with a pedestrian refuge, in the first instance. The new position of the crossing point will be in a less trafficked section for the pedestrians, meaning that there will be lots of opportunity to cross without the consequence of interrupting the diverted traffic flow to the east of Bartholomew Lane. Officers will monitor and engage with public on whether they feel the refuge meets their needs or whether they would prefer a zebra crossing in the new location.

In the wider area, where traffic signals are being retimed for this Scheme there are two locations where pedestrians will have to wait longer between pedestrian

phases in the traffic light sequence. This wait time is standard at many of the surrounding sets of signals. There are also four locations where the pedestrian phase in the signal sequence has been slightly reduced to balance the additional vehicle movements. This will be closely monitored and if there is an opportunity to redistribute time back to the pedestrian phase at these locations we will endeavour to do this.

The overall impact on pedestrians is neutral in terms of their experience within the modelling area.

1.7 Equalities

The overall impact on equalities within the modelling area is neutral, but it is deemed that there is a possible adverse impact that could be created during the operational hours of the scheme. For those persons who are unable or would find it difficult to move between approach arms to be picked up or dropped off by a private vehicle or taxi, they could find they have to travel an additional distance if the approach arm they are on does not offer the same direction of travel they wish to go in. For example, if on Cornhill, which during operational hours is eastbound only, and a person wished to travel west, they would have to divert eastbound first and come back on themselves in a westerly direction. Therefore, if in a taxi or private hire vehicle, this may incur an additional cost and journey time increase as the vehicle would not be permitted to cross the junction during the operational times of the restriction. (Although when using buses or wheelchairs overall beneficial impacts will be experienced)

The experimental scheme does not prevent door to door access, but it would mean that some journeys will have to reroute and cover a greater distance in order to achieve this. This impact has been mitigated as far as possible by adjustments to the restricted area.

The scheme also requires the relocation of the disabled bays currently on Bartholomew Lane. Officers have undertaken monitoring and contacted regular users of the bays to discuss relocation sites. It is proposed to relocate two of the three bays on Cornhill, which during restricted hours will be significantly less trafficked. The remaining bay, at this time, has not been relocated.

Once again, on balance, the adverse impacts are felt to be outweighed. The impacts of the Scheme will be monitored to ensure that there is no disproportionate adverse impact and/or that any impact is minimised in accordance with the City's public sector equality duty.

1.8 Air Quality

The overall impact on air quality in the modelling area is neutral. It is an important issue for the City, particularly at Bank where there are high numbers of pedestrians and cyclists, but where air quality is poor. Air quality monitoring across 20 sites at and near Bank has been undertaken for a year to give a base level data for NOx. Air quality modelling was also undertaken using the 2015 feasibility traffic modelling data to assess what the likely implications of the experimental safety scheme were on air quality.

The overall result is that as approximately the same number of vehicles move within the modelling area, whether or not they can travel across Bank Junction,

the model area remains a similar poor area for air quality. The difference is that the concentrations of NOx and particulate matters are likely to go up on some streets and down on others.

Although the overall impact on air quality is likely to be neutral, levels of air pollution at Bank junction itself will be lower and, as this area is heavily used by pedestrians, this will lead to a reduction in exposure to pollution. If as expected pedestrian numbers continue to rise in this location, this will be an added benefit.

Air quality is a strategic problem that needs tackling at a level beyond this experimental scheme. However the data that can be collected could be very beneficial to quantify what happens and provide evidence for making those strategic decisions.

1.9 What about taxis?

The City agreed with the taxi trade union bodies in November 2015 that we would further investigate the options for taxis to continue to cross Bank Junction or get closer than originally outlined for this experimental scheme.

Under the proposal for bus and cycle only across the junction in the operational hours, the work to date shows that there is an average neutral to slightly positive benefit for journey times within the modelling area for general traffic.

The design of the restriction area has been developed over the course of the last 12 months by talking to the local occupiers and trying to accommodate their needs as best we can whilst maintaining the principle of reducing crossing movements at junction. This design would not have changed whether the recommendation was for buses and cycles only, or buses, taxis and cycles only.

The largest part of determining whether taxis should cross the junction in addition to casualty savings was the impact on general traffic journey times and bus journey times from the traffic modelling work. This information only became available in early November 2016, with finalisation of traffic modelling results in mid-November.

The results of this were that when the two peaks are combined, the impact of permitting taxis across the junction is neutral on bus journey times over the 25 routes. However, where taxis are not permitted, on average the bus journey times are noticeably reduced. In terms of general traffic journey times on the four key routes, there were unacceptable increases in journey times on Bishopsgate with taxis included.

The Road Space Performance Group at TfL agreed that the proposed bus and cycle only option was technically the best option in terms of performance of the network, bus journey time benefits and casualty savings.

The casualty saving will not be as high if the City permits taxis across the junction as part of this experimental scheme. The more vehicles that cross the junction the higher the probability is of a collision occurring. If permitted, Bank would be seen as a priority route for taxis and the numbers crossing the junction would be likely to increase compared to today's levels. This can be seen from the traffic modelling work.

The City recognises the important role that taxis play in the transport mix, and therefore have been investigating where additional taxi rank facilities nearer to the junction's restricted boundary could be accommodated. Officers have

identified three potential locations and will continue to progress these with the City Police and aim to deliver these ranks as part of the experimental traffic order. If the experiment were to be withdrawn, this would include any ranks that were also part of the experimental order.

1.10 How will we monitor if the scheme is working well

There is a plan to set up a monitoring and performance group with TfL so that we can ensure that we are able to monitor the scheme effectively. There will be a need to monitor the traffic signals that would need to be altered as part of this scheme. TfL are able to alter signal timings to adapt to changes in conditions in order to keep traffic flowing. If the signal timings are not generally running on the experimental scheme timing sequence then the traffic flow implications will be different to those modelled. This needs to be monitored so that we can understand the impact of the scheme has on traffic movement and the interaction with other external factors.

This group will establish the best way to monitor traffic movement and journey times, such as bus journey time data which is constantly monitored, and possibly queue length data at key junctions.

Clearly, one of the key success criteria for whether or not the scheme is working is around casualty numbers falling at Bank. It also important to monitor the wider area for any changes in trends of collisions that could be as a consequence of the experimental scheme. The City will do this with the City Police.

It is also intended that attitudinal/perception surveys will be undertaken before and after the change to assess how people feel about safety as well as numerical data on reported casualties.

It is planned that the introduction of this scheme would be managed in the same way that the City manages events on the highway. A managed structure will be in place to take decisions should any aspect of the scheme need tweaking in the initial roll out to give the scheme the best chance of success. Resources will be deployed as necessary to manage the on street activity and report back into the management chain any unexpected consequences.

1.11 Resilience of the network

There are legitimate concerns regarding the resilience of the network with Bank restricted Monday to Friday. A resilience plan is being prepared using the traffic model to scenario test a number of key road closures and how that would work with restrictions in place. We can then plan to suspend the experiment when it is essential for street works to take place that would otherwise cause significant impacts on the surrounding network in order to maintain a resilient network.

1.12 Community engagement and support

Officers have engaged with local businesses to develop the design, but also on a wider scale. Through the Project Board we have discussed the proposals with board members, including Bloomberg, City Property Association, Cheapside Business Alliance, London Underground and Oxford Properties. Overall there is support for the approach the project has taken to develop this proposal. From

	<p>the Project Board we have also undertaken to discuss the proposals with the Cheapside Business Alliance Board and the City Property Association members, and again received positive feedback. The London Cycling Campaign and Living Streets are also supportive.</p>
2. Delivery team	<ul style="list-style-type: none"> • Project management, stakeholder engagement and communication services will be provided by the project team within City Transportation. • Highway construction works (signs and lines) will be delivered by the City's Highway Term Contractor (J.B.Riney & Co. Limited) with supervision undertaken in-house by City Highway Engineers. • Joint monitoring group City of London and TfL to monitor and collect the evidence of the impact of this scheme. • Enforcement of the scheme will be managed by the City's Parking ticket office.
3. Programme and key dates	<p>Seek Approval – December 2016</p> <p>Pre- scheme engagement and communication January to April 2017</p> <p>Operational end of April 2017</p> <p>Public Consultation – May- October 2017</p> <p>Monitoring – on-going.</p> <p>Report Back – Summer 2018</p>
4. Outstanding risks	<ol style="list-style-type: none"> 1) Procurement of the ANPR cameras taking place within the time for the proposed operational date and having a testing period. 2) Ensuring that all of the new traffic signal timing software is installed in time 3) The negative reaction of drivers who are no longer permitted to cross the junction
5. Budget	<p>It is anticipated that an additional maximum budget of £792,000 will be required to implement, monitor, consult and report back to Members before the 18 month experimental order time period expires. These figures are based on the maximum amount of time the experiment could run for.</p> <p>There will be significant amounts of officer time required to communicate on a wide scale, particularly with drivers who currently cross Bank. There will also be a lot of local business and resident communication on the lead up to the go live date. Then, the formal public consultation exercise which will last for six months.</p> <p>We are currently in discussion with TfL regarding their possible contribution to the implementation and monitoring of this scheme. Unfortunately as the key data from the traffic model did not materialise as quickly as hoped, TfL were unable to confirm their commitment to part funding of this scheme before the submission of this committee report. It is proposed that until there is confirmation from TfL that the remaining funding is taken from the On Street Parking Reserve. This is done in acknowledgement that there may not be a further contribution from TfL.</p>

Our experience from other projects has been that owing to cancellation/slippage of other projects in their annual programme, that TfL are often able to reallocate funds from other projects towards the end of the financial year. There is also the potential for some significant bus priority savings for TfL, so there is a secondary source of funding other than the major projects funding where we have previously been successful.

Item	Description	Estimated Cost £
Works Costs	Highways Implementation, including VMS advanced signage and electrical connections and removal of Zebra crossing	260,000
	Transport for London: Traffic Signal infrastructure and design	28,000
	Sub Total	288,000
Staff Costs	City Transportation: Project Management, Stakeholder Engagement & Communications and consultation staff time for up to 18 months.	274,000
	Highways	30,000
	Enforcement	40,000
	Sub Total	344,000
Professional Fees	Temporary Enforcement solution including implementation and maintenance of camera equipment for 18 months.	100,000
	Monitoring surveys and communication and consultation materials budget, TRO and ancillary costs	60,000
	Sub Total	160,000
	Total sum	792,000

Table 1

It is proposed to utilise £121,052 of S106 funding and interest payments.

It is recommended that Members agree the use of the above funds as outlined, and permit officers to continue to liaise with TfL to seek further funding contributions. Should they be forthcoming, the TfL allocations be accepted and used instead of either the identified S106 funds or in place of the On Street Parking Reserve.

This can be confirmed to Resource Allocation Sub-Committee as appropriate.

Any balance of the existing allocation to this project should be rolled forward once staff costs and committed works are reconciled. This can be taken off of

	<p>the proposed commitment on the on street parking reserve.</p> <p>The proposed S106 deposits and On Street Parking Reserve amounts are outlined in Appendix A Table 3 and Table 4.</p> <p><u>5.1 Reasons for estimated cost increase:</u></p> <p>In the initiation of this project, it was considered that the project could be designed and delivered for approximately £500,000. Design and traffic modelling has taken longer than hoped and incurred additional costs as outlined in the Issues report from October, of approximately £87,100.</p> <p>It was assumed at initiation that enforcement of the scheme would be undertaken using the upgraded CCTV network. Unfortunately the upgrade at Bank has not yet been undertaken and the timescales do not align. This has resulted in a cost of circa £100,000 to provide a temporary camera solution for a maximum of 18 months and for additional resources in the enforcement team to deal with the PCN's of approximately £40,000. Both of these costs could be reduced depending upon the time frame that they are needed for. Any income generated would be returned to the On Street Parking Reserve.</p> <p>There was no provision in the initiation for the removal and decommissioning of the zebra crossing on Threadneedle Street and the introduction of a new pedestrian refuge island. If this progresses this adds approximately £60,000 to the implementation costs. The original signage costs had been estimated using 20mph as a recent example. The detail of this scheme's signage is greater, with many directional signs needing replacing as well as the additional new signs and advance notice signs. We have included a period of variable messaging signs (VMS) in advance of the scheme go live. Altogether, this increases the sign implementation costs by approximately £90,000</p> <p>It is now considered that wider monitoring work will be undertaken to establish an evidence base of the impacts of this experiment both locally at Bank and in the wider area. This will include attitudinal and perception surveys as well as more quantitative data. Costing's for staff time, now that the impacts and design are fully understood, is higher. It is believed that to make this scheme a success it is worth putting the additional staff time to encourage a higher compliance rate. This will include communication with the local community and further afield, as well as behavioural monitoring of interactions between the cyclists, buses and pedestrians at Bank and the associated work to influence behaviour change.</p>
<p>6. Success criteria</p>	<p>The below success criteria was put forward to the Roads Space Performance Group at TfL. The emergence of the joint monitoring and performance group may develop some other criteria that can be measured to provide evidence for the scheme's overall success.</p> <p>Significant safety improvement at Bank.</p> <p>1. A total casualty saving at Bank of 50-60% is anticipated – success would be a minimum of a 25% reduction at Bank with an improvement of 5% within the wider area.</p> <p>Maintain access for deliveries.</p> <p>2. 75% of businesses are satisfied that their servicing and delivery activity is</p>

	<p>conveniently undertaken.</p> <p>Improve air quality at Bank.</p> <p>3. A measured reduction at Bank, but with the wider monitored area not being any worse overall.</p> <p>Not unreasonably impact on traffic flow, whilst preferably improve bus journey times.</p> <p>4. To have an average journey time improvement of bus services within the modelling area over the two peaks (Using IBUS data)</p> <p>5. The operation of the 4 key routes on average for general traffic is no worse than the proposed modelled output for 2018.</p>
6. Progress reporting	Monthly updates to be provided via Project Vision and any project changes will be sought by exception via Issue Report to Spending and Projects Sub Committees

Appendices

Appendix 1	Financial information
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Contact

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Appendix A – Financial information.

Table 2: Expenditure to date to reach gateway 4/5

Description	Current Budget	Spent	Committed	Estimated November staff	Balance
	£	£	£	£	£
Highways Staff Cost	30,000	19,247	3,551	5,000	2,203
P&T staff cost	199,800	147,280	28,620	21,000	2,900
Staff total	229,800	166,527	32,171	26,000	5,102
Fees	157,300	119,197	29,746	n/a	8,356
Total	£387,100	£285,724	£61,917	£26,000	£13,458

Table 3: Proposed S106 funding

Development	Amount £
Interest payments (2015)	
Bow Bells House (10 Bread St)	8,576
150 Cheapside	1,082
1 Bartholomew Lane	2,160
Fleetway House (25 Farringdon Street)	5,392
1 Lothbury	2,550
The Pinnacle (ex DIFA Tower 22-24 Bishopsgate 2006)	10,675
Mondial House 90-94 Upper Thames Street	29,599
<i>Sub total</i>	£60,034
S106 principal sums	
33 King William Street, transport contribution	61,018
<i>Sub total</i>	£61,018
Total S106 deposit	£121,052

Table 4: Proposed use of On Street Parking Reserve

Contribution from	Amount £
S106 contributions	121,052
On Street Parking Reserve	670,948
Total	£792,000

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Committee(s)	Dated:
Policy & Resources Committee	15 Dec 2016
Subject: Assets of Community Value – guidelines for determining nominations	Public
Report of: Director of the Built Environment	For Decision
Report author: Peter Shadbolt, Department of the Built Environment	

Summary

The 2011 Localism Act introduced provisions for communities to identify land and buildings of importance to the community and for the local authority to consider designating them as Assets of Community Value. Although the Act is supported by Regulations and non-statutory guidance, there is no guidance provided to local authorities on the criteria which should be used to determine ACV nominations.

The City Corporation has received its first ACV nomination, for the Still & Star public house. This nomination was considered at Planning & Transportation Committee on 25/10/16 and the Committee recommended that Policy & Resources Committee should not designate the public house as an ACV. At the Policy & Resources Committee meeting on 17/11/16, the Committee deferred the decision on nomination and requested that further information be provided to the Committee on policy guidelines which should be used to determine ACV nominations in the City.

No specific provision for dealing with ACV applications has been made in any Grand Committee terms of reference, however, the Town Clerk is of the view that such applications should be considered by the Policy & Resources Committee.

Draft guidelines have been prepared to assist in the determination of ACV nominations in the City, with particular reference to nominations for public houses. These guidelines have been prepared with regard to the legal requirements for the determination of applications for assets of community value and to best practice and experience elsewhere in England, but have not been subject to public consultation. The guidelines cover procedural requirements which must be complied with, and set out criteria which could be used to judge the contribution that a public house makes to the social wellbeing or social interests of the local community.

Recommendation(s)

Members are recommended to:

- Approve the guidelines for the determination of nominations for Assets of Community Value set out in Appendix 1.

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.
2. 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:
 - 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.
3. Once designated, statutory limitations are placed on the owner's ability to sell the building or land, with a 6 month moratorium on future sale to enable the local community to put together a bid to purchase. There is no requirement for the landowner to sell to the local community at the end of this period.
4. In the case of public houses, ACV nomination removes existing permitted development rights to change the public house to residential without planning permission and also removes the permitted development right to demolish the public house without express permission.
5. There is no right of appeal for applicants seeking ACV nomination, but there is a right of appeal for landowners where an ACV is designated. There are 2 stages of appeal, firstly an appeal to a senior officer within the determining authority, and secondly, to an independent tribunal.
6. The local authority is required to maintain a list of land and buildings designated as ACVs. This is simply a listing of designations, the words 'list' or 'listing' do not convey any other meaning.
7. ACV legislation is supported by non-statutory guidance issued to local authorities in 2012. This guidance is intended to help local authorities implement the ACV legislation and provides guidance on procedural matters. It does not provide any

guidance on how local authorities should determine whether an area of land or a building furthers the social wellbeing or social interests of the local community.

Current Position

8. No specific provision for dealing with ACV applications has been made in any Grand Committee terms of reference, however, the Town Clerk is of the view that such applications should be considered by the Policy & Resources Committee. Any landowner appeals following a designation decision would be considered by the Town Clerk, or other senior officer nominated by the Town Clerk.
9. The City Corporation has received a nomination to list the Still & Star public house, 1 Little Somerset Street, as an Asset of Community Value. This is the first such application received by the City Corporation under the 2011 Localism Act. As the application was the first to be received, the advice of the Planning & Transportation Committee was first sought. At its meeting on 25 October 2016 the Planning & Transportation Committee debated the information provided by the applicant and the landowner and concluded that, in its opinion, the nomination of the Still & Star public house should be refused.
10. The Planning & Transportation Committee's recommendation was reported to Policy & Resources Committee at its meeting on 17 November 2016. The Policy & Resources Committee concluded that more detailed information was required on the process for determining ACVs in order for a decision to be made. The Committee deferred the decision on the Still & Star ACV nomination and asked that a policy on the process and guidelines for determining ACV applications be developed and submitted to the Committee for consideration.

Proposals

11. Appendix 1 sets out proposed guidelines for determining ACV applications in accordance with the Policy & Resources Committee's request. The guidelines have not been subject to public consultation, but have been prepared in the context of the ACV legislation and best practice and experience with ACVs elsewhere in England. The guidelines are in 2 sections: nomination procedures and specific guidelines for public houses in the City of London.
12. Section 1 deals with the validation of nominations and sets out the requirements in the 2011 Localism Act and 2012 Regulations for valid nominations for ACV status. Section 1 of the guidelines addresses issues such the eligibility of the applicant to nominate, whether the land or buildings are excluded from nomination by Regulation and whether the use of the land or buildings is the primary use or an ancillary use. A nomination must satisfy all of these nationally defined validation criteria to be considered as a potential ACV. Section 1 also considers what evidence is presented concerning future use and specifically what account should be taken of current planning applications or existing planning permissions.
13. Section 2 provides guidelines for the consideration of public house nominations in the City of London. It is not possible to anticipate all possible land uses that might

be nominated as an ACV, nor provide guidelines on how each land use might be assessed. However national experience shows that the most common land use nomination has been for public houses. Therefore it is considered helpful to provide guidelines on the approach to be taken in the consideration of public house nominations in the City of London. The guidelines deal with how a local community should be defined and conclude that this should reflect the wider range of regular customers to City pubs including local residents and workers. There are over 200 drinking establishments in the City of London, including public houses and wine bars, which vary greatly in their character, customers and their contribution to the local community. Therefore Section 2 of the guidelines advises on what evidence may demonstrate that a public house use furthers the social wellbeing or social interests of the local community.

Corporate & Strategic Implications

14. The approval of guidelines for the determination of nominations for Assets of Community Value will provide a standard set of criteria against which nominations can be assessed. This standard approach will ensure that decisions can be made in accordance with Corporate Plan aims to provide modern, efficient and high quality local services for workers, residents and visitors, and to provide valued services, such as education, employment, culture and leisure, to London and the nation.

Implications

15. Adopting a standard approach to the assessment of nominations will ensure that consistent decisions are taken with regard to future nominations which will limit the potential for legal challenge or claims for compensation.

16. If an application is approved and the ACV is designated, the landowner has a right of appeal. In the first instance the appeal is to a senior officer within the City Corporation who has not been involved in the determination of the initial application. If this appeal fails, there is provision for a second independent appeal to the First Tier Tribunal. A landowner can also make a claim for compensation for loss which has been incurred as a result of the ACV designation. Guidance indicates that the first £20,000 of any claim would be paid by the local authority; any additional amount would be met by the Government.

Conclusion

17. The 2011 Localism Act introduced provisions for communities to identify land and buildings of importance to the community and for the local authority to consider designating them as Assets of Community Value. Although the Act is supported by Regulations and non-statutory guidance, there is no guidance provided to local authorities on the criteria which should be used to determine ACV nominations.

18. Responsibility for determination of applications for ACV status rests with the Policy & Resources Committee. Any landowner appeals following an ACV

designation would be considered by the Town Clerk or other senior officer nominated by the Town Clerk.

19. The City Corporation has received its first ACV nomination, for the Still & Star public house. This nomination was considered at Planning & Transportation Committee on 25/10/16 and the Committee recommended that Policy & Resources Committee should not designate the public house as an ACV. At the Policy & Resources Committee meeting on 17/11/16, the Committee deferred the decision on nomination and requested that further information be provided to the Committee on guidelines which should be used to determine ACV nominations in the City.

20. Appendix 1 to this report sets out draft guidelines for determining ACV nominations in the City, with particular reference to nominations for public houses. The guidelines cover legislative procedural requirements which must be complied with, and set out criteria which could be used to judge the contribution that a public house makes to the social wellbeing or social interests of the local community. If the draft guidelines are approved unaltered, they will be used to consider the nomination of the Still & Star public house. If the draft guidelines are materially altered before approval, then such alterations will need to be taken fully into account in the consideration of the Still and Star report.

Appendices

- Appendix 1 – Guidelines for determining nominations for Assets of Community Value in the City of London

Background Papers

Report to Planning & Transportation Committee 25/10/2016 and Policy & Resources Committee 17/11/2016, Application for designation of the Still & Star Public House as an Asset of Community Value.

Report to Policy & Resources Committee 17/11/2016. Application for designation of the Still & Star Public House as an Asset of Community Value – Report of Planning & Transportation Committee

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Assets of Community Value Draft Guidelines for Determining Nominations

Introduction

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. Under Section 88 (1) of the Act, 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.

2. Under Section 88 (2) land or buildings can also be of community value if in the opinion of the authority:
 - a) There is a time in the recent past when an actual use of the building or other land that was not an ancillary use furthered the social wellbeing or interests of the local community, and
 - b) It is realistic to think that there is a time in the next five years when there could be non-ancillary use of the building or other land that would further (whether or not in the same way as before) the social wellbeing or social interests of the local community.

3. Detailed regulations, the Assets of Community Value (England) Regulations, 2012, provide further guidance on the eligibility of local community groups to nominate land or buildings and identify those land or buildings which are exempt from the provisions of the Act (i.e. cannot be designated as ACVs). In 2012, the Department for Communities and Local Government published non-statutory guidance for local authorities on the ACV process. Since 2011, many ACVs have been designated across England and this has established good practice and, in the case of appeals, case law which has interpreted the Act and Regulations.

Guidelines for Nominations in the City of London

4. This note provides guidelines for applicants seeking to nominate land or buildings in the City of London as Assets of Community Value. Section 1 deals with legislative national requirements which must be met for an application to be valid. Section 2 sets out local criteria which will be considered when dealing with applications for ACV status for public houses.

Section 1 Validation of Nominations

A) Information Requirements

5. A nomination must contain the following information. Failure to provide any of this information will result in the nomination being rejected:

- A description of the nominated land or building, including its proposed boundaries. This can be a written description and does not have to include a map.
- Information available to the nominator about freeholders, leaseholders and occupiers of the land or building being nominated.
- The reasons for nominating the land or building.
- The nominator's eligibility to nominate the land or building.

B) Status of the Nominator/Applicant

6. The nominator/applicant must be a voluntary or community body, as defined in Section 5 of the Regulations. Failure to meet this definition will result in the application being rejected. For nominations in the City of London, the nominator/applicant must be one of the following:
- A designated Neighbourhood Forum
 - A not-for-profit unincorporated body, comprising at least 21 individuals
 - A registered charity
 - A not-for-profit company limited by guarantee
 - A not-for-profit industrial and provident society
 - A community interest company.
7. To support a nomination, nominators/applicants will normally have to provide supporting evidence to confirm their status, such as articles of association or charity registration.

C) Does the Nominator/Applicant have a local connection?

8. The nominator/applicant must demonstrate a local connection to the City of London:
- Are the nominator/applicant's activities wholly or partly concerned with the City of London, or with a neighbouring borough (Westminster, Camden, Islington, Hackney, Tower Hamlets, Southwark or Lambeth)?
 - For not-for profit bodies, is any surplus generated wholly or partly applied for the benefit of the City of London or its neighbouring boroughs?
 - For unincorporated bodies, any surplus must not be distributed to its members and it must have at least 21 members who are registered for local government elections in the City of London or its neighbouring boroughs?
 - Is it a charity?
 - Is it a Community Interest Company?
 - Is it a Neighbourhood Forum?
9. Supporting evidence will need to be submitted to demonstrate how the nominator/applicant meets these tests.

D) Does the land or building meet the requirement for nomination?

10. The nominator/applicant must demonstrate that the land or building being nominated as an asset of community value:
- Is located within the City of London
 - Is not listed in Schedule 1 of the 2012 Regulations as being exempt from designation, i.e.
 - The land or building is not a residential property

- The land or building is not licensed for use as a residential caravan park.
- The land or building is not defined as operational land for statutory undertakers.

E) Is the nominated use the primary/principal use of the land or building?

11. A nomination must contain evidence to demonstrate that the current or recent use of the nominated asset is actually the primary or principal use of the land or building and not an ancillary use. In interpreting this provision:

- The City Corporation will have regard to the established planning use of the land or building
- Recent use will normally be taken as within the past 3 years.

F) Is there evidence of continued/future use?

12. The legislation requires that it is realistic to think that a current use can continue or that there could be a use in the next 5 years which, in either case, furthers the social wellbeing or social interests of the local community. The legislation does not require the future use to be the same as the current or recent use, merely that the future use will further the social wellbeing or social interests of the local community. Such use does not have to be “likely”, but can be one of several realistic options, and must be more than “fanciful”. The current owner’s intentions are relevant, particularly if it is likely that they will be implemented, e.g. a planning permission where there is strong evidence that it will be implemented. (However, a pending planning application to end or change the current use should not be pre-judged in order to inform the ACV decision as such a planning application would be subject to separate consideration.)

Section 2: Guidelines for Nominations in the City of London

13. It is not possible to anticipate all possible land uses that might be nominated as an asset of community value, nor provide guidelines on how each land use might be assessed. However national experience has shown that the most common land use nomination has been the public house. Therefore it is considered helpful to provide guidelines on the approach that will be taken in the consideration of nominations submitted for public houses in the City of London.

Relevant Tests

14. In considering potential public house nominations is it useful to be reminded of the two tests set out in the Localism Act 2011:

- a) An actual current (or recent past) use of the building or other land that....furthers the social wellbeing or social interests of the local community.
- b) It is realistic to think there can continue to be (or can be in the next five years) non-ancillary use of the building or other land which will further the social wellbeing or social interests of the local community.

Local Community

15. The City Corporation’s Statement of Community Involvement already recognises that it is not appropriate to regard the ‘local community’ as being limited to just the resident community. The local community is not defined in the Act and public houses in the City serve a range of customers including workers, residents and

visitors. Such customers can form part of the local community providing they regularly frequent a public house and contribute to its community spirit. Therefore the local community served by a public house may comprise local residents and others who frequent it and regard it as their 'local'. To assist in the determination of a nomination applicants should define the local community for the public house under consideration and justify this definition with supporting evidence.

Furthering Social Wellbeing or Social Interest

16. The City of London contains over 200 drinking establishments (Use Class A4) which include public houses and wine bars. They vary greatly in their character, customers and in their contribution to the local community. Therefore it is suggested that when considering a nomination for a public house as an asset of community value Members should use their local knowledge and consider the evidence submitted in support of the nomination. Such evidence should relate to the public house's role in furthering the social wellbeing or social interests of the local community.
17. 'Social Wellbeing' is not defined in the Act but is generally taken to mean a condition where there is a positive sense of involvement contributing to quality of life or welfare. 'Social Interest' is defined to include cultural, recreational or sporting interests.
18. In order to list a public house as an ACV it should be shown that the local community derives social benefit from the use and that the local community would suffer a loss if the use ceased. The nature or consequence of the loss to the community should be identified.

Examples of evidence that would help show the use furthers social wellbeing or social interest include:

- 1) Evidence from local residents, other individuals and groups who use the public house that it furthers social wellbeing or social interests, e.g. letters, email, social media, petitions.
- 2) Evidence from local Members and other local community leaders that the public house furthers social wellbeing or social interests.
- 3) Evidence of awards, recognitions and recommendations earned by the public house.
- 4) Evidence of long term use as a public house contributing to a sense of place for the local community.
- 5) Other social or cultural associations with the local area.
- 6) Evidence it is a well-used venue for local sports and games competitions, e.g. pool, snooker, darts, dominoes, cards.
- 7) Fielding a representative 'pub team' in local sports or games leagues or other competitions, e.g. football, darts.
- 8) Evidence it is a well-used regular meeting venue for local clubs, societies, hobby groups, work-based groups and other special interest groups.
- 9) Staging frequent events which meet the needs of local customers, e.g. quiz nights, karaoke, parties, etc.

10) Evidence it is a well-used venue for local community events and services, e.g. Community Toilet Scheme membership, party bookings, family occasions, room for hire, catering available.

19. The City Corporation recognises that public houses in the City vary greatly in their character, customers and in their contribution to the local community. It considers that they largely cater for the working population who tend to use a range of public houses for socialising with colleagues and others. Therefore many pubs have a transient or variable user base rather than a core of regulars who derive particular social value from a particular public house. However the City Corporation will consider each nomination on its merits taking into account the evidence submitted with the nomination in the context of the examples given in these guidelines. It is expected that nominations will normally include evidence relating to a wide range of the examples given in these guidelines.

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Committee(s)	Dated:
Culture, Heritage and Libraries – For Decision Streets & Walkways Sub Committee – For Decision Policy & Resources Committee – For Decision	5 December 2016 6 December 2016 15 December 2016
Subject: Special Events on the Highway in March 2018	Public
Report of: Director of the Built Environment	For Decision
Report author: Ian Hughes	

Summary

Although the Director of the Built Environment has delegated authority to close roads for special events, the City has received two applications for new half marathons to be run in March 2018. In accordance with the established procedure, Members are therefore asked their views on whether either (or both) events should be supported.

Planning for the London Landmarks Half Marathon, primarily supported by the charity Tommy's, has been underway for some time. It would be an event organised by charities for charities, and would aim to deliver a City & Westminster focused event that showcases the City's history and visitor experience.

The proposal from London Marathon Events Ltd is somewhat less developed and focuses more on a route taking in east and south London, passing through the City using Transport for London streets. As such, the City is not the primary consenting authority, although London Marathon would aim to include City community groups, attract elite runners and deliver a degree of media exposure.

However, officers have concerns that although it is physically possible to hold two similar mass participation events three weeks apart in March 2018, this will inevitably provoke questions around the appetite of the running community to support both events, the negative impact on both events' effectiveness to deliver sustainable charitable contributions, and the combined disruption on local stakeholders ('event fatigue').

Given Tommy's City-focus, which makes a unique opportunity for the City and Westminster to deliver an event focused on our respective visitor and cultural agendas, officers at both authorities are recommending that planning for that event should begin in earnest due to its significant benefit to the City.

By doing so, this recommendation would indicate a level of support and preference for that event, although the key decision for the London Marathon event lies with TfL. However, officers would look to stipulate to TfL that should they consent to that event, then any proposal must be workable, the impact on the City's network must remain marginal and the event must stay on TfL's network.

Recommendation(s)

Members are asked to:

- Support the London Landmarks Half Marathon (Tommy's) event to take place in the City (subject to detailed traffic management design, communications planning & safety assessment);
- Reiterate to TfL the City's concerns regarding the addition of further events to the event calendar in general beyond the London Landmarks Half Marathon;
- Stipulate to TfL that if approval is given to the London Marathon Events Ltd half marathon, the proposal must pass a 'test of reasonableness', its impact on the City's network must be marginal, and it must remain on TfL's own streets.

Main Report

Background

1. The Director of the Built Environment has delegated authority to allow streets to be closed for special events. However, where there are new events that potentially have a significant impact on the City, we have an established process to ensure the three key Committees are consulted for their views beforehand, those Committees being:
 - Culture, Heritage & Libraries regarding whether the event adequately meets the culture and heritage objectives under their remit;
 - Planning & Transportation (delegated to Streets and Walkways Sub Committee) regarding the impact of the event (DBE derives its delegated authority to close roads from these Committees);
 - Policy and Resources regarding whether an event is appropriate to be held in the City.
2. This report provides information on two events that have submitted applications requesting permission to hold their respective events three weeks apart in March 2018.
3. Taking part in a half marathon in March could provide the ideal training build up for those intending to run the full distance London Marathon event in April (albeit entrance would not be limited to that purpose), and with the London Marathon and Royal Parks Half Marathon currently oversubscribed, there would appear to be sufficient interest to justify having more longer distances races of this type during the year.
4. Approval of either (or both) events needs to be addressed now as both organisers need clarity to progress their event planning in terms of commercial contracts, publicity and funding partners, and both are pressing City Members & officers, plus Westminster and TfL, for approval.

Current Position

5. Those proposed event dates and organisers are:

- 4 March 2018: a half marathon organised by London Marathon Events Ltd
- 25 March 2018: the 'London Landmarks Half Marathon', whose principal charity partner is Tommy's.

6. There are some similarities between the two proposals, but in general they have sought very different approaches to their respective events.

7. Similarities:

- Mass participation events targeted at raising money for charitable causes
- Runners taking part will leverage their own fundraising through individual sponsorship
- An event footprint that extends to more than one local authority area
- A professional approach using experienced event management companies

8. Contrasts:

Aspect	Tommy's	London Marathon
Fund raising approach	An event organised by a charity for charities (not just Tommy's), with all profit and money raised going to good causes	Profits achieved by London Marathon Events Ltd are transferred to the London Marathon Charitable Trust that makes grants to worthy causes.
Geographical area	City & Westminster	City, Westminster, Greenwich, Tower Hamlets, Southwark, Lewisham
Streets to be used	Mainly City of London & Westminster	Mainly TfL
Experience / event portfolio	This would be the only event that Tommy's organise, so it would be their sole focus, with a professional event management company employed to deliver it	London Marathon have the experience of managing a number of similar events in Central London, with three in the City

9. In addition to the above, the key differences between these events relate to their event focus and their use of space in the City.

London Landmarks Half Marathon (Tommy's)

10. Starting with Tommy's, their intention is to work with the City and Westminster to deliver an annual event highly tailored to fit the City's cultural offer and give something back to the Square Mile. That means a complex route using mainly

City and Westminster streets (and limited TfL roads), taking in City landmarks & cultural attractions, working closely with the City's Learning & Engagement Forum and Visitor Development team, and showcasing the City's hidden history to create what they term a legacy event.

11. Overall, the event is intended to be fun and inclusive that provides value to the City by having the Square Mile at its heart, and so the organisers feel that an elite field is not a necessity to make this event successful.
12. In addition, discussions on the route have recognised that the City does not have the space available to accommodate the start or finish of a large mass participation event, so those elements are to be located in Westminster, including a finish near St Thomas's Hospital where Tommy's was founded.

London Marathon Events Ltd

13. By contrast, London Marathon's approach is to use London's streets to facilitate the event and to act as a backdrop, whilst causing the least amount of disruption to the network in the City as possible. The key aspect to their route proposal is that it reverses the usual east to west direction, starting instead in Westminster, passing eastwards through the City by 11am, before taking a more comprehensive route through much of east and south London before finishing in Greenwich.
14. As such, the City may receive little direct benefit from London Marathon's event other than to be seen to facilitate an event that promotes health & wellbeing and raises money for charity. London Marathon have set a goal of working with the diverse community groups of the six local authorities involved to create an event whose 'demographic mix of participants mirrors that of London's multi-cultural population', but it has yet to demonstrate a local City-specific focus, drawing attention instead to its global brand and media offer, and its ability to attract elite level runners.
15. Finally, the event's initial application had a start in Westminster and a festival at the finish in Greenwich. However, there is doubt over Westminster's consent (see below), so instead London Marathon have proposed a new start in the City at Blackfriars. However, the traffic impact of this proposal would be significant as it would close both major north / south and east / west routes across the City, becoming so disruptive as to fail the City's 'test of reasonableness'.

Timing & Combined Impact

16. March is typically clear of major special events, with a large gap between the Winter Run (held on the last weekend in January) and the London Marathon on the last weekend in April. This is shown in **Appendix 1**, which also illustrates that there are certain times of the year (eg May to July) when events take place more frequently than the potential three week gap here.
17. However, despite March being a quiet month, the GLA in particular have expressed concern that competition between two such similar events might dilute

the quality of both, undermine both their respective business cases and there might not simply be enough prospective runners interested to deliver two successful events so close together.

18. The key consenting bodies in London (the GLA, TfL, Westminster & the City) are also concerned about the proliferation of mass participation events in Central London in general. In particular, local stakeholder 'fatigue' is a concern because certain key streets are used over again, leaving some residents disproportionately affected.

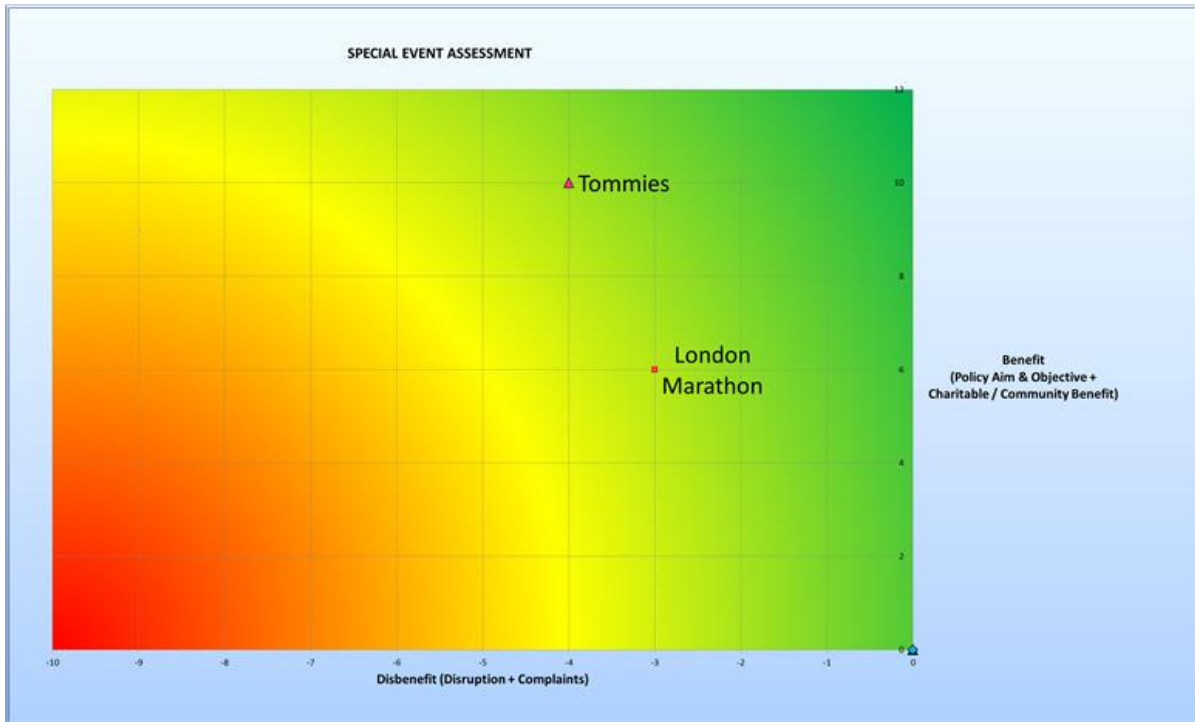
Event Assessment

19. In terms of the Tommy's event, the City and Westminster are clearly the key stakeholders as they have to give formal consent to allow their streets to be used. As a result, there has been a significant level of engagement from Tommy's over many months, making the case for their event and creating linkage to the City's and Westminster's cultural offer.

20. In terms of London Marathon, their approach is far more recent, and they are only proposing to use TfL streets through the City. As such, the City are not directly responsible for approving the event, albeit City stakeholders and streets would still be impacted.

21. Taking all these factors into account, using the City's well-established assessment matrix suggests the following:

Scoring Criteria	Disbenefit		Benefit	
	Disruption & Impact	Past / Likely Complaints	Policy Aims & Objectives	Charitable / Community Support
	Daytime major road closures / Major impact (-5)	Serious, numerous & political (-5)	City heritage / cultural 'difference' / Corporate Plan (inc visitor & cultural strategies) (5)	Not for Profit' / Large charitable contribution / Overwhelming stakeholder support (5)
	Evening major road closures (-4)	Numerous & political (-4)	London / National / International significance (4)	Charitable contribution (4)
	Extensive weekend road closures / Medium impact (-3)	Numerous non-political (-3)	CoL Partner / City stakeholder (3)	Significant City community non-charitable benefit (3)
	Limited weekend road closures (-2)	Some political (-2)	CoL Community Strategy (2)	Small charitable contribution (2)
	Traffic holds / bubble / minor road closures (-1)	Small number (-1)	Member-only support (1)	Small community benefit (1)
	No road closures No impact (0)	None (0)	No policy objective / No Member support (0)	Fully commercial (0)



Benefit / Disbenefit	Criteria	Tommy's		London Marathon	
		Rating	Score	Rating	Score
Benefit	Policy Aims & Objectives	Visitor & Cultural Strategy	+5	Community strategy	+2
	Charity / Community	Not for Profit / Large charitable contribution	+5	Charitable contribution	+4
Total Benefit			+10		+6
Disbenefit	Disruption & Impact	Extensive w/end road closures	-3	Limited w/end road closures	-2
	Likely Complaints	Small number	-1	Small number	-1
Tot. Disbenefit			-4		-3

22. In effect, the London Marathon proposal in and of itself is a worthy one because it seeks to minimise disruption to the road network in the City and Westminster, it will undoubtedly be well run and well promoted, and it will clearly raise charitable funds for good causes. However, London Marathon's highly successful model has inevitably led to a proliferation of similar-styled events, a lack of diversity in terms of approach, and little in terms of substance to the hosting local authority other than fleeting TV or press coverage.

23. This can be seen in **Appendix 2**, where other than the London Marathon, most mass participation running events in the City are clustered around the 'low / medium benefit, low impact' area because they deliver benefits to charities and the organisers, but not significantly to the City of London itself.

24. By contrast, the Tommy's proposal is more City specific and has the potential to have a significant promotional impact on the City and its cultural attractions, delivering positive economic benefit and creating a legacy event for the City (not just something that happens to pass through the Square Mile).
25. This can be seen on the assessment matrix above, where the slight increase in impact from Tommy's due to its wider footprint is more than balanced by the significant potential for the event to be of much greater direct benefit to the City.

Options

26. Although an initial application for the London Marathon event has recently been submitted to the City, the detail is far less advanced than the Tommy's plan, which was submitted some months ago after extensive discussion to identify a suitable route and marketing plan.
27. Officers have concerns that although it is physically possible to hold two similar mass participation events three weeks apart in March 2018, this will inevitably provoke questions around the appetite of the running community to support both events, the negative impact on both events' effectiveness to deliver sustainable charitable contributions, and the combined disruption on local stakeholders.
28. In that context, it is also understood that due to the large number of road closures associated with Westminster's cultural and sporting programme, Westminster have said that they only have the capacity to accommodate one half-marathon event in March 2018. Of the two proposals, they wish to support the Tommy's application for many of the same reasons, suggesting that this decision was also about providing Tommy's with an environment that would allow it to flourish as much as possible.
29. Although officers expect London Marathon to press Westminster on that decision, the City is equally not tied by it. However, before both events progress further in their planning, it is important to understand Members' views as to whether one or both events should be supported in the City. Therefore a number of options could be considered at this time:

Option 1: The City approve the Tommy's event

- The case from Tommy's to deliver a uniquely beneficial event in the City is sufficient to allow the City to agree for it to take place (subject to the normal safety approval process, detailed traffic management assessment and stakeholder co-ordination).
 - This would imply a preference (as it stands) for the Tommy's event, but importantly it would allow officers to proceed with the planning for that event in conjunction with our respective colleagues in Westminster and TfL.
30. At this point, it should be reiterated that the City cannot directly approve or reject the London Marathon proposal because the event is on TfL's (rather than the City

Corporation's) streets, and as such, the City is a stakeholder but not the approval authority. However, if Members are minded to go further, one of two further options could be considered:

Option 2a: Recommend to TfL that they reject London Marathon's application

- The City could make it clear to TfL that should only one event be thought appropriate for this time of year, the City's clear preference would be to support the Tommy's proposal, in accordance with the significant additional benefit to the City as illustrated in the assessment matrix.
- This view would be on the basis of stakeholder 'fatigue', cumulative network impact and the diluted business case of holding two mass participation events over the same distance so close together in the calendar year.
- Were this to be thought appropriate, then two alternative options could be offered to London Marathon, namely:
 - i. Change the date so that these two events do not conflict so obviously;
 - ii. Change the route so that it still delivers a successful event as far as east and south London are concerned, but that it starts somewhere other than the Embankment, avoiding both Westminster and the City.

Option 2b: Remain neutral on London Marathon's application

- The City could reiterate to TfL the City's position on Tommy's and the concerns about the combined impact of two events, but leave the decision on London Marathon to TfL on the proviso that the event's impact on the City's network remains marginal and it stays on TfL's own streets.
- Given that the London Marathon proposal is still being reviewed due to the decision from Westminster, this would allow the discussions to develop, but set an expectation that the impact of the event on City stakeholders, should it be approved by TfL, must be minimal.

Proposals

31. Having two such events so close together is far from ideal for the reasons outlined above, but on balance, officers feel that a combination of Options 1 and 2b are appropriate at this time. However, Members' views are sought as to whether this approach is supported.

32. To be clear, any approval for either event would follow our existing policy of only offering approval for the first year initially (not in perpetuity), followed by successive three year windows conditional on a successful root and branch review after year 1, and after each subsequent three year window.

Implications

33. It is clear that both organisations have support for their proposals, so a refusal to allow either event to take place will create further debate about prioritising events, how many events local stakeholders are being asked to support, and how such decisions are made. However, by having an established process for assessing event proposals through engagement with Members via reports such as this, the City is better placed than any other approval body to openly address such issues.

Health Implications

34. Both events would help promote the City's Health & Wellbeing agenda by promoting sports participation to its local residential and working communities, and both proposals would seek to draw on both City communities for participants.

Conclusion

35. The London Landmarks Half Marathon proposal has made a unique proposal to work with the City to deliver an event that is tailored to meet the City's cultural and visitor attraction agenda, and as such it is felt that DBE should authorise the road closures necessary to facilitate it.

36. By contrast, although London Marathon's event has significant merit, it is likely to attract a wider London focus that is less City-centric. Therefore, if TfL decide to consent to it, it's suggested that its focus (in the City) should be on minimising the disruption it causes to City stakeholders, rather than trying to replicate the bespoke flavour of the Tommy's event.

Appendices

- Appendix 1 – Event Timeline
- Appendix 2 – Assessment Matrix (Mass participation events only)
- Appendix 3 – Proposed Route Maps for London Landmarks Half Marathon (Tommy's) and London Marathon Events

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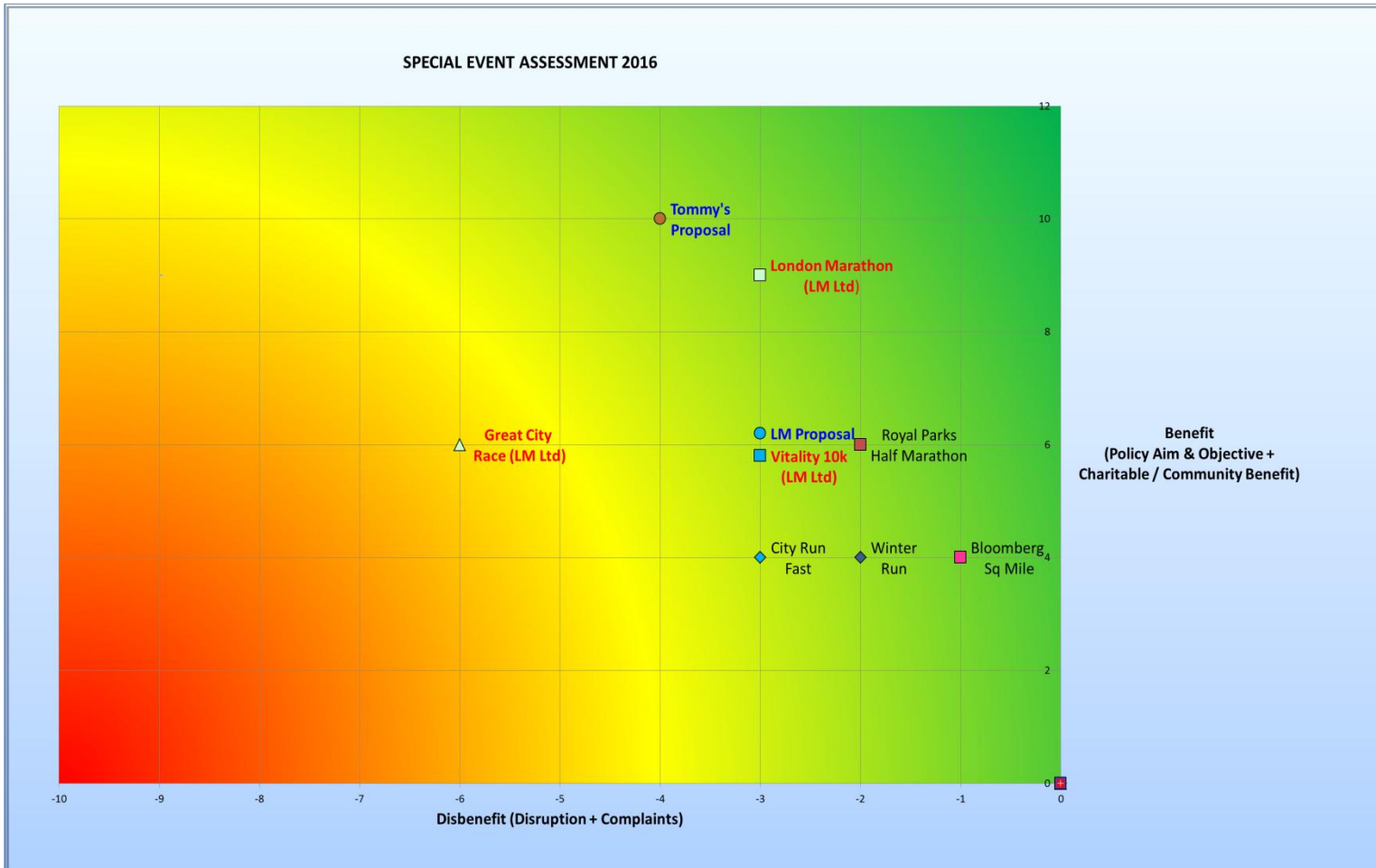
APPENDIX 1 – EVENT TIMELINE

This table overlays LM & Tommy's applications onto those 2016 events expected to return in 2018.

Date	Event	Disruption	Month	Week	Cumulative Disruption															
					1	2	3	4	5	6	7	8	9							
31/01/2016	Winter Run	-2	Jan	1																
04-Mar-18	LM Half Marathon	-3		2																
25-Mar-18	Tommy's Half Marathon	-4		3																
24/04/2016	London Marathon	-3		4																
30/05/2016	Vitality 10k Race	-3		5	Winter Run															
04/06/2016	Nocturne	-4	Feb	6																
19/06/2016	City Run Fast	-3		7																
				8																
				9																
13/07/2016	Cart Marking	-1	Mar	10	LM Half Marathon															
14/07/2016	Great City Race	-6		11																
30-31/7/2016	RideLondon	-3		12																
				13	Tommy's Half Marathon															
22/09/2016	Bloomberg Sq Mile	-1	Apr	14																
Oct 2016 (TBC)	Royal Parks Half Marathon	-2		15																
12/11/2016	Lord Mayor's Show	-5		16																
31/12/2016	New Years Eve	-4		17	London Marathon															
			Apr / May	18																
			May	19																
				20																
				21																
				22	Vitality 10k															
				23	Nocturne															
			June	24																
				25	Run Fast															
				26																
			July	27																
				28																
				29	Cart Gt City Race															
				30																
				31	RideLondon															
			Aug	32																
				33																
				34																
				35																
			Sept	36																
				37																
				38	Sq Mile															
				39																
			Oct	40	Royal Parks Half Marathon															
				41																
				42																
				43																
				44																
			Nov	45																
				46	Lord Mayor's Show															
				47																
				48																
			Dec	49																
				50																
				51																
				52																
			Dec/Jan	1	New Year's Eve															

Appendix 2 – Assessment Matrix (Mass Participation Events Only)

This table shows the position of the two proposed events relative to other similar mass participation running events in the City. It also indicates the three such events already organised by London Marathon Events Ltd.

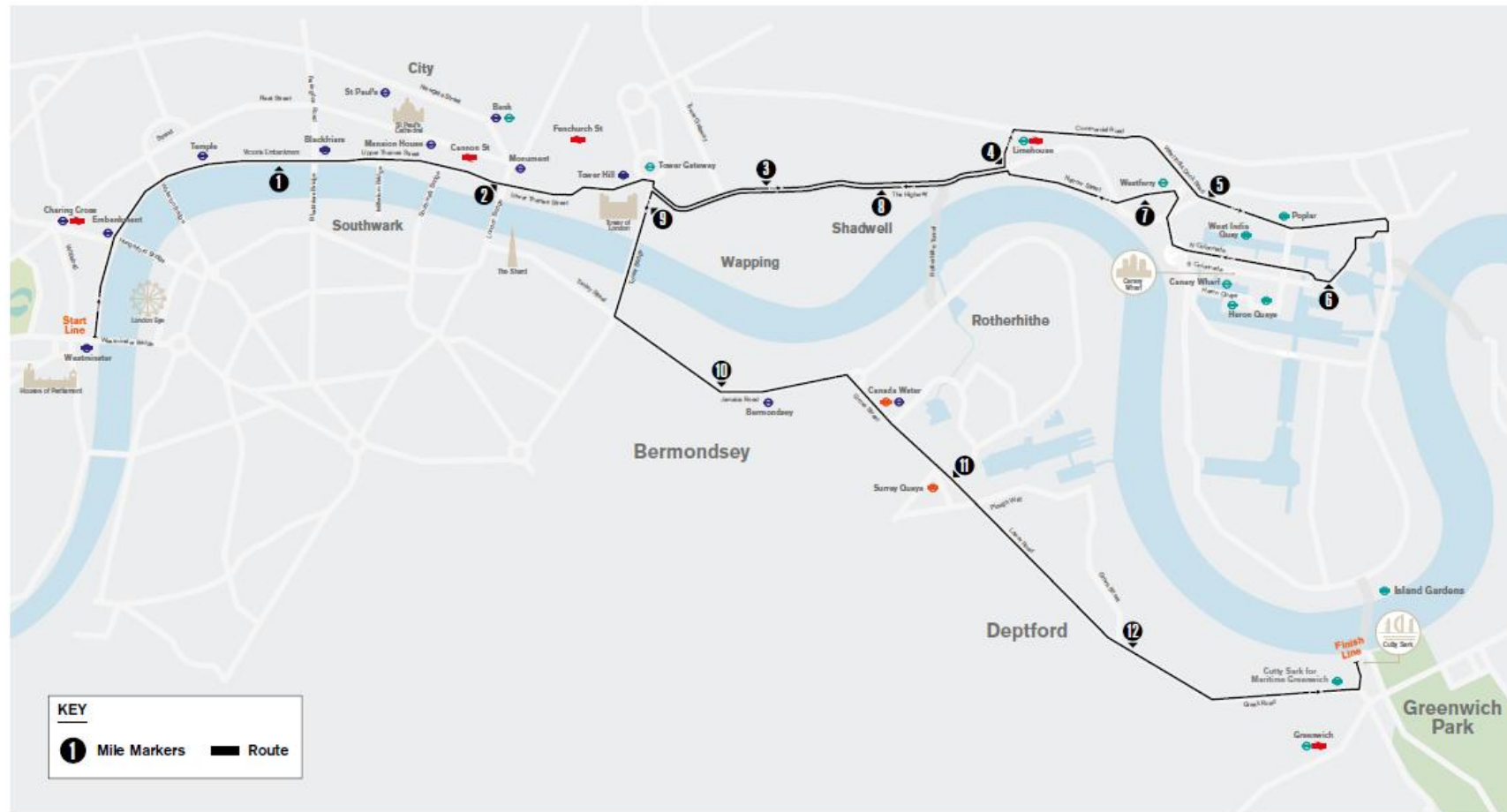




2018 London Landmarks Half Marathon Proposed Route



Course Map



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Committee(s):		Date(s):
Resource Allocation Sub	For decision	15 December 2016
Policy and Resources Committee	For decision	15 December 2016
Subject:		Public
Project Funding Update		
Report of:		For Decision
The Chamberlain		
Report author:		
Caroline Al-Beyerty, Chamberlain's Department		

Summary

This report seeks approval to one-off funding of up to £799k to allow two new proposals to be progressed to the next gateway and to provide top-up loan funding for two Barbican SBR schemes. The Priorities Board, the officer group created to provide a more holistic approach to the allocation of project finance, proposes that these requests be met from the 2016/17 City Fund annual provision for new schemes. Annual provisions have been set aside in both City Fund (£2m net) and City's Cash (£3m) to provide a degree of flexibility to fund smaller value new capital schemes as they arise.

A summary of the forecast position for the 2016/17 annual provisions is shown below:

	City Fund £m	City's Cash £m
2016/17 provisions	2.000	3.000
Allocations previously agreed	(0.036)	(0.036)
New Requests:		
• Relocation of Adult Skills and Education Service to City Business Library	(0.071)	-
• Barbican Estate New Baggage Stores (SBR)	(0.610)	-
• Barbican Centre SBR loan top-up funding:		
- Frobisher Crescent Level 4	(0.052)	-
- New Retail Unit	<u>(0.066)</u>	-
	(0.799)	
Unallocated balance remaining	1.165	2.964
Future potential requests	(1.137)	(2.307)
Forecast Headroom after allowing for Future Potential Requests	0.028	0.657

If these requests were agreed the balance remaining for City Fund would be £1.165m. There are currently no new requests for funding from the City's Cash provision which has an unallocated balance of £2.964m.

Details of the schemes to be funded including future potential requests are contained in the Appendix.

There is also a separate request for funding of £671k from the On Street Parking Reserve towards the cost of implementing the Bank Junction Experimental Safety Scheme, which is supported by the Priorities Board. This is the subject of a separate report on today's agenda.

Recommendations:

It is recommended that Members agree to the following requests for funding totalling £799k from the 2016/17 City Fund provision for new schemes:

- Relocation of Adult Skills and Education Services to Guildhall Business Library – a contribution of up to £71k, dependent on the project sum approved at Gateway 5 by the Chief Officer after procurement;
- Barbican Estate New Baggage Stores (SBR proposal) – a provision of up to £610k, (including £19k to progress to the next gateway) with the remainder of £591k dependent on the project sum approved at Gateway 5 by the Chief Officer after procurement;
- Top-up loan funding for two Barbican Centre SBR proposals to cover cost increases:
 - Frobisher Crescent Level 4 - £52k
 - New Retail Unit - £66k;

.all subject to the requisite approvals by other committees.

Main Report

Background

1. The Policy and Resources Committee have agreed to set aside sums of £24m (£3m per annum) over the period from 2012/13 to 2019/20 in both the City Fund and City's Cash financial forecasts (£48m in total) to provide a degree of flexibility to fund smaller value new capital schemes as they arise.
2. In June 2012, the Policy and Resources Committee agreed that only projects that are considered essential and which fit within the following categories may be approved at Gateways 1-4 of the Project Procedure, until further notice:
 - 1) Health and safety compliance
 - 2) Statutory compliance
 - 3) Fully/substantially reimbursable
 - 4) Spend to save or income generating, generally with a short payback period (as a rule of thumb within 5 years)

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

3. The majority of projects working their way through the early gateways are to be funded either from internal ring-fenced sources such as the Barbican Centre and GSMD Capital Caps and the City Surveyor's Designated Sales Pools or from external sources such as Section 106 deposits and Government/Transport for London grants which are restricted for specific purposes.
4. Decisions about the allocation of resources for those projects that do not have access to these sources of funding are generally taken when a scheme reaches Gateway 4a – Inclusion in Capital Programme, although requests at earlier gateways are also arising on a more frequent basis. To help members to prioritise the allocation of City resources to projects from a wide range of funding sources, the

Priorities Board has been created to provide a more holistic approach to the allocation of project finance, by considering bids for funding from a range of available (less constrained) sources, including in particular future receipts from the unallocated pots of the City's Community Infrastructure Levy (CIL).

5. The 2016/17 provisions for new schemes amount to £2m for City Fund (£3m less £1m for the existing Museum building) and £3m for City's Cash.

Requests for Funding

6. There are four requests for funding totalling £799k and the Corporate Priorities Board has identified the 2016/17 City Fund annual provision for new schemes as the most appropriate source of funding.
 - Relocation of Adult Skills and Education Services to Guildhall Business Library – a contribution of up to £71k. This proposal is classified as an **essential** scheme as it facilitates the construction of a new academy school and affordable housing on the old Richard Cloudesley School site. The contribution of £71k represents the proportion of the £250,000 cost which remains unfunded after applying existing S106 and local risk monies. The actual sum required will be confirmed at authority to start work stage (gateway 5) to be approved by the Chief Officer in accordance with the Project Procedure.
 - Barbican Estate New Baggage Store Installation – funding of up to £610k, including £19k to reach the next gateway. This is classified as an **advisable income generation** scheme which is being progressed to achieve **SBR** target savings, with an anticipated payback period of approximately 3.5 years. A sum of £19k is requested to reach the next gateway, with the balance of £591k being an upper limit based on estimates – the actual sum required will be confirmed at authority to start work stage (gateway 5) to be approved by the Chief Officer in accordance with the Project Procedure.
 - Top-up loan funding to cover cost increases on two Barbican Centre **SBR** schemes:
 - Frobisher Crescent Level 4 – additional sum of £52k. The original approved cost of the scheme was £500k – the increase is to cover unforeseen construction issues related to electrical works and replacement of screens and doors
 - New Retail Unit – additional sum of £66k. The original approved cost of the scheme was £589k – the increase is to cover costs of time delays and necessary changes to specifications which came to light after works had started.

The above requests are subject to the requisite approvals from other committees.

7. The forecast position for the 2016/17 annual provisions is shown in the report summary above.
8. If the City Fund requests were agreed, a balance of £1.165m would remain. A number of future potential requests amounting to £1.137m have been identified to date, which would result in a headroom balance of just £28k if all were eventually progressed.
9. There are no new requests for City's Cash funding and an unallocated balance of £2.964m remains. Future potential requests amounting to £2.307m have been identified (excluding a provision for the West Ham Park Nursery site which as yet is unquantified) which would result in a forecast headroom of £657k if all were to be progressed.

10. Details of the schemes requiring funding, the resulting implications on the 2016/17 annual provisions and also schemes which may require funding in future years is provided in the Appendix.

Conclusion

11. There are four requests for funding totalling £799k and the Corporate Priorities Board has concluded that the 2016/17 City Fund provision for new schemes provides the appropriate source of funding.
12. There are adequate resources available to meet these requests. After allowing for future potential requests for funding which have been identified to date, the unallocated balances are currently forecast at £28k and £657k for City Fund and City's Cash respectively.

Appendix – Detailed schedule of projects requiring funding from the 2016/17 and future year provisions for new schemes

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Committee(s)	Dated:
Policy and Resources	15 December 2016
Subject: Revenue and Capital Budgets 2017/18	Public
Report of: The Town Clerk, the Chamberlain, the Remembrancer	For Decision
Report Author: Ray Green, Chamberlain's Department	

Summary

This report is the annual submission of the revenue and capital budgets overseen by your Committee. In particular it seeks approval to the provisional revenue budgets for 2017/18, for subsequent submission to the Finance Committee. The budgets are summarised in the following table and have been prepared within the resources allocated to the Town Clerk and the Remembrancer.

	Original Budget 2016/17 £000	Latest Approved Budget LAB 2016/17 £000	Proposed Original Budget 2017/18 £000	Movement 2016/17 LAB To 2017/18 £000
By Division of Service				
Community Safety and Resilience	794	1,428	868	(560)
Communications	1,921	1,940	1,905	(35)
Economic Development	5,205	5,350	5,269	(81)
Grants and Contingencies	2,478	4,837	4,909	72
Remembrancer	6,388	6,073	6,789	716
Division of Service Totals	16,786	19,628	19,740	112

Income and favourable variances are presented in brackets

Overall, the 2016/17 latest budget is £19.628m, an increase of £2.842m compared with the original budget. The main reasons for this increase are:

- ↑ provisions totalling £1.439m funded from underspends brought forward from 2015/16 (see paragraph 5 for further details);
- ↑ additional resources of £1.56m for 'Strengthening the City of London Corporation's support and Promotion of the City' as approved by the Court of Common Council in July 2016; partly offset by
- ↓ a decrease of £400,000 for the Town Clerk's and Remembrancer's proportionate shares of Guildhall complex costs reflecting the anticipated phasing of the Cyclical Works Programme.

The 2017/18 proposed revenue budget totals £19.74m, an increase of £112,000 compared with the latest budget for 2016/17. However, this overall increase reflects large variations.

- ↑ £780,000 for 'Strengthening Support and Promoting the City' (from £1.56m in 2016/17 to £2.34m in 2017/18);
- ↑ £765,000 for Town Clerk's and Remembrancer's proportionate shares of Guildhall complex costs reflecting the anticipated phasing of the Cyclical Works Programme;
- ↑ £88,000 (Town Clerk's £77,000, Remembrancer's £11,000) for the 1.0% allowance towards pay and prices as agreed by your Committee as part of the corporate budget guidelines.

The above increases are partly offset by the deletion in 2017/18 of the one-off carry forwards totalling £1.439m included in the latest approved budget for 2016/17.

This report also provides a summary of the Committee's capital and supplementary revenue project budgets. The most significant of which is Crossrail.

Recommendations

The Committee is requested to:

- note the latest 2016/17 revenue budget;
- critically review the provisional 2017/18 revenue budget to ensure that it reflects the Committee's objectives and, if so, approve the budget for submission to the Finance Committee;
- authorise the Chamberlain to revise these budgets to allow for further implications arising from the Service Based Reviews and other corporate efficiency projects; and
- note the draft capital and supplementary revenue budget.

Main Report

Introduction

1. The Committee is responsible for:

- considering matters of Policy and strategic importance to the City of London Corporation including matters referred to it by other Committees and/or Chief Officers;
- the review and co-ordination of the governance of the City of London Corporation including its Committees, Standing Orders and the Outside Bodies Scheme, reporting as necessary to the Court of Common Council, together with the City Corporation's overall organisation and administration;
- the support and promotion of the City of London as the world leader in international financial and business services and to oversee, generally, the City of London Corporation's economic development activities and communications strategy;

- overseeing generally the security of the City and the City of London Corporation's resilience; and
- the effective and sustainable management of the City of London Corporation's operational assets to help deliver strategic priorities and service needs.

Service Based Review

2. Your Committee agreed final savings proposals totalling £1.893m for the Town Clerk's Department (of which £789,000 related to services overseen by your Committee) and £100,000 for the Remembrancer's Department (of which £50,000 related to services overseen by your Committee). All the savings for services overseen by your Committee have been identified in 2016/17 or earlier years.
3. The implementation of the Service Based Review savings/increased incomes is being monitored by the Efficiency and Performance Sub-Committee.

Latest Revenue Budget for 2016/17

4. Overall there is an increase of £2.842m between the Committee's original and latest budget for 2016/17. The main reasons for this movement are explained by the variances set out in the following paragraphs.
5. Provisions totalling £1.439m (Policy Initiatives Fund £269,000, Committee Contingency £303,000, Economic Development £75,000, Community Safety and Resilience £626,000 (mainly in respect of 'One Safe City' programme), strengthening support and promotion of the City £141,000 and Remembrancer £25,000) funded from underspends brought forward from 2015/16.
6. Additional resources of £1.56m for 'Strengthening the City of London Corporation's support and Promotion of the City' as approved by the Court of Common Council in July 2016.
7. A decrease of £400,000 for the Town Clerk's and Remembrancer's proportionate shares of Guildhall complex costs reflecting the anticipated phasing of the Cyclical Works Programme.
8. Additional 'one-off' resources of £118,000 to cover contribution pay and redundancy/early retirement costs as a result of Service Based Reviews together with an allocation from the Transformation Fund for 'Responsible Business Benchmarking'.

Proposed Revenue Budget for 2017/18

9. The provisional 2017/18 budgets, have been prepared in accordance with the guidelines agreed by your Committee and the Finance Committee and are within the resources allocated to the Town Clerk and the Remembrancer. Resources allocated incorporate a 1.0% cash limit increase for pay and prices increases.

10. The budgets are set out in Appendix 1. Income and favourable variances are presented in brackets. Only significant variances (generally those greater than £100,000) have been commented on in the following paragraphs.
11. Overall there is an increase of £112,000 between the 2016/17 latest approved budget and the 2017/18 original budget. The main reasons for this movement are explained by the increases set out below:
- £780,000 for ‘Strengthening Support and Promoting the City’ (from £1.56m in 2016/17 to £2.34m in 2017/18);
 - £765,000 for Town Clerk’s and Remembrancer’s proportionate shares of Guildhall complex costs reflecting the anticipated phasing of the Cyclical Works Programme; and
 - £88,000 (Town Clerk’s £77,000, Remembrancer’s £11,000) for the 1.0% allowance towards pay and prices as agreed by your Committee as part of the corporate budget guidelines.

The above increases are partly offset by the deletion in 2017/18 of the one-off items totalling £1.439m included in the latest approved budget for 2016/17.

12. A summary of employee related costs is shown in Table 1 below.

Table 1 - Staffing statement	Latest Approved Budget 2016/17		Original Budget 2017/18	
	Full-time equivalent	Estimated cost £000	Full-time equivalent	Estimated cost £000
Town Clerk	98.7	6,631	99.4	6,613
Remembrancer	14.8	997	15.5	1,020
TOTAL	113.5	7,628	114.9	7,633

This small movement is as expected as service based review savings have already been implemented.

Potential Further Budget Developments

13. The provisional nature of the revenue budgets particularly recognises that further revisions may arise from the necessary realignment of funds resulting from such items as:
- the on-going Service Based Reviews and other corporate efficiency projects; and
 - central and departmental support service apportionments.

Forecast Outturn 2016/17

14. The forecast outturn for the current year is in line with the latest approved budget of £19.628m as detailed in Appendix 1.

Draft Capital and Supplementary Revenue Budgets

15. The latest estimated costs for the Committee's draft capital and supplementary revenue projects are summarised in Appendix 2 where it will be noted that the most significant item is the Crossrail contribution of £200m due in 2016/17.
16. The latest Capital and Supplementary Revenue Project budgets will be presented to the Court of Common Council for formal approval in March 2017.

Appendices

- Appendix 1 – Analysis of Revenue Budgets
- Appendix 2 – Draft Capital and Supplementary Revenue Budgets

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Analysis of Revenue Budgets

TABLE 1 Analysis of Service Expenditure	Original Budget 2016-17 £'000	Latest Approved Budget 2016-17 £'000	Original Budget 2017-18 £'000	Movement 2016-17 to 2017-18 £'000	note
EXPENDITURE					
Town Clerk	9,637	13,359	12,285	(1,074)	(i)
Remembrancer	2,367	2,419	2,451	32	
Total Expenditure	12,004	15,778	14,736	(1,042)	
INCOME					
Town Clerk	(264)	(813)	(430)	383	(ii)
Total Income	(264)	(813)	(430)	383	
TOTAL EXPENDITURE BEFORE SUPPORT SERVICES AND CAPITAL CHARGES	11,740	14,965	14,306	(659)	
SUPPORT SERVICES & CAPITAL CHARGES	5,046	4,663	5,434	771	(iii)
TOTAL NET EXPENDITURE	16,786	19,628	19,740	112	
BY DIVISION OF SERVICE:					
Community Safety and Resilience	794	1,428	868	(560)	
Communications	1,921	1,940	1,905	(35)	
Economic Development	5,205	5,350	5,269	(81)	
Grants and Contingencies	2,478	4,837	4,909	72	
Remembrancer	6,388	6,073	6,789	716	
TOTAL NET EXPENDITURE	16,786	19,628	19,740	112	

Notes:

- (i) Deletion of 'one-off' items of expenditure totalling £1.895m (including £363,000 of externally funded expenditure), partly offset by increase in strengthening support and promotion of the City of £763,000 and a cash limit increase of £77,000.
- (ii) Mainly reflects the reduction in externally funded expenditure in (i).
- (iii) Increase of £765,000 for the Town Clerk's and Remembrancer's proportionate shares of Guildhall complex costs.

Draft Capital and Supplementary Revenue Budgets

The latest estimated costs for the Committee's draft capital and supplementary revenue projects are summarised in the Table below.

Capital & Supplementary Revenue projects - latest estimated costs						
	Project	Exp. Pre 01/04/16	2016/17	2017/18	Later Years	Total
		£'000	£'000	£'000	£'000	£'000
Crossrail						
City Fund	Crossrail contribution		200,000			200,000
City's Cash	Crossrail Art Foundation	985	2,515			3,500
Guildhall schemes:						
<u>Pre-implementation</u>						
City's Cash	Visitor's WCs & cloakroom facilities		8	2		10
City's Cash	Accommodation & ways of working		165			165
Other schemes:						
<u>Pre-implementation</u>						
City Fund	Central Criminal Court security (2 schemes)		35			35
City's Cash	St Lawrence Jewry Church	2		36		38
City's Cash	Museum of London relocation	200	2,000			2,200
TOTAL POLICY & RESOURCES		1,187	204,723	38	0	205,948

Pre-implementation costs comprise feasibility and options appraisal expenditure which has been approved in accordance with the project procedure, prior to authority to start work.

It should be noted that:

- a. the above figures exclude the capital costs of the various projects which have yet to reach authority to start work stage;
- b. the Crossrail sums represent the approved capital contributions towards the main construction works and public art; and
- c. the Museum of London sums are mainly comprised of contributions for the Museum to progress the relocation plan

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Committee:	Date:
Police Committee	15 December 2016
Policy and Resources Committee	15 December 2016
Court of Common Council	12 January 2017
Subject:	Public
Draft City of London Police Medium-Term Financial Plan up to 2019/20	
Report of:	For Decision
The Chamberlain and the Commissioner	
Report author:	
Ian Dyson, City of London Police	

Summary

This report provides an update on the City of London Police (COLP) Medium Term Financial Plan (MTFP) presented to Police Committee and Finance Committee in January 2016. The revised MTFP position shows a deteriorating financial position which is potentially offset by the adoption of options outlined in paragraphs 11 to 15 below

The new MTFP position has been arrived at within a context of increased terrorism threats post the attacks in France, Belgium and Germany and revised national planning assumptions in the United Kingdom. The associated additional pressures on frontline policing response capability, protective services, growing cybercrime and online crime demand, and intelligence requirements have also been considered along with work undertaken in the last quarter to better understand increasing demand pressures within policing directorates. .

A meeting on 27 October 2016 between the Chamberlain, the Commissioner, and Chairmen of Police and Finance Committees to review the revised MTFP assumptions and the financial and operational risks, resulted in the agreement of some joint options to mitigate new threats and risks across the MTFP as well as consider future viable efficiencies. These include the joint commissioning of professional analytical work to assess value for money opportunities, current and future demand and potentially a revised operating model and also to review supervisory rank ratio structures within the force to potentially achieve future efficiency savings and reinvestment. Within these discussions the Chamberlain agreed to finance the professional analytical review.

Without the adoption of mitigating measures, the financial position shows the budget deficit varying from £3.1m in 2017/18 to £5.9m in 2018/19 and £3.1m in 2019/20

Should mitigating recommendations be agreed the Assistant Commissioner and Director of Finance (COLP) will agree with the Chamberlain's Office a parallel efficiency plan to ensure value for money within the force which will continue to be tracked within existing force governance structures including Force Change Board and Strategic Finance Board.

Recommendations

Members are asked to:

- note the latest forecast outturn for 2016/17 of a deficit of £2.6m, funded by a drawdown in the Reserve to £1.5m.;
- note the forecast budget deficit varying from £3.1m in 2017/18 to £5.9m in 2018/19 and £3.1m 2019/20 before mitigation;
- recommend to the Court of Common Council the relaxation of the reserve threshold of £4m and approve the use of reserves in 2016/17 totalling £2.6m and 2017/18 totalling £1.5m;
- agree that the City Corporation should meet the revenue contribution to fund capital schemes already budgeted for in 2017/18 and 2018/19 of £1.4m and £1m respectively and that the additional headroom on business rate premium is applied to help meet the increased budget pressures;
- agree in principle the use of City capital resources to finance the Police capital programme in future, subject to a further report;
- agree the revision of current vacancy factors and efficiency targets within the force as an efficiency option over this MTFP, pending outcome of external review; and
- note that the usual report detailing revenue and capital estimates will be submitted to Police committee in January following settlement of the Police grant from the Government.

Main Report

Background

1. This report provides the Committee with the draft medium term financial plan up to 2019/20.
2. The reported outlook deteriorated during the year resulting in the accelerated use of reserves during 2016/17 mainly as a result of external pressures which are reflected across the MTFP. The changes since the budget was approved in January 2016 are fully set out in paragraphs 3 to 9 as follows.
3. External factors have created most of the pressures on force budgets. In particular, global terrorism issues have forced the Chief Officer team to consider reversing policy decisions on Police Officer post efficiencies and vacancies to ensure capability and resilience. To in part offset this cost an efficiency saving on non payroll costs has been included in 2017/18 and beyond.
4. Legislative changes which affect all constabularies in relation to enhanced payments to federated ranks arising from the judgement in the Bear v Scotland case and additional payments to police officers acting as 'covert handlers' following recent legal rulings.
5. Changes in the contribution rate by the Home Office in its relation to funding police officers' medical retirement and ill health costs £0.4m.

6. Transport for London Camera Partnership ceased its provision of partnership funding of £0.3m effective from 31 March 2017. This is unanticipated and therefore affects the MTFP assumptions across the remaining years.
7. The under-recovery of overheads of £0.5m relating to Economic Crime Directorate and the inability to vary contracts.
8. Internal pressures arising from changing how the force funds the Ring of Steel moving from capital programming to a managed service increased costs by £0.2m.
9. These variations are summarised below and show a net deterioration since January 2016. The recommendations for reducing the budget deficit are set out in paragraphs 11 to 16.

Budget changes since January 2016	2016/17 Outturn £m	2017/18 Estimate £m	2018/19 Estimate £m	Total £m	2019/20 Estimate £m
Budget deficit reported in January 2016	0	2.9	4.8	7.7	n/a
Vacancy factor and net efficiency impacts	0	2.8	2.8	5.6	
Pension scheme cost pressures	0.4	0.4	0.4	1.2	
Legislative Impacts: Bear v Scotland/CHIS	0.2	0.2	0.2	0.6	
Ring of Steel managed service	0.2	0.2	0.2	0.6	
2015/16 capital programme reprofiled exp.	0.6			0.6	
Provision for bad debt: Food Standards Agy	0.3			0.3	
Other net variations	0.1			0.1	
Economic Crime Academy: income costs	0.3			0.3	
ECD underrecovery of overheads recharged	0.5			0.5	
Income adjustments to reflect current programmes	0	-0.1	0.8	0.6	
Total variations	2.6	6.4	9.2	18.1	0
Less baseline adjustment on business rates	0	-2.0	-2.0	-4.0	
Less increased savings on non pay	0	-1.3	-1.3	-2.6	
Revised budget deficit January 2017	2.6	3.1	5.9	11.5	3.1

Revenue Position

10. In summary, the City of London Police draft medium-term financial plan (MTFP) is outlined in table 1 below:

Police Medium Term Financial Plan January 2017	2016/17 Latest Outturn £m	2017/18 Draft Budget £m	2018/19 Estimate £m	2019/20 Estimate £m
Employees	83.3	84.7	85.8	83.1
Other Expenditure	31.4	29.3	29.3	29.3
Cashable savings targets to be achieved against non pay	-	(1.2)	(1.3)	(1.3)
Expenditure	114.7	112.8	113.8	111.1
Specific Government Grants	(37.4)	(35.5)	(34.2)	(33.5)
Partnership Income	(13.3)	(12.3)	(11.8)	(11.4)
Fees and Charges	(2.5)	(1.0)	(1.0)	(1.0)
Income	(53.2)	(48.8)	(47.0)	(45.9)
Total Net Expenditure	61.5	64.0	66.8	65.2
Funded by:				
Core Grant	(52.1)	(52.1)	(52.1)	(53.4)
Business Rates Revaluation	(6.8)	(8.8)	(8.8)	(8.7)
Resources (Cash Limit)	(58.9)	(60.9)	(60.9)	(62.1)
Funding Gap	2.6	3.1	5.9	3.1
Remaining Reserve applied	(2.6)	(1.5)	-	-
Net Funding Gap	-	1.6	5.9	3.1

Options for reducing the budget deficit

11. The three options for reducing the budget deficit are:

- use existing reserves with the agreement of the Court of Common Council.
- agree to change the decision in January 2016 to finance capital programmes from force revenue budgets and instead replace these resources with capital funds provided by the Corporation.
- review force budgets to identify additional savings from non pay budget reductions. Members should note a cashable savings target is already included in the figures above so this additional target would be challenging.

12. The use of existing reserves requires agreement from the Court of Common Council. The threshold requires reserves to be maintained at or above £4m. Current estimates show that the drawdown on reserves will take reserves below the threshold in 2016/17 with a forecast drawdown of £2.6m. Reserves will be completely exhausted by 2017/18. In practice, the Corporation would then provide Reserve cover for the Police, with any potential requests for further funding being considered in the usual way.

13. The force finances its capital programme with an allocation of capital grant from the Home Office of approximately £0.4m and the balance is derived from the Police Grant which is a revenue budget. This procedure of applying revenue to fund capital programmes is termed “revenue contribution to capital”. The substantial scale of national and partnership programmes to be carried out from 2016/17 to 2019/20 means that it is not possible to deliver these programmes from the police grant without detriment to operational policing delivery. In view of this, the Commissioner is seeking Members’ support to reverse the decision to finance the capital programme from revenue resources and to request the financing of capital programmes from capital funding provided by the Corporation. This currently amounts to £1.4m in 2017/18 and £1m in 2018/19, though there are other schemes that will require funding (see Appendix C) . Members have signalled that the priority call on headroom in City Fund over the next three years should be capital investment to address bow-waves and long term needs. If Members are minded to agree this change a separate report will be made in the New Year to set out the funding required and the governance surrounding this new arrangement.
14. A forthcoming review of force budgets will aim to identify further viable options for savings. Specific areas to be considered include contractual management with the Corporation’s procurement team, travel and expenses budget lines and supplies and services budgets. Action plans will be developed and tracked through City of London Police's Force Change Board and Strategic Finance Board.
15. Should Members agree to the funding of capital schemes from City Fund capital resources, there remains funding shortfalls across all years, and specifically £0.2m in 2017/18 (comprising £1.6m deficit less £1.4m revenues contribution to capital now being met by the City). Further discussions between the Chamberlain and Commissioner will take place to identify the appropriate funding area from which to address this gap. The Commissioner also proposes to defer resolving the budget deficits arising in later years until the conclusion of the demand and value for money review and will report to Members at that time. The Commissioner has agreed to review force supervision ratios with a view to streamline and reduce supervisory numbers to enhance value for money. Given the limited personnel turnover within the force due to limited churn, we envisage any efficiency savings will only be realised with any significance in the financial year 2019/20.
16. Members should note that all the deficit figures are based on an assumption that the Home Office grant will remain broadly the same. The actual figure won't be available until later this month and any consequential changes will be picked up in the estimates report due to be submitted to committee in January.

Capital and Major Revenue Projects.

17. The force receives capital grant funding from the Home Office which supports in the main capital expenditure on Fleet.

18. In 2016/17 the force successfully bid for and received Police Innovation Fund Grants amounting to £0.5m for delivery of specific schemes also set out within Appendix C.

Capital shortfall and options to close the gap

19. The proposed capital programme for 2017/18 to 2019/20 shown in Appendix B has been limited again and priority given to projects where collaborative commitment has been made for example the Niche Collaboration Agreement on Case Custody Crime and Intelligence Programme (CCCI) which will assist in managing down the capital costs and minimising risk in the future.
20. The updated programme at Appendix B contains several new programmes that contribute to funding shortfalls in each year to 2019/20 totalling £9.8m. The inclusion of programmes funded through revenue contributions to capital schemes increases the shortfall by £2.4m to £12.1m (rounding differences). The Chamberlain has invited the Commissioner to submit capital expenditure plans for consideration by Policy and Resources and Finance Committees to achieve funding of the capital of £12.1m through the Corporation's Capital Fund. This will be subject to a further report once the precise schemes to be funded have been agreed and the governance around this funding has been considered.
21. The programmes in Appendix B were not included in the MTFP presented to Members in January 2016 and include two major capital programmes which are the CCCI and the Home Office mandated Emergency Services Network. The Force has made considerable progress in thoroughly scoping CCCI to achieve the best collaborative implementation and development solution costed at £3.2m.
22. The Emergency Service Network (ESN) programme has more risk and uncertainty attached in terms of overall programme value, timing and level of Home Office funding contribution, and force "revenue to capital contribution". Due to the scale, complexity and interdependencies of this programme and the lack of available resources to deliver large scale capital programmes, the Commissioner is raising awareness of the significant financial implications related to ESN
23. There may be additional risks to revenue budgets if project management resources cannot be extracted from core policing to deliver CCCI and ESN capital programmes. These risks have not been included within the revenue budgets within this report since they are yet to be agreed.

Implications and Options

24. The January 2016 report set out three principal options open to Members for closing the budget gap; however all options need to be informed by robust and objective scrutiny. The jointly commissioned value for money and demand analysis review is aimed at informing how the force will look in 2020 and the potential changes needed within the operating model to achieve this. A cornerstone of this review is to identify how savings can be credibly achieved without compromising operational efficiency.

25. The Court of Common Council threshold for reserves of £4million is projected to be breached in 2016/17 and current forecasts show that the current level of reserves will not exceed or approach £4m over the next 5 years. The threshold acts as an early warning system, highlighting the level of headroom available before a call on the Corporation's reserves is required. In view of the predicted financial challenge it is the view of the Chamberlain and Commissioner that the reserve threshold is suspended.

Conclusion

26. Further consideration is required on the measures needed to restore financial balance within City of London Police budget and the recommendations agreed to begin to offset the budget deficit.

Appendices

- Appendix A – Revenue Income 2017/18 – 2019/20
- Appendix B – Capital Programme 2017/18 – 2019/20
- Appendix C – Capital Outturn 2016/17

APPENDIX A

FORCE REVENUE INCOME	Draft Budget 2017/18 £m	Estimates 2018/19 £m	Estimates 2019/20 £m
Government Grants			
National Fraud Intelligence Bureau - NCSP	(5.7)	(5.4)	(5.1)
National Fraud Intelligence Bureau - Home Office	(2.5)	(2.3)	(2.2)
Cyber Protect - NCSP	(0.4)	(0.3)	(0.3)
NLF - Home Office	(2.2)	(2.1)	(2.0)
Overseas Anti-Corruption Unit - DfID	(0.5)	0.0	0.0
Prevent - Home Office	(0.1)	(0.1)	(0.1)
NICC - Home Office	(4.5)	(4.5)	(4.5)
DSP - Home Office	(4.4)	(4.2)	(4.0)
CTSA - Home Office	(0.2)	(0.2)	(0.2)
EOD - Home Office	(0.4)	(0.4)	(0.4)
Loan Charge Grant - Home Office	(0.0)	(0.0)	(0.0)
Pension Grant - Home Office	(14.7)	(14.7)	(14.7)
Government Grants Total	(35.5)	(34.2)	(33.5)
Partnership Income			
PIPCU - IPO	(1.4)	(1.3)	(1.3)
DCPCU - FFA UK	(2.3)	(2.2)	(2.1)
Insurance Fraud Enforcement Department - ABI	(3.8)	(3.7)	(3.5)
Safer Transport Team - TfL	(1.3)	(1.2)	(1.1)
Commercial Vehicle Unit - TfL	(0.3)	(0.3)	(0.3)
Late Night Levy - CoL	(0.3)	(0.3)	(0.3)
Policing the Bridges - CoL	(0.3)	(0.3)	(0.3)
Tower Bridge - CoL	(0.1)	(0.1)	(0.1)
London Safety Camera Partnership - TfL	0.0	0.0	0.0
POCA	(0.6)	(0.5)	(0.5)
Seconded Officers	(1.1)	(1.2)	(1.2)
Firearms Support - Bank of England	(0.8)	(0.8)	(0.8)
Partnership Income Total	(12.3)	(11.8)	(11.4)
Sales, Fees, Charges & Rents			
Fraud Academy	(1.0)	(1.0)	(1.0)
Sales, Fees, Charges & Rents Total	(1.0)	(1.0)	(1.0)
Total Income	(48.8)	(47.1)	(45.9)
Funding			
Core Grant	(52.1)	(52.1)	(53.4)
Business Rate Revaluation*	(8.8)	(8.8)	(8.7)
	(60.9)	(60.9)	(62.1)
Grand Total	(109.7)	(108.0)	(108.0)
<i>*There is an assumed increase of £2m annually in respect of the business rate revaluation</i>			

APPENDIX B

City of London Police Indicative Capital Programme - 2017/18 to 2019/20

Capital Programmes 2017/18 -2019/20	2017/18	2018/19	2019/20	Total
	Estimate	Estimate	Estimate	
Expenditure	£'000	£'000	£'000	£'000
Vehicle Replacement Programme 2015/16	250	250	250	750
HR Software Refresh	30	55		85
IL4 Infrastructure Refresh	20	95	14	129
Intranet Upgrade	100	0	0	100
Forensics Digital Laboratory ISO 17025 Compliance	38	32	40	110
Livestock: Purchase of Animals & Related Equipment	56	16	16	88
TFG Tasers & Ancillary Equipment including Body Armour	50	50	50	150
Automation of payroll systems & duty management system	300	200	0	500
Crime Recording and Intelligence System Capital	1,925	637		2,562
Ring of Steel River Cameras	231	0	0	231
ESN (Airwave Replacement)	4,000	4,531	-	8,531
Total Programme Expenditure	7,000	5,866	370	13,236
Funded By				
Contribution from revenue budgets to capital	(1,000)	(1,000)	0	(2,000)
Bridge House Trust contribution to Ring of Steel river cameras	(231)			(231)
Home Office Capital Grant	(400)	(400)	(400)	(1,200)
Total Income	(1,631)	(1,400)	(400)	(3,431)
(Funding Available) / Funding Gap	5,369	4,466	(30)	9,805

Direct Revenue Financing 2017/18	2017/18	2018/19	2019/20	Total
	Estimate	Estimate	Estimate	
Capital Expenditure	£'000	£'000	£'000	£'000
Mobile Working Services	378	0	0	378
Total Programme Expenditure	378	0	0	378
Funded By				
Contribution from revenue budgets to capital	(378)	0	0	(378)

APPENDIX C

City of London Police Capital Programme 2016/17 Projected Outturn	
Capital Programmes 2016	2016/17 Projected Outturn
Expenditure	£'000
Vehicle Replacement Programme	322
HR Software Refresh	44
Network Refresh	143
IL4 Infrastructure Refresh	150
Police Innovation Fund	529
Crime Recording and Intelligence System Capital	708
Ring of Steel (Video Management System)	360
Ring of Steel River Cameras	237
ESN (Airwave Replacement)	469
Total Programme Expenditure	2,962
Funded By	
Reveue Contribution to Capital	(1,551)
Bridge House Trust contribution to Ring of Steel river cameras	(237)
Home Office Capital Grant	(400)
Home Office Grant 2015/16 - Unapplied	(122)
Home Office - PIF Allocation	(529)
Total Income	(2,839)
(Funding Available) / Funding Gap	123

Committee(s)	Dated:
Policy and Resources Committee	15 December 2016
Subject: Request for funds – Franco-British Young Leaders’ Programme Gala Dinner 2017	Public
Report of: Damian Nussbaum, Director of Economic Development	For Decision
Report author: Claire Holdgate, Head of Events, Economic Development Office	

Summary

This report proposes that the City of London Corporation sponsors the Franco-British Council’s Young Leaders’ dinner in 2017.

The Franco-British Council organises a programme of specialised meetings on a variety of subjects under the broad headings of environment, economic reform, social cohesion and culture. The seminars bring together leading professionals who are encouraged to develop bilateral networks.

The Council’s Young Leaders’ Programme is a new initiative aiming to invest in the Franco-British bilateral relationship to increase mutual understanding, by influencing opinion-makers aged between 30 and 40 from a range of sectors to secure and further Franco-British bilateral relations.

Each year, a group of emerging leaders from government, business, media, military, culture and civic society will be identified through a careful selection process in the two countries. Those selected will participate in two week-long residential seminars over two consecutive years – alternately in France and the UK. There they will debate a topical area of public policy and be received by leaders from the highest echelons of government and other sectors linked to the policy area under discussion.

The City Corporation would provide the venue and associated hire costs and catering in return for appropriate branding opportunities and to give a welcome speech at the inaugural gala dinner. The Corporation would also contribute to shaping the overall UK based programme.

Recommendation

Members are asked to:

- agree that the City of London Corporation provides the Guildhall as a dinner venue and cover catering costs for the event totalling not more than £17,000; these costs are to be met from the Committee’s *Policy Initiatives’ Fund* for 2017/18, categorised under the *Events* section of the *Fund* and charged to City’s Cash.

Main Report

Background

1. The Franco-British Council was created, on the joint initiative of President Georges Pompidou and Prime Minister Edward Heath, when Britain joined the European Community. Its setting up was formally announced in a communiqué issued in May 1972 at the end of the State visit by the Queen to France.
2. The Council organises a programme of specialised meetings on a variety of subjects under the broad headings of: environment, energy and sustainable development; economic reform in the context of European developments and globalisation; social cohesion and immigration; culture including the arts, heritage and new media.
3. The seminars bring together leading professionals who are encouraged to develop bilateral networks. The Council also publishes reports of the meetings, for the benefit both of the participants themselves and of policy makers in the two countries. Competitions exist to promote France and French to a younger age group.

Current Position

4. In March 2016, the UK Prime Minister David Cameron and President Hollande announced the launch of the Franco-British Young Leaders' Programme. This new initiative aims to invest in the Franco-British bilateral relationship to increase mutual understanding by influencing opinion-makers aged between 30 and 40 from a range of sectors to secure and further Franco-British bilateral relations.
5. Each year, a group of emerging leaders from government, business, media, military, culture and civic society will be identified through a careful selection process in the two countries. Those selected will participate in two week-long residential seminars over two consecutive years – alternately in France and the UK. There they will debate a topical area of public policy and be received by leaders from the highest echelons of government and other sectors linked to the policy area under discussion. Each Young Leader year group will be championed by a forward-thinking influential figure from each country. The long-lasting friendships and networks will be nurtured by various events and will enrich bilateral relations in years to come.
6. At the same time, a group of French and British disadvantaged 20-30 year olds who have demonstrated potential for future success will benefit for a unique international learning experience alternately in France and the UK. The first group would also act as mentors to the second.
7. The programme will be managed with the active support of the two governments and a select group of Founding Partners whose support will be linked to a range of benefits including participation in the selection of Young Leaders, commercial visibility, access to prominent French and UK policymakers, experts and business leaders, as well as to the Franco-British Council network, and invitations to high profile events.

Proposals

8. The City Corporation has been approached by the French Ambassador HE Sylvie Bermann to sponsor this Young Leaders' Programme, in the form of hosting the inaugural gala dinner. Page 112 will take the form of venue hire at

Guildhall and catering for a reception and three course dinner for approximately 100 high level guests in June or September 2017.

9. The Corporation has also been asked to contribute to shaping the overall UK based programme.
10. A key benefit of the City's engagement would be the opportunity to build up ongoing relations with France's future political and business leaders, replicating the good links forged through the British German Forum (Wilton Park) and the British-American Project senior leaders programme with notable alumni such as David Miliband, Sadiq Khan, James Naughtie and Baroness Chakrabarti.
11. The hosting of this dinner aligns well with our key corporate policy priority of supporting and promoting the UK financial services based services sector throughout the world for the benefit of the wider UK economy as set out in the Corporate Plan 2015-19.

Corporate & Strategic Implications

12. By providing Guildhall as a venue for the event, the City Corporation would be a key supporter of the Young Leaders' Programme and also, its host. This will provide an opportunity to bring high level guests into the City and further demonstrate its commitment to furthering Anglo-French dialogue (already established through joint ownership of the Anglo-French Committee (with Paris Europlace).
13. The City Corporation would receive branding opportunities, a speaking slot at the dinner and recognition of its sponsorship of the Programme.

Implications

14. The current uncommitted balance available within your Committee's Policy Initiatives Fund for 2017/18 amounts to £662,300, prior to any allowance being made for any other proposals on today's agenda.

Conclusion

15. The Policy and Resources Committee is therefore recommended to approve £15,000 for sponsorship of the Franco-British Young Leaders Programme gala dinner.

Claire Holdgate

Head of Events, Economic Development Office

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Committee(s)	Dated:
Policy and Resources Committee	15 December 2016
Subject: Sponsorship of a Brexit- related series convened by the Institute for Government	Public
Report of: Damian Nussbaum, Director of Economic Development	For Decision
Report author: Eugenie de Naurois, Head of Corporate, Affairs Economic Development Office	

Summary

Between January and April 2017, the Institute for Government (IfG) will host a series of public events and roundtables, and publish briefing papers which shed light on key issues and provide advice to government and wider stakeholders.

The IfG is seeking £18,000 of funding from the City Corporation to be sole sponsor of this series. The City Corporation would host two private roundtables and the IfG would host the two keynote public events. In return for this sponsorship, the City Corporation would work closely with the IfG to devise the guest list for each event, the Policy Chairman would be able to play a prominent role in all of them and the City Corporation would benefit from branding opportunities. IfG will do write-ups of the public events and include them on their website, with reference to the partnership with the City Corporation.

Recommendation

This report recommends that your Committee agrees to sponsor a series of Brexit-related events in partnership with the IfG at a cost of £18,000 to be met from your Committee's Policy Initiatives Fund for 2016/17, categorised under Events and charged to *City's Cash*.

Main Report

Background

The Institute for Government (IfG) is an independent cross party charity working to increase government effectiveness. Its main objectives are the advancement of education in the art and science of government in the UK for the benefit of the public and the promotion of efficient public administration of government and public service.

1. The City Corporation has previously partnered with the IfG on three highly successful series of events – “Government and Business” in 2013, “Government and Economy” in 2014, and “Government and Regulators” in 2015.
2. They involved a range of high-level participants and offered examples of best practice in business and economic policy-making.

Proposal

3. The Brexit series of events aims to:
 - inform the public and political debate on key Brexit-related issues and see how business and government might need to address them;
 - foster dialogue between business, politicians, senior officials and academics on the government's role in contributing to economic success;
 - further develop the relationships between government and business.
4. Four events would take place between January and April 2017, with a degree of flexibility in the timeline and the suggested topics so as to respond to political changes and speaker opportunities, as they arise.
5. The two private roundtables would be held at Guildhall and allow for in-depth discussion between key stakeholders. They would be held for up to 20 people as breakfast or dinner events. The topics would include:
 - Brexit: the views of other EU member states
 - Brexit: how to strike a trade deal
6. The two public seminars would be held for an audience of around 100 -120 at the IfG. They would primarily be structured as panel events. The topics would include:
 - Pascal Lamy: UK and the WTO
 - Brexit: How should the UK Government approach EU negotiations?
7. The events would be chaired by a senior representative from the Institute for Government, the City Corporation and/or a respected outsider. The audience would be drawn from senior figures from the Civil Service, political parties, the City and the wider business community, think tanks and academia.

Implications

8. It is proposed that the required funding of £18,000 is drawn from the Policy Initiatives Fund and categorised under 'Events' and charged to *City's Cash*. The current uncommitted balance in the 2016/17 is £220,400 prior to any allowance being made for any other proposals on today's agenda.

Conclusion

9. The City Corporation sponsorship of this series of events in partnership with the IfG accords well with its role in promoting and supporting London as the world's leading international financial and business centre in light of the Brexit negotiations. The partnership with the IfG would allow the City Corporation to engage closely with key stakeholders and contribute to the debate.

Damian Nussbaum

Director of Economic Development

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Committee: Policy and Resources	Date: 15 December 2016
Subject: Policy Initiatives Fund/Committee Contingency	Public
Report of: Chamberlain	For Information
Report Author: Ray Green	

Summary

1. The purpose of the Policy Initiatives Fund (PIF) is to allow the Committee to respond swiftly and effectively with funding for projects and initiatives identified during the year which support the City Corporation's overall aims and objectives.
2. The Committee contingency is used to fund unforeseen items of expenditure when no specific provision exists within Committee budgets such as hosting one-off events.
3. In identifying which items would sit within the PIF the following principles were applied:
 - Items that relate to a specific initiative i.e. research;
 - Sponsorship/funding for bodies which have initiatives that support the City's overall objectives; and
 - Membership of high profile national think tanks
4. The attached schedules list the projects and activities which have received funding for 2016/17. Whilst the schedule shows expenditure to be incurred in this financial year, some projects have been given multi-year financial support (please see the "Notes" column). It should be noted that the items referred to have been the subject of previous reports approved by this Committee.
5. The balances that are currently available in the Policy Initiatives Fund and the Committee contingency for 2016/17 are £202,400 and £152,200 respectively.

Recommendations

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

Contact:

Ray Green

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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 30/11/16</u>	<u>TO BE SPENT</u>	
			<u>£</u>	<u>£</u>	<u>£</u>	
	Events					
21/11/13	London Councils' London Summit - the City is to host the annual conference for 3 years	DOC	16,100	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>			£	£	£	
	Promoting the City					
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	27,500	17,500	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 30/11/16 £	TO BE SPENT £	
	Communities					
20/02/14	Access Europe - City Corporation to become one of four core supporters of a European Funding hub to improve access to EU funding for London's public and voluntary organisations	DED	50,000	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	25,786	29,114	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
	Research					
28/05/15	Sponsorship of New Local Government Network (NLGN) research project: Social Capital - How Public Investment Can Drive Public Value: City of London's sponsor to host and shape events relating to NLGN's project including the launch	DPR	15,000	0	15,000	Originally allocated from 2015/16; deferred to 2016/17
16/07/15	Sponsorship of the King's Commission on London: City of London Corporation to be one of 4-6 core outside sponsors of a two-year research project on the future challenges and issues facing London.	TC	50,000	50,000	0	2 year funding - £50,000 final payment in 2016/17

<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 30/11/16 £	TO BE SPENT £	
	Attracting and Retaining International Organisations					
19/09/13	International Valuation Standards Council (IVSC) - City of London to support the accommodation costs of the IVSC	CS	50,000	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
	New Area of Work					
24/09/15	Housing & Finance Institute (HFi) - CoL becoming a founding member of HFi, a hub designed to increase both the speed and number of new homes built across all tenures in the UK by working with local authorities and the private sector	TC	40,000	40,000	0	3 year funding - £40k per year until 2017/18
	BALANCE REMAINING		1,298,600	825,398	473,202	
	TOTAL APPROVED BUDGET		220,400			
			1,519,000			
	ANALYSIS OF TOTAL APPROVED BUDGET					
	ORIGINAL PROVISION		1,250,000			
	APPROVED BROUGHT FORWARD FROM 2015/16		269,000			
	TOTAL APPROVED BUDGET		1,519,000			
NOTES:						
(i) The Committee date records the actual approval meeting; in some instances approval is given for multi-year support for a project but the financial details in this table only show the expenditure due in the current year (2016/17). It should be noted that actual payments sometimes are made towards the end of a financial year.						
KEY TO RESPONSIBLE OFFICER:-						
MBC	Managing Director Barbican Centre	DOC	Director of Communications	CGO	Chief Grants Officer	
DED	Director of Economic Development	DOS	Director of Open Spaces	DBE	Director of the Built Environment	
TC	Town Clerk	CS	City Surveyor	DCCS	Director of Community & Childrens Services	
CAROLINE AL-BEYERTY - DEPUTY CHAMBERLAIN						

POLICY AND RESOURCES COMMITTEE - POLICY INITIATIVES FUND

		2016/2017
		£
POLICY INITIATIVES FUND		
- Balance remaining prior to this meeting		220,400
<u>Less possible maximum allocations from this meeting</u>		
Sponsorship of a Brexit - Related Series	18,000	
	<hr/>	18,000
Balance		<hr/> <hr/> 202,400

Caroline Al-Beyerty
Deputy Chamberlain

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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 30/11/16 £	<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	19,950	37,150	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	51,817	38,183	

<u>ALLOCATIONS FROM CONTINGENCY</u>					<u>STATUS OF BALANCE</u>	
<u>COMMITTEE</u> <u>DATE</u>	<u>DESCRIPTION</u>	<u>RESP</u> <u>OFFICER</u>	<u>ALLOCATION</u> £	<u>ACTUAL</u> <u>PAID</u> TO 30/11/16 £	<u>BALANCE</u> <u>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	123,074	1,926	
17/11/16	Co-Exist House: City of London Corporation to fund a learning institution and centre in London dedicated to promoting understanding of religion and to encourage respect and tolerance	DED	20,000	-	20,000	3 year funding - £20k per year until 2018/19
17/11/16	Police Arboretum Memorial Fundraising Dinner: City Corporation to host a fundraising dinner at Guildhall	DED	30,000	-	30,000	
			450,800	224,374	226,426	
	BALANCE REMAINING		152,200			
	TOTAL APPROVED BUDGET		603,000			
	ANALYSIS OF TOTAL APPROVED BUDGET					
	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 - DEPUTY CHAMBERLAIN

POLICY AND RESOURCES COMMITTEE - CONTINGENCY

	2016/2017
	£
CONTINGENCY	
- Balance remaining prior to this meeting	152,200
<u>Less possible maximum allocations from this meeting</u>	
-	<u>0</u>
	0
Balance	<u><u>152,200</u></u>

Caroline Al-Beyerty
Deputy Chamberlain

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Committees	Dated:
Health and Social Care Scrutiny – For Information Community and Children’s Services – For Decision Health and Wellbeing Board – For Information Policy and Resources – For Decision	1 November 2016 18 November 2016 25 November 2016 15 December 2016
Subject: Integrated Commissioning for Health and Social Care	Public
Report of: Director of Community and Children’s Services	For Decision
Report author: Ellie Ward, Community and Children’s Services	

Summary

The NHS is facing growing financial and service pressures at a time of rising demand. NHS England published a five-year plan to address some of these challenges and encourage health and social care organisations to work more closely together to address them.

Local areas are required to produce Sustainability and Transformation Plans (STPs) that set out how organisations will work together at a local level to meet the challenges set out in the plan. This includes looking at transforming services and using resources differently. Although local authorities are part of the plans, their budgets are not included in the overall budget total for STPs. However, some of the service changes proposed through STPs could have an impact on adult social care services and their funding, for example an increased focus on preventative services or providing more care based in the community rather than in hospitals.

The City of London Corporation is part of the North East London STP, which includes eight local authorities, seven Clinical Commissioning Groups (CCGs) and three acute hospital providers.

London Borough of Hackney and City and Hackney CCG had already proposed a devolution pilot, which is now reflected in the STP. The pilot is about exploring the delegation of powers to a local level relating to estates, licensing powers to support public health and prevention and the development of models for integrated commissioning.

London Borough of Hackney is exploring the development of an integrated commissioning model to better align work across local commissioners – CCG, social care and public health – and promote joint planning to improve outcomes. If this

proceeds, a similar model of integrated commissioning will need to be developed for the City of London Corporation.

This would be built upon a pooled budget of funding from the CCG and the City of London Corporation, governed by an Integrated Commissioning Board and bound by a legal agreement. A steering group across the CCG, the City of London Corporation and London Borough of Hackney has been established to explore what the operational models for this might look like.

This paper sets out an analysis of the opportunities and risks of the proposed integrated commissioning model and seeks Members' agreement to explore development of this model for the City of London Corporation, with further detail and legal implications to follow in a future report.

Recommendations

Members are asked to agree to:

- explore development of a single integrated health and social care commissioning model for the City of London with City and Hackney CCG, subject to further detail and due diligence
- explore entering into a pooled budget with City and Hackney CCG
- receive a further, more detailed report and make a final decision on the proposed arrangements in early 2017.

Main Report

Background

Health and social care services in the City of London

1. Adult and children's social care services are provided and commissioned by the City of London Corporation and are mainly based on resident population. Public health services are partly commissioned by the City of London Corporation and partly in partnership with London Borough of Hackney. While most public health services are based on resident population, some are also commissioned for City workers.
2. There is one GP practice in the City of London – The Neaman Practice, which is part of City and Hackney Clinical Commissioning Group (CCG). The majority of City residents are registered with this practice, but approximately 25 per cent of residents on the eastern side of the City are registered with practices in Tower Hamlets, part of Tower Hamlets CCG.
3. CCGs commission acute and secondary care health services for the people registered at their GP practices. This includes elective hospital care, community health services and rehabilitation, maternity and mental health services.

4. City and Hackney CCG commissions Homerton University Hospital to provide acute and community services to its registered population. It also commissions acute care for City patients registered at The Neaman Practice from University College London Hospitals (UCLH) and Barts Health. Enhanced primary care services are commissioned from the City & Hackney GP Confederation. This includes wound and dressing care, phlebotomy, management of people with long-term conditions, identification of and support for vulnerable families and a proactive home visiting service for frail elders. The Neaman Practice is a member of the GP Confederation.
5. The integration of health and social care services is a well-established principle as it provides a better patient and service user experience, more effective services and can contribute to financial savings. The City of London Corporation already works in an integrated way across the health and social care system, but there are limitations in terms of organisational boundaries and legal frameworks.
6. The number of older people in the City of London is set to increase in the coming years. Greater London Authority (GLA) population projections show that over the next five years the older population (over 65s) is set to increase by between 4 and 5 per cent each year from 1,530 in 2017 to 1,839 in 2021. This is likely to create increased demand for health and social care services in the future.

Health and social care in context

7. The NHS is facing growing financial and service pressures at a time of rising demand. The NHS *Five Year Forward View*, published in October 2014, is set in this context.
8. It sets out a new shared vision for the future of the NHS, emphasising the need to move to place-based systems of care where organisations collaborate and use their resources collectively to meet the needs of the local population in the most appropriate and effective way. It also explores the challenges to be addressed in the NHS around finance and efficiency, improving the health of the population and providing quality care.

Sustainability and Transformation Plans

9. In December 2015, NHS England required local areas to produce five-year Sustainability and Transformation Plans (STPs) to outline how local areas proposed to meet the challenges set out in the *Five Year Forward View*.
10. A total of 44 areas were identified as geographical 'footprints' on which the STPs are being developed, with an average population size of 1.2 million. The City of London Corporation is part of the North East London STP. This includes eight local authorities, seven CCGs and three acute hospital trusts (Homerton University Hospital NHS Foundation Trust, Barts Health NHS Trust and Barking, Havering and Redbridge University Hospitals NHS Trust).
11. Although Homerton University Hospital and City and Hackney CCG have been in a more robust financial position, Barts Health and Barking, Havering and

Redbridge CCGs are experiencing significant financial issues this year and going forward.

12. Latest planning guidance from NHS England states that all STP footprints will have a single 'system' budget for their areas made up of the operational budgets for each organisation in the footprint. The guidance says that funding can be moved between organisations by agreement provided the overall budget total does not change. This poses a potential risk where funding from local organisations may have to be used to support other organisations in the system that are experiencing financial difficulties.
13. Local authority and partnership support has to be evidenced in the STP. Although local government social care budgets are not included in the STP, it should be noted that the service transformation proposed in the STP could have an impact on social care and its funding. This includes an increased focus on preventative services or a greater move towards more care based in the community rather than in hospitals.

Locality plan

14. STPs are high-level plans looking at which services can be best organised and delivered across the system in North East London rather than including all local issues.
15. CCGs and their partner local authorities are developing two to five-year plans to address local issues highlighted in local Health and Wellbeing Strategies, as well as contributing to delivering the wider STP ambitions. This allows City of London specific priorities around social isolation, the health of workers and cross-boundary issues to be reflected in the locality plan.
16. In order to develop the locality plan, the CCG has developed a joint planning programme with local authority social care commissioners and public health commissioners. This explores where there could be more collaboration and alignment of approaches and contracts to improve outcomes for patients and service users and deliver the STP ambitions.

Devolution pilot and integrated commissioning

17. Separately to the STP, the London Borough of Hackney and City and Hackney CCG, along with local health providers, were approved as a devolution pilot, allowing them to explore the delegation of powers to a local level to better support the achievement of plans. This aims to accelerate the transformation of the local health and care system in Hackney so that it is financially and clinically sustainable and provides improvements in health, care and wellbeing outcomes. Because the CCG covers both Hackney and the City, the City of London Corporation and the CCG have been working closely to ensure that the pilot also brings advantages and improved outcomes to the City.
18. The devolution proposal committed to exploring joint commissioning between the CCG and the local authority social care and public health functions. A

commitment has been made to explore this for the London Borough of Hackney. As the City of London Corporation is not part of the devolution pilot, the CCG is keen to establish a similar arrangement with the City of London Corporation to mirror the arrangements in Hackney to ensure an equitable approach across the CCG area.

19. The joining together of commissioning between health and social care is known as integrated commissioning. It aims to remove organisational barriers, develop more joined up plans and commission integrated services that benefit patients and service users. It supports an approach of moving to contracting for outcomes and commissioning providers to work together across organisational boundaries. Many organisations in health and social care are already working in this way.

Current Position

Proposed integrated commissioning model

20. City and Hackney CCG has proposed an integrated commissioning model for the City of London built on the pooling of health, social care and public health funding into one budget that is consistent with the Hackney devolution pilot. The detailed scope of the funding and governance arrangements to be included in the model would need to be agreed by Members at a later date. The CCG is keen to have this model in operation by April 2017, but the City of London Corporation can agree phasing of the model in a way that works best for the Corporation.
21. It is proposed that there would be separate pooled budgets between City and Hackney CCG and the London Borough of Hackney and between City and Hackney CCG and the City of London Corporation.
22. The pooled budgets would be legally agreed through a Section 75 (s75) agreement (NHS Bodies and Local Authorities Partnership Regulations 2000), which allows health and local authority funding to be pooled. In effect, this ring-fences the funding for the services set out in the agreement.
23. It is currently proposed that an Integrated Commissioning Board would be set up between the City of London Corporation and the CCG (the London Borough of Hackney would have its own board) to make decisions on the use of the pooled budget. The board would include City of London Corporation Members and CCG Board Members. Each year, the City of London Corporation and the CCG would agree the make-up of the pooled budget and what decision-making would be delegated to the Integrated Commissioning Board. To maximise improvements for local people and better support the alignment of service delivery and contracting, the Integrated Commissioning Board could also provide a steer on all health and social services planning not otherwise included in the pooled budget.
24. A steering group has been established with the CCG to explore what a model could look like and how any risks would be mitigated should a decision be made to proceed with the model.

25. The steering group is committed to a gradual development of the proposal rather than a “big bang” on 1 April 2017 to ensure stability and minimise risk. The group has also agreed to define monthly gateways over the rest of 2016/17 to help maintain momentum and allow partners to confirm that they remain comfortable in proceeding with the development of the model.
26. At this stage the integrated commissioning arrangement would only cover NHS services for patients registered at The Neaman Practice. However, discussions with other CCGs about joining the pooling arrangements could occur in 2017/18 once a model is in place.
27. This paper seeks agreement from Members to explore the development of this model for the City of London Corporation. Further detail on governance and the financial framework for the model would be brought back to Members at a later date.

Options

28. The two main options are to enter into a single integrated commissioning model with City and Hackney CCG or not. An analysis of the two approaches is set out below.

Entering into an integrated commissioning model

29. This model offers a number of potential opportunities for the City of London Corporation. It would provide:
 - a City of London-based model responsive to City of London needs
 - a dedicated focus on City residents and their needs with an identified health budget separate from the budget for Hackney
 - more integrated services for most City of London residents, reducing current complexities
 - governance arrangements that give the City of London Corporation equal representation with City and Hackney CCG
 - a more direct line between the ambitions of the Health and Wellbeing Board and how these are delivered locally
 - separate pooled budgets that would provide protection from City funds being lost in a larger pooled budget across the City and Hackney or being drawn into broader financial issues across North East London. Integrated contracting and procurement models should result in more efficient delivery and offer the opportunity of longer-term cost savings
 - more aligned plans across the CCG and City of London Corporation to allow the two organisations to make the best use of their budgets and powers to secure improved outcomes and more joined up services.
30. There are also some potential risks associated with this model:
 - The integrated budget would only cover residents registered with The Neaman Practice (part of City and Hackney CCG). The existing issue of linking up with Tower Hamlets services and other providers would remain.

However, discussions could take place about extending the scheme across other CCGs once any arrangements had been set up.

- The issue of City workers would need to be addressed. The City of London Corporation has public health responsibilities for this group but City and Hackney CCG does not.
- There would be a potential loss of direct control over some of our social care and public health budgets, although the scheme of delegation for the Integrated Commissioning Board would address this possibility.
- The CCG funding within the pooled budget would be higher than that from the City of London Corporation.
- Appropriate disaggregation of funding and savings made from the CCG for City residents would be necessary. The CCG is keen to ensure a clear City budget but recognises it will be difficult to get this right on day one given the need to disaggregate existing contracts. Therefore, agreement would be required that the pooled budget could be reviewed in the light of experience.
- The impact of managing and resourcing additional governance structures would need to be addressed.

Some services would still need to be jointly commissioned with the London Borough of Hackney and governance arrangements would need to be put in place to oversee this.

Not entering into an integrated commissioning model

31. Not entering into an integrated commissioning model would ensure that the City of London Corporation keeps sole control of its own social care and public health budgets but there are risks with this approach:

- Wider reconfiguration of health services in North East London could impact on City residents with less opportunity to influence change. An integrated commissioning model could mitigate against this risk.
- No further integration of services and continued complexity of offer for all current City residents and service users.
- Hackney devolution likely to continue and alternative arrangements for the City put in place unilaterally.
- Loss of focus on the City of London Corporation as a stand-alone entity and a missed opportunity to plan together for the City.
- Reputational risk if the City of London Corporation is not seen as supporting devolution initiatives in line with good practice.
- Potential loss of a local commissioning focus if health and social care integration is focused on the wider STP footprint.
- Exclusion from more innovative ways of commissioning and delivering services.

Proposals

32. This report recommends Members give approval to explore development of a single integrated commissioning model with City and Hackney CCG. This approval will be subject to further discussion and agreement about the details of the agreement.

33. Entering into a single integrated commissioning model offers the City of London Corporation the opportunity to:

- commission more integrated services to residents, ensuring a better patient experience
- have a bespoke City of London-focused commissioning model for health and social care
- be in line with current best practice and direction of travel.

34. Although there are potential risks for the City of London Corporation in adopting this model, further discussions about the governance arrangements and financial framework will provide the opportunity to mitigate the risks in line with the proposed gateway approach to developing the model.

35. There has been some successful joint commissioning between the City of London Corporation and Hackney previously. This latest project represents an evolution and, subject to joint governance being managed, the joined up service should increase efficiency.

Corporate & Strategic Implications

36. KPP3 of the Corporate Plan focuses on engaging with London and national government on key issues of concern to our communities such as transport, housing and public health. This includes the NHS and public health reforms.

37. Health and social care integration is an action of the Department of Community and Children's Services Business Plan.

38. Health and social care integration is a priority in the Joint Health and Wellbeing Strategy.

Implications

Financial Implications

39. Entering into any kind of pooled budget arrangement exposes the City of London Corporation to a level of inherent financial risk that would otherwise not exist, particularly around City funds not being used for the purposes and outcomes desired by the City or the City becoming liable for the financial obligations of others. To mitigate these risks, the City of London Corporation would enter into a formal s75 agreement and supporting financial framework. These would clearly set out the scope of the pooled budget, ground rules for its use and treatment of overspends, as well as address how conflicts in budget-setting priorities would be settled.

40. The Integrated Commissioning Board would only be able to operate within the scheme of delegation agreed by the City of London Corporation and the CCG as both would retain ultimate statutory responsibilities. The budget and approach would need to be negotiated and agreed each year to reflect changing

circumstances. Ensuring that the proper governance and reporting arrangements are also in place will be a key consideration.

41. If the City of London Corporation were to become the host partner for the finances of the whole pooled budget, it would potentially be exposed to a further level of risk in terms of becoming accountable for a much larger sum of funds from the CCG than the amount currently invested. The VAT implications for the City of London Corporation would also need to be assessed. In addition, there would be a significant resourcing issue with regard to servicing the monitoring and reporting of such a pooled budget.
42. This will be explored by the steering group. The CCG has committed to provide additional funding to the City of London Corporation to support the finance function in such an eventuality.

Legal Implications

43. This report seeks Members' agreement at this stage to explore the development of an integrated commissioning model between the City of London Corporation and City and Hackney CCG. Once exploration has taken place and further information has been gathered from the parties involved, a second report will be presented to Members. At that stage, it will be possible to provide full detail on any legal implications involved.

Conclusion

44. The context for commissioning health and social care services is changing in response to increasing financial pressures and rising demand.
45. City and Hackney CCG has proposed to develop an integrated health and social care commissioning model with the City of London Corporation. This would bring together health and local authority funding from adult social care and public health and jointly deliver locally agreed priorities, which would be set out in a legal agreement.
46. This paper recommends to Members that the City of London Corporation agree to explore the development of an integrated commissioning model with City and Hackney CCG. Although there are some potential risks, there are also a number of opportunities. Further discussions around governance and the scope of local authority funding contributed to the pooled budget would aim to mitigate some of these risks.

Appendices

None

Background Papers

None

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Committee(s)	Dated:
Policy & Resources Committee	15 Dec 2016
Subject: Application for designation of the Still & Star Public House as an Asset of Community Value	Public
Report of: Director of the Built Environment	For Decision
Report author: Peter Shadbolt, Department of the Built Environment	

Summary

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 Asset of Community Value. This is the first such application that has been made to the City Corporation.

CAMRA has provided information on the historic use of the pub, dating back to 1820, and of current community use. This information is supplemented by 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 landowner has objected to the nomination on the grounds that the Still & Star does not serve the local resident community, that objections to the planning application have principally come from outside of the City of London and that it is unrealistic to expect future community use given the intention to redevelop the site.

The information supplied by the applicant and the landowner has been assessed in the context of statutory criteria on the validity of nominations and the City Corporation's guidelines on the assessment public house nominations, which are considered elsewhere on this committee agenda. Although a planning application has been received for the wider redevelopment of this site, it would not be appropriate to give this undue weight when determining this ACV nomination, as to do so would pre-judge the future determination of the planning application by the Planning & Transportation Committee.

This ACV nomination was considered initially at Planning & Transportation Committee on 25/10/16 and after a debate a majority voted that the Committee recommend that Policy & Resources Committee should not designate the public house as an ACV. At the Policy & Resources Committee meeting on 17/11/16 the Committee deferred the decision on nomination and requested that further information be provided to the Committee on guidelines which should be used to determine ACV nominations in the City.

This report assesses the application for the Still & Star public house in the context of the guidelines proposed elsewhere on this committee agenda. The determination of whether the Still & Star should be designated as an Asset of Community Value is a

finely balanced one which Members will need to take on the basis of the evidence submitted by the applicant and the landowner and the assessment set out in the appendix to this report. If material amendments are made to the proposed guidelines for the determination of ACVs, then such alterations will need to be taken fully into account in the consideration of the designation of the Still & Star as an ACV.

Recommendation(s)

Members are recommended to:

- Use their local knowledge and the evidence presented to determine whether the Still & Star public house should be designated as an Asset of Community Value.

Main Report

Background

1. On 19th 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.
2. This is the first such nomination received by the City Corporation. Responsibility for the determination of ACV nominations has not been specifically delegated to a committee and therefore rests with the Policy & Resources Committee. Although the Planning & Transportation Committee is not the responsible Committee for determining ACV nominations, the issues raised were considered to have some overlap with matters within their terms of reference and therefore Planning and Transportation Committee, at its meeting on 25/10/2016, was asked to consider the evidence in this report and provide its advice to Policy & Resources Committee for that Committee's determination. The Planning & Transportation Committee recommended to Policy & Resources Committee that the nomination be refused.
3. The Planning & Transportation Committee's recommendation was reported to Policy & Resources Committee at its meeting on 17 November 2016. The Policy & Resources Committee considered that more detailed information was required on the process for determining ACVs in order for a decision to be made. The Committee deferred the decision on the Still & Star ACV nomination and asked that a policy on the process and guidelines for determining ACV nominations be developed and submitted to the Committee for consideration.
4. The previous reports to Planning & Transportation Committee on 25/10/16 and Policy & Resources Committee on 17/11/16 set out in more detail the legislative basis for ACVs and this is not repeated here. The application is available on the City Corporation's website, along with information supplied by the owner of the Still & Star at: <http://www.cityoflondon.gov.uk/services/environment-and-planning/planning/planning-policy/Documents/still-star-acv-submission->

[20160919.pdf](#) . Members should be aware of the details of the application when determining the application for the Still & Star.

Current Position and Evaluation

5. This report deals with the application for the Still & Star public house in the context of the guidelines contained elsewhere on this committee agenda. Appendix 1 sets out an assessment of the application for the Still & Star against each of the criteria suggested in the earlier report. The assessment is in 2 sections, the first section deals with the statutory requirements for a valid nomination and the potential for future use of the land or building. The second section deals with evidence that the public house use furthers the social wellbeing or social interests of the local community. For the statutory requirements under Section 1, a nomination will need to meet all the requirements to be considered a valid nomination. For the evidence assessment under Section 2, a more flexible approach is taken, with criteria assessed as strong evidence, some evidence, no evidence and uncertain. The overall contribution made to social wellbeing and social interest should be assessed taking all criteria and other local knowledge into account.
6. In terms of Section 1:Validation, the application 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, with a local connection, to submit nominations for ACV under the Regulations. The Still & Star's primary lawful use is as a drinking establishment under Use Class A4 and it does not fall within any of the exempt land uses. The application is therefore valid.
7. In terms of whether this building can continue to provide social wellbeing and social interest in the future, no specific evidence is required by the legislation to support this and the applicant has provided none. The landowner has argued that, since they intend to undertake a wider office-led development which involves the demolition of the public house, the current use cannot realistically be expected to continue. However, this is dependent on the determination of a current planning application and it would not be appropriate to give this undue weight in advance of this determination by the Planning & Transportation Committee. There is no other information or evidence to suggest that the pub use will not continue and therefore at the present time the application does pass this test.
8. Section 2 of the assessment relates to whether the Still & Star furthers the social wellbeing and social interest of the local community. Appendix 1 shows that the public house hosts a range of events and activities which benefit the community, including hosting a local darts team which competes in a local league, regular meetings of clubs and societies and themed events. There is also evidence that the pub has been recognised as a community public house by participation at the City of London Annual Community Fair. The Still & Star also has a long history of

use as a public house and has local social and cultural associations with this part of the City.

9. The application suggests that the Still & Star serves local residents and workers and a wider visitor community, but does not provide detailed evidence. This has been highlighted by the landowner, who considers that the community should be limited to local residents. The City Corporation's guidelines suggest that the community should include the City's working and resident community and this is also recognised in the City's Statement of Community Involvement. There is no requirement in the legislation for an applicant to define a local community beyond meeting the definition of being a local community organisation.
10. Objections to an office-led development on a wider site, which would require the demolition of the public house (16/00406/FULMAJ), also identify support for the designation of the Still & Star as an ACV. The landowner, however, has drawn attention to the fact that all but 5 of these objections have been made by people from outside the City.
11. No information has been provided by either the applicant or the landowner to identify the consequences to the community if the public house use were to be lost. In considering the impact of any loss, Members will need to take into account whether there are any unique features associated with the Still & Star which could not be easily replicated elsewhere.

Procedural Next Steps

12. If the nomination is refused, there is no right of appeal for the applicant. There is, however, no restriction on the number of nominations relating to the same site that can be made for ACV status. Each would need to be considered on its merits.
13. If the nomination is approved and the ACV designated, the landowner has a right of appeal. In the first instance the appeal is to a senior officer within the City Corporation who has not been involved in the determination of the initial application (this would be through the Town Clerk or other nominated senior officer). If this appeal fails, there is provision for a second independent appeal to the First Tier Tribunal.

Corporate & Strategic Implications

14. The consideration of the Still & Star public house as a possible Asset of Community Value accords with Corporate Plan aims to provide modern, efficient and high quality local services for workers, residents and visitors, and to provide valued services, such as education, employment, culture and leisure, to London and the nation.

Implications

15. The proposal to designate the Still & Star Public 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 as an ACV would not fetter the Planning & Transportation Committee's consideration of the wider merits or otherwise of a planning application.
16. 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. The first £20,000 of any claim is to be met by the local authority.

Conclusion

20. 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. The ACV status is time limited and will lapse after 5 years.
21. CAMRA has provided evidence of the use of this building as a public house since 1820 and evidenced its use by the local community and the City's working community. 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.
22. 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, that objections are not made by people living in the City, and that the pub 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. However the implications of the current planning application for redevelopment of the site should not be given undue weight as this would pre-judge the future determination of this application by the Planning & Transportation Committee.

Appendices

- Appendix 1 – Assessment of the application for ACV status for the Still & Star public house

Background Papers

Report to Planning & Transportation Committee 25/10/2016 and Policy & Resources Committee 17/11/2016, Application for designation of the Still & Star Public House as an Asset of Community Value.

Report to Policy & Resources Committee 17/11/2016. Application for designation of the Still & Star Public House as an Asset of Community Value – Report of Planning & Transportation Committee.

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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Committee: Policy and Resources	Date: 15 December 2016
Subject: Policy Chairman's visit to New York and Washington DC, November 2016	Public
Report of: Director of Economic Development	For Information

Summary

This report advises Members of the outcome of the recent visit by your Chairman to New York and Washington DC in November. The purpose was to meet with business and policy stakeholders to discuss regulatory and competitiveness issues affecting transatlantic financial markets, as well as gauge US views on the business and political landscape in the US, UK and Europe following the EU referendum and US presidential election. The visit was built around an invitation to participate in a panel discussion on Brexit organized by the centre for the Study of Financial Innovation.

The main conclusions from the visit were:

- It is still too soon to form any detailed view of the likely policies of the Trump administration, nor clarity of his influence in the transition team.
- There was no clear sense among US stakeholders of how the UK government can make a success of Brexit and curiosity at the approach being taken.
- There is no consistent view from the New York business community in relation to major financial institutions' plans for relocating or restructuring following Brexit. Some expect a "botched job" that is not optimal but also not disastrous. One point that was raised as a priority however was the need for a workable visa system to allow access to talent for firms.
- There will be a number of significant regulatory appointments in the US.
 - There is provision for the Federal Reserve to have a Vice Chairman for regulation. This post has not been filled, as a result of which member Dan Turillo has had this role de facto and has taken a hard line on some aspects of regulation. The Vice Chairman post will probably be filled, leading to a different approach on banking regulation.
 - The SEC will have a three two Republican majority, which is likely to lead to a watering down of several aspects of Dodd Frank that come within the responsibility of the regulator.
 - There may be some changes to the primary legislation but these are likely to be relatively minor.

The visit is being followed up by further discussions with organisations on a number of the issues raised.

Recommendation

Members are asked to note the report.

Main Report

Background

1. Members previously approved that your Chairman should visit New York, along with another major US city, twice a year. These visits play an important role in the City of London's programme of engagement with the US and the ongoing dialogue with US-

headquartered financial services firms and senior US policymakers on regulatory and competitiveness issues affecting transatlantic financial markets. The visit followed the Chairman's last visit in February 2016.

2. Your Chairman visited New York on Friday 18 November and Washington DC from Saturday 19 November to Monday 21 November, accompanied by the Head of Regulatory Affairs, Ben Stafford. The purpose was to meet with business and policy stakeholders to discuss the economic and political environment in the UK and EU following June's referendum vote, as well as to gauge views on the likely direction of travel following Donald Trump's presidential election victory. The visit was built around an invitation to participate in a panel discussion on Brexit organized by the centre for the Study of Financial Innovation, held in New York on 18 November.
3. The programme included meetings with senior representatives of financial institutions, the British Embassy and British Consulate General, and policy and political advisors. Details of the individuals and organisations met during the visit are provided in the appendix.

Political Environment

A Trump presidency

4. There was still a sense of surprise at the US Presidential election outcome throughout meetings in both cities. Guests at the NY Consulate meeting speculated that US markets' positive reaction to the vote may reflect the expected large investment on infrastructure promised by President-elect Trump, as well as the possible impact of moves to dilute US banking regulations and the increased availability of capital this may provide.
5. Even among election strategists present who had worked on the campaign, there was no clear view of the likely suite of policies he will bring in. Some speculated that the "real" Trump is likely to be more pragmatic than ideological, whereas others noted the strength of his words on US international trade, China, Iran, Israel and the US's position on climate change – reinforced by the sense that Trump supporters may rebel against their victor if these positions were not implemented. Trump is likely to select at least two Supreme Court justices, which will leave an enduring conservative imprint.
6. The failure of pollsters to predict the US result was considered by one analyst to be due to assumptions being based on the voter base from 2008 and 2012 presidential elections, whereas Trump secured a new voter base in 2016. With the Trump victory thought to represent a wider pattern of protest voting further anti-establishment outcomes are considered a real possibility in the December Italian constitutional referendum, and in 2017 the French Presidential election, German and Czech elections.
7. The advent of "post factual politics" was a recurrent theme at most meetings. One political strategist pointed out that the election result represented many voters' perceptions (and rejection) of US political and economic norms. "Rust belt" voters believe Trump will improve or protect their circumstances, whereas most analyses suggest technology and automation are likely to continue to drive job losses and income stagnation in those areas.

Brexit process

8. US counterparts were keen to hear about the dynamic for the negotiations with the EU27, particularly following the off-on process for the Canadian free trade agreement, as well as the impact of the Supreme Court challenge and actual legislative process for the Great Repeal Bill.
9. There was no clear sense among US stakeholders of how the UK government can make a success of eventual departure and curiosity at the approach being taken. For example, what assurances have been given to Nissan and the implications of any agreements with specific businesses or sectors? Banking representatives said that corporate clients are interested in passporting and equivalence, but have little knowledge of the real dynamics of these debates. As with the US election outcome, there is a great desire for certainty but little sight of it.

UK competitiveness

10. Options for enhancing UK competitiveness and seizing new opportunities arising from the Brexit vote were discussed in general terms around improved regulation, but without specific suggestions. US banking representatives echoed recent comments on the need for transitional arrangements.
11. Others noted visa issues and problems with the existing system, and the example of how Indian students (and their parents) are unimpressed by the UK government's approach and restrictions on students remaining in the UK after their studies end. Access to talent and right to reside were specified as key concerns for Bloomberg, with CEO Michael Bloomberg known to be animated on this issue and keen for assurances from the UK government.
12. London's competitiveness is likely to be viewed relative to European peers. This was reinforced by a clear sense of the EU27's poor competitive appeal, due to employment practices and inefficiencies, with one guest citing the 35hr working week in France.

CSFI panel event - Why Brexit matters to US financial firms

13. The Policy Chairman spoke on a panel event arranged by the Centre for the Study of Financial Innovation. The panel was chaired by CSFI's Andrew Hilton and also featured Kay Swinburne MEP, Anthony Belchambers (All-Party Parliamentary Group on Wholesale Markets and the Financial Services Negotiating Forum), Nick O'Neil (Clifford Chance) and The Financial Times's John Authers. Key points from the discussion are below.
14. Kay Swinburne voiced her opinion that a bespoke deal would be the only positive outcome for the UK. This is because neither the Norwegian or Swiss models for Single Market access are practical or politically suitable either for the UK or EU27. The 'Great Repeal Bill' will have to be the main vehicle for implementing Brexit and incorporating EU law into the UK's, because alternatives would be too complex and would take years if not decades.
15. Other than the two-year window which follows the triggering of Article 50, the 2019 European Parliamentary elections were cited as a key timeline factor for the negotiations. It will be in the UK's interests to reach a deal before this point given the subsequent absence of UK MEP influence – but also because a new Commission

will follow the elections, which is thought likely to play against UK interests. While Swinburne believes Michel Barnier and Didier Seuss may be more sensible in their approach than commonly believed in London, federalists such as Guy de Verhofstadt are expected to lead calls for the UK to receive hard treatment. Autumn 2017 is also likely to be a pivotal period given that the outcomes of the Italian referendum, French, German, Dutch and Czech elections will be known by then.

16. Panellists debated equivalence which, as currently operated by the EU, was viewed not to be a satisfactory medium or a long term option given the scope for withdrawal and political influence and that it was entirely one-sided rather than mutual. A different form of equivalence may be possible if a new technical framework could be arranged to provide certainty and remove or reduce political influence in the equivalence process. However, the chances of securing this outcome were considered small by panellists.
17. Anthony Belchambers noted the work being done on behalf of the Financial Services Negotiating Forum by Norton Rose Fulbright on equivalence. This is expected to be complete in January and look at the full range of options including the "hard Brexit" scenario of the UK falling back upon WTO/GATS in the event a deal cannot be struck.
18. In summing up panellists' comments, John Authers noted the likelihood of a major cut in the US corporate tax rate. If this should happen, this could lead to reductions in corporate tax rates across western economies, with major implications for firms' location decisions.

Priorities for US businesses in the UK

19. There is no consistent view from the New York business community in relation to major financial institutions' plans for relocating or restructuring following the referendum. Some expect a "botched job" that is not optimal but also not disastrous. One point that was raised as a priority however was the need for a workable visa system to allow access to talent for firms. This is clearly a major issue and there may be a need for UK policy to prioritise key sectors including financial services.
20. Banking sector representatives said US institutions instinctively want to retain their London base but have obligations to their shareholders and customers if the costs of doing so are unsustainable or put access to European markets at risk.

US regulatory policy and tax reform

21. Those close to regulatory policy believe it unlikely that the new administration's position on Dodd-Frank will be clear within first 6-8 months. Quick movement is expected though on Obamacare, appointments to the Commodity Futures Trading Commission (CFTC), indications of directional shift in tax policy, and the Consumer Financial Services Bureau. Appointments to the Federal Trade Commission (FTC) and CFTC will be subject to Congressional budget and oversight powers for these agencies.
22. By contrast the Consumer Financial Protection Bureau (CFPB) receives Federal funding, and this may be subject to some debate. Those close to the matter said core parts of the financial services industry will not be calling for blanket deregulation or removal of those regulations already in place, given that this will not in itself provide cost savings or revenue increases.

23. Tax reform is likely to be a key pillar of the Trump presidency, with a re-writing of the US tax code and possible moves to a flat tax rate – Newt Gingrich is believed to be an advocate for this proposal. The commentator and economic analyst Larry Cudlow and Trump's senior economic advisor David Malpass are believed to be involved in tax policy formulation, including analysis of options for repatriating the estimated \$3-5 trillion in unpaid US corporate tax.
24. US businesses are in a state of uncertainty and will need information on the likely forward course of events, or as much as possible. There is a clear bias against multilateralism in Trump's trade policy and in favour of bilateral deals instead, and this is likely to be reflected in any attempt to resurrect TTIP or equivalent deals.
25. Twinned with the Trump victory, the UK's vote to leave the EU was felt by some to create new options on regulatory policy including on "substitutes compliance", i.e. processes for different jurisdictions to agree processes for recognising each other's regulatory standards – particularly if UK and US prioritisation of financial services and commerce can benefit both countries. Changes to the leaders of US regulatory agencies and a change of direction at US Treasury are likely to influence the US's approach to the Financial Stability Board and its agenda, with a very different worldview expected to be brought to the Basel Committee.
26. Significant changes to the Dodd-Frank banking regulations are expected to be "around the edges", with any wholesale repeal unlikely. In part this is because even with the present Republican majority, 9-10 Democratic senators would be needed to pass the 60+ threshold required for a more fundamental revision. Presidential appointees will also determine the regulatory mandates that stem from Dodd-Frank with selections to be made for regulatory bodies such as the Securities & Exchange Commission, Commodity Futures Trading Commission and Federal Trade Commission – these appointments will be made by a majority vote by the five commissioners responsible for each agency.
27. However, there are possible game-changers – including pending court cases on Dodd Frank which may alter the legislation through judicial decisions, as may a separate draft 'Choice Act' tabled by Congressman Jeb Hensarling (R-Tex) which may pave the way for an overhaul of Dodd Frank.
28. There will be a number of significant regulatory appointments in the US. There is provision for the Fed to have a Vice Chairman for regulation. This post has not been filled as a result of which member Dan Turillo has had this role de facto, and has taken a hard line on some aspects of regulation. The Vice Chairman post will probably be filled, leading to a different approach on banking regulation. The SEC will have a three-two Republican majority, which is likely to lead to a watering down or several aspects of Dodd Frank that come within the responsibility of the regulator. There may be some changes to the primary legislation but these are likely to be relatively minor.

Views on UK-EU negotiations

29. Political advisers believe some latitude may be possible in relation to trade agreements – i.e. while trade deals can't be signed while the UK is an EU member, some discussions around their possible scope and later agreement may be possible. This may be explored further when the new administration is in place.

30. One adviser characterised the US's position in relation to the UK and EU as akin to someone finding two close friends in a fist fight, and wanting the disagreement to be resolved as quickly as possible. This view reflects US's interests in ensuring the UK and EU economies do not damage themselves or cause global economic damage, with advisers aware of the fact the EU needs the UK's capital markets and should act accordingly. Signs that the EU may not take a pragmatic approach were viewed as counterproductive in this context.

FinTech

31. This significant common interest for London and New York was not discussed at length, but commitments were given to follow up on past contact between the City of London Corporation and NY Consulate in particular. Contact will be made following the meeting with Consulate officials to share details of activity in 2017 including the April FinTech summit.

Corporate & Strategic Implications

32. The Chairman's visit supported the vision of the City of London's Corporate Plan and the strategic aim "to support and promote The City as the world leader in international finance and business services". It also met the strategic aim of the Economic Development Office "to support and promote the City as the world leader in international finance and business services, by championing a positive, responsible and competitive business and policy environment, supporting the City's interests in global markets and helping to realise the economic and social potential of London, especially the City and our neighbouring boroughs".

Conclusion

33. The visit provided valuable insights into the priority issues facing US and international financial services institutions engaged in transatlantic business. Your Chairman was able to deliver the priority positions of the City in relation to the government's preparations for Brexit and share insights with a range of senior stakeholders, while in return receiving valuable insights into the likely composition and direction of the new administration. The visit allowed your Chairman to deepen relations with established contacts and build new connections at a transformational time in US politics. These relationships can be built-on to enhance the Corporation's engagement with US stakeholders on both sides of the Atlantic, with scope to continue these discussions with a further visit to the US early in 2017.
34. The City Corporation will continue to engage with business and policymakers on both sides of the Atlantic, via the International Regulatory Strategy Group (IRSG) and continued activity with US policymakers to address the regulatory and competitiveness issues raised by the Brexit vote and new US administration, with particular emphasis on improving regulatory coherence and cooperation.

Appendices

- Meetings: 18-21 November 2016

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Appendix: Meeting attendees

New York, Friday 18 November

- Roundtable breakfast hosted by Ross Allen (Director, UK Department of International Trade USA) at the Consulate General's residence, with audience of financial services, government relations and public policy guests. Attendees: Tom Miller, Diplomatic & Global Business Lead, Bloomberg BNA; Michael Scanlon, Partner, AiCE Group/Silverleaf Partners; Vanessa Champion, Vice President, MacAndrews & Forbes; Rosemary Werrett, Director of Business Development, Observatory Group; Jon Medel, Vice President, Goldman Sachs; Samir Lalvani, Lloyd's Bank USA; Brittany Kaiser, Director of Programme Development, SCL Group/Cambridge Analytica; Christian Hylton, Partner, Borah Goldstein; Tiffany Raspberry, President, York Group Associates LLC; Greg Menken, Vice President, 5W Public Relations; Chris Torrens, Senior Partner, Global Risk Analysis; Ross Allen, BCG NY; Matthew Windrum, BCG NY; Francesca Lorenzini, BCG NY.
- Roundtable meeting with Barclays hosted by Michael Gapen (Managing Director, Chief US Economist, Barclays) and investment banking, markets and policy leads from Barclay's New York office.
- Mark also spoke at the Centre for the Study of Financial Innovation (CSFI) panel event on featuring Kay Swinburne MEP, Anthony Belchambers (All-Party Parliamentary Group on Wholesale Markets and the Financial Services Negotiating Forum), Nick O'Neil (Clifford Chance) and The FT's John Authers. The event discussed why 'Brexit' matters to US financial firms.
- Meeting with Antonia Romeo, who was appointed Consul General in the US Consulate New York this summer, discussing the likely impact of the Brexit vote and US presidential election result on investment between the UK and US.
- Meeting with Greg Babyak (Global Head of Regulation and Policy, Bloomberg) and Gary Stone (Market Structure Strategist, Bloomberg) at Bloomberg's NY HQ.

Washington DC

Saturday 19 November

- Private dinner.

Sunday 20 November

- Dinner with Benedict Wagner-Rundell, First Secretary (Economic), British Embassy.

Monday 21 November

- Meeting with Office of Senator Bob Corker - Dr Ben Purser (Staffer, Senate Foreign Relations Committee) and Andy Olson (Senior Advisor, International Economics & Trade at Senate Foreign Relations Committee).
- Meeting with Patomak Global Partners - Dan Gallagher (President) and Ben Brown (Managing Director).
- Roundtable lunch Securities Industry and Financial Markets Association (SIFMA) - Ken Bentsen Jr (President and CEO) Peter Matheson (Managing Director, International Policy & Advocacy) David Strongin (GFMA Director) and industry representatives. Attendees: Ken Bentsen; Peter Matheson; Carter McDowell (SIFMA); Any Blocker (SIFMA); Lisa Schaefer (SIFMA); David Strongin (GFMA – on the phone); John Van Etten (New York Life); Monique Frazier (HSBC); Simon Winn (US Bank); Matt Niemeyer (Goldman Sachs); Michael Mclean (Barclays); Janelle Thibau (Bank of America); Jack Bartling (JP Morgan); Shawn Maher (RBC); Blanchard Laricke (Principal); Bret Hester (Barlcays); Mark Schuermann (Nomura); Desiree Green (Prudential).

- Think tank roundtable with the British Embassy, hosted by Deputy Ambassador Patrick Davies. Attendees: Patrick Davies, Deputy Head of Mission; Freya Jackson, Counsellor, Head of Global & Economic Policy Group; Benedict Wagner-Rundell, First Secretary (Economic); Alice Campbell, Counsellor (Economic); Tom Clougherty, Editorial Director of the Center for Monetary and Financial Alternatives at the Cato Institute; Andy Green, Managing Director, Economic Policy at the Center for American Progress; Emily Liner, Policy Advisor, Economic Program at Third Way; Marjorie Chorlins, Head of European Affairs, US Chamber of Commerce.

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