



Policy and Resources Committee

Date: THURSDAY, 16 FEBRUARY 2017

Time: 1.45 pm

Venue: COMMITTEE ROOM - 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	Alderman 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
Sheriff & Alderman Peter Estlin	Deputy Tom Sleigh
The Lord Mountevans	Sir Michael Snyder
Stuart Fraser	Deputy John Tomlinson
Marianne Fredericks	Michael Welbank (Chief Commoner) (Ex-Officio Member)
George Gillon	Alderman Sir David Wootton
Deputy the Revd Stephen Haines (Ex-Officio Member)	
Christopher Hayward (Ex-Officio Member)	
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
Part 1 - Public Agenda

1. **APOLOGIES**

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

3. **MINUTES**

To consider minutes as follows:-

- a) To agree the public minutes of the meeting held on 19 January 2017.

For Decision
(Pages 1 - 10)

- b) To note the public minutes of the Resource Allocation Sub-Committee meeting held on 19 January 2017.

For Information
(Pages 11 - 14)

- c) To note the minutes of the joint meeting of the Resource Allocation and Efficiency and Performance Sub-Committees with Committee Chairmen held on 19 January 2017.

For Information
(Pages 15 - 18)

- d) To note the draft public minutes of the Members Privileges Sub-Committee meeting held on 19 January 2017.

For Information
(Pages 19 - 22)

4. **DISPOSAL OF PROPERTY ASSETS - AMENDMENTS TO STANDING ORDERS**

Report of the Town Clerk.

For Decision
(Pages 23 - 32)

5. **CROSSRAIL RECOGNITION - PLAQUES**

Report of the Town Clerk.

For Decision
(Pages 33 - 40)

6. **ST PAUL'S CATHEDRAL BELLS**

Report of the Assistant Town Clerk and Cultural Hub Director.

For Decision
(Pages 41 - 44)

7. **FREEMEN'S SCHOOL MASTER PLAN - PHASE 2 MAIN HOUSE**
Report of the Headmaster of the City of London Freemen's School.
For Decision
(Pages 45 - 46)
8. **ASSETS OF COMMUNITY VALUE - LISTING REVIEW PROCEDURE**
Report of the Director of the Built Environment.
For Decision
(Pages 47 - 54)
9. **SPECIAL EVENTS ON THE HIGHWAY 2017/2018**
Report of the Director of the Built Environment.
NB: this report has been considered by the Culture, Heritage & Libraries Committee and is due to be considered by the Streets and Walkways Sub-Committee.
For Decision
(Pages 55 - 70)
10. **FUTURE CITY AND SMART CITY UPDATE**
Report of the Director of the Built Environment.
For Decision
(Pages 71 - 78)
11. **THINK TANK MEMBERSHIP**
Report of the Director of Economic Development.
NB: This report will have been considered by the Public Relations and Economic Development Sub-Committee earlier this day.
For Decision
(Pages 79 - 84)
12. **CITY WEEK 2017**
Report of the Director of Economic Development.
For Decision
(Pages 85 - 88)
13. **PARTY CONFERENCES 2017**
Report of the Director of Economic Development.
NB: This report will have been considered by the Public Relations and Economic Development Sub-Committee earlier this day.
For Decision
(Pages 89 - 94)

14. **INTEGRATED COMMISSIONING FOR HEALTH AND SOCIAL CARE**
Report of the Acting Director of Community and Children's Services.
- NB: This report will have been considered by the Health and Wellbeing Board and the Health and Social Care Scrutiny Committee and is also due to be considered by the Community and Children's Services Committee.**
- For Decision**
(Pages 95 - 106)
15. **HIGH-LEVEL BUSINESS PLANS**
- a) Town Clerk's Corporate and Member Services Business Plan
- NB: This report will have been considered by the Establishment Committee.**
- For Decision**
(Pages 107 - 112)
- b) Remembrancer's Business plan
- NB: This report is also due to be considered by the Hospitality Working Party later this day.**
- For Decision**
(Pages 113 - 116)
- c) Economic Development Business Plan
- NB: this report will also be considered by the Public Relations and Economic Development Sub-Committee earlier this day.**
- For Decision**
(Pages 117 - 120)
16. **LOCAL GOVERNMENT FINANCE BILL**
Joint report of the Chamberlain and the Remembrancer.
- For Information**
(Pages 121 - 128)
17. **GREAT FIRE OF LONDON - EVALUATION REPORT**
Report of the Director of Culture, Heritage and Libraries.
- For Information**
(Pages 129 - 154)
18. **PROMOTING THE CITY - UPDATE**
Report of the Director of Economic Development.
- For Information**
(Pages 155 - 160)

19. **GUILDHALL - GREAT HALL LEVEL ACCESS**

Report of the City Surveyor.

NB: This report has been considered by the Projects and the Corporate Asset Sub-Committees.

For Information
(Pages 161 - 164)

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

Report of the Chamberlain.

For Information
(Pages 165 - 176)

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

Report of the Town Clerk.

For Information
(Pages 177 - 180)

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

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

24. **EXCLUSION OF THE PUBLIC**

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

Part 2 - Non-Public Agenda

25. **NON-PUBLIC MINUTES**

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

- a) To agree the non-public minutes of the meeting held on 19 January 2017.

For Decision
(Pages 181 - 186)

- b) To note the minutes of the joint meeting of the Resource Allocation and Efficiency and Performance Sub-Committees with Committee Chairmen held on 19 January 2017 **and approve the recommendations contained therein.**

For Decision
(Pages 187 - 190)

- c) To note the draft non-public minutes of the Resource Allocation Sub-Committee meeting held on 19 January 2017.

For Information
(Pages 191 - 192)

- d) To note the draft non-public minutes of the Members Privileges Sub-Committee meeting held on 19 January 2017.

For Information
(Pages 193 - 196)

26. **BARBICAN CENTRE - SECURITY**

Resolution from the Barbican Centre meeting held on 25 January 2017.

For Decision
(Pages 197 - 198)

27. **GUILDHALL IMPROVEMENT PROJECT**

Report of the City Surveyor.

NB: This report has been considered by the Projects and the Corporate Asset Sub-Committees.

For Information
(Pages 199 - 202)

28. **STRATEGIC PROPERTY REVIEWS**

Reports of the City Surveyor as follows:-

- a) Strategic Property Review

For Information
(Pages 203 - 204)

- b) City Fund Strategic Review

For Information
(Pages 205 - 206)

- c) City's Estate Strategic Review

For Information
(Pages 207 - 208)

- d) Bridge House Estates Strategic Review

For Information
(Pages 209 - 210)

NB: The Annual Reviews are available on request from the Town Clerk's department.

29. **POLICE ACCOMMODATION STRATEGY**

Reports of the City Surveyor as follows:-

- a) Wood Street - Phase 2

For Decision
(Pages 211 - 214)

- b) General Update Summary (TO FOLLOW)

For Decision

- c) Phase 3A Bishopsgate Police Station and Phase 3J New Street - Gateway 4 (TO FOLLOW)

For Decision

- d) Phase 3E Car Parking and Associated Requirements - Gateway 3/4 (TO FOLLOW)

For Decision

NB: In the normal course of events the recommendations relating to the allocation of funding would be considered by the Resource Allocation Sub-Committee and its recommendation ratified by this Committee. The Sub-Committee is not due to meet again until March. In the interest of efficiency and to keep the various elements of the Police Accommodation Strategy on track, on this occasion the approval of the funding proposals for these projects are being sought from the Grand Committee direct.

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

- 31. 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 (Members Only)

- 32. REORGANISATION OF MANSION HOUSE AND CENTRAL CRIMINAL COURT**
Report of the Town Clerk.

For Decision

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POLICY AND RESOURCES COMMITTEE **Thursday, 19 January 2017**

Minutes of the meeting of the Policy and Resources Committee held at Committee Rooms, 2nd Floor West Wing, Guildhall on Thursday, 19 January 2017 at 1.45 pm

Present

Members:

Mark Boleat (Chairman)
Simon Duckworth (Deputy Chairman)
Deputy Catherine McGuinness (Deputy Chairman)
Deputy Douglas Barrow
Alderman Sir Michael Bear
Deputy John Bennett
Alderman Charles Bowman
Deputy Roger Chadwick (Ex-Officio Member)
Henry Colthurst
Sheriff & Alderman Peter Estlin
Stuart Fraser
Marianne Fredericks
George Gillon
Christopher Hayward (Ex-Officio Member)
Wendy Hyde
Vivienne Littlechild (Ex-Officio Member)
Edward Lord
Jeremy Mayhew
Andrew McMurtrie (Ex-Officio Member)
Wendy Mead
Dhruv Patel (Ex-Officio Member)
Deputy Tom Sleigh
Sir Michael Snyder
Deputy John Tomlinson
Michael Welbank (Chief Commoner) (Ex-Officio Member)
Alderman Sir David Wootton

Officers:

John Barradell	-	Town Clerk and Chief Executive
Peter Kane	-	The Chamberlain
Michael Cogher	-	Comptroller and City Solicitor
Paul Wilkinson	-	City Surveyor
Caroline Al-Beyerty	-	Deputy Chamberlain
Carolyn Dwyer	-	Director of Built Environment
William Chapman	-	Private Secretary and Chief of Staff to the Lord Mayor
Damian Nussbaum	-	Director of Economic Development
Giles French	-	Assistant Director of Economic Development

Bob Roberts	-	Director of Communications
Nigel Lefton	-	Remembrancer's Department
Simon Murrells	-	Assistant Town Clerk
Philip Everett	-	Project Director
David Spence	-	Director of Transformation, Museum of London
Hector McKoy	-	City of London Police
Miatta Fahnbulleh	-	Director of Central London Forward
Neil Davies	-	Town Clerk's Department
Angela Roach	-	Principal Committee and Members Services Manager

1. **APOLOGIES**

Apologies were received from Alex Deane, Rev'd Stephen Haines, Hugh Morris and Giles Shilson.

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

There were no declarations.

3. **MINUTES**

3a. The public minutes of the meeting held on 15 December 2016 were approved.

3b. The draft public minutes of the Resource Allocation Sub-Committee meeting held on 15 December 2016 were noted.

3c. The draft public minutes of the Projects Sub-Committee meeting held on 14 December 2016 were noted.

4. **COMMITTEE TERMS OF REFERENCE**

The Committee considered a report of the Town Clerk concerning the Committee's Terms of Reference.

RESOLVED - that the terms of reference of the Committee:-

1. be amended at paragraphs (l) and (q) to reflect its responsibility for determining applications for designating land or property as an ACV and for overseeing the management of the City's Courts including the creation of a dedicated sub-committee as follows:-

Assets of Community Value

- (l) *Determining applications for designating certain buildings or land as Assets of Community Value (ACV) in accordance with Part 5, Chapter*

3 of the Localism Act 2011 and the guidelines for determining nominations approved by the Committee on 15 December 2016.

City Courts

(q) For a period of five years, from June 2016 to April 2021, to be responsible for oversight of the management of all matters relating to the City Courts.

2. be submitted to the Court of Common Council for approval in the usual manner.

5. COURTS SUB-COMMITTEE TERMS OF REFERENCE

The Committee considered a report of the Town Clerk concerning the terms of reference of the Courts Sub-Committee.

RESOLVED – that in the interest of clarity the Courts Sub-Committee’s terms of reference and constitution be amended as follows:-

1. “***N.B. the Recorder and a Sheriff who is not an Alderman or Common Councilman shall have no vote***” be added at the foot of the constitution section; and
2. “***but excluding the appointment of the Secondary and Under Sheriff and matters relating to the Shrievalty***” be added to the end of the terms of reference narrative.

6. REVIEW OF DEPUTY CHAIRMEN

The Committee considered a report of the Town Clerk reviewing the effectiveness of having three Deputy Chairmen and the process for electing them.

A Member suggested that rather than having three deputies consideration should be given to appointing one Deputy Chairman and two Vice Chairmen. He felt that this would provide greater clarity in terms of who was covering the statutory role. Several Members supported his suggestion. In answer to a question the Member clarified that, similar to current practice, the role of Deputy Chairman should be rotated amongst the three members elected.

A Member sought the Chairman’s views on the appointments. He advised that it had not worked as well as anticipated. He questioned the merits of seeking to allocate portfolios as it could be perceived as a cabinet and reminded the Committee that there were some activities that the Chairman of Policy could not delegate. He concluded by stating that how it could work going forward would be a matter for the incoming Chairman.

Reference was made to the two stage process for the election of the three office holders in the final year of a Chairman's term of office, and it was agreed that all the appointments should now be made at one meeting.

RESOLVED – That:-

1. approval be given to the appointment of one Deputy Chairman and two Vice Chairmen and to the Chairman, in consultation with the three appointees, deciding which of them would exercise the formal responsibilities of Deputy Chairman for the coming year;
2. the election of the three office holders in the final year of a Chairman's term of office now take place at one meeting (the first meeting) every year; and
3. Standing Orders be amended to reflect these changes.

7. **LONDON COUNCILS GRANTS SCHEME**

The Committee considered a report of the Town Clerk concerning the 2017 budget for the London Councils Grants Scheme and the City Corporation's contribution to it.

RESOLVED – that:-

1. approval be given to the total amount of expenditure to be incurred in 2017/18 under the Scheme (£8.668m) and to the City Corporation's subscription for 2017/18 (£7,744) as set out in Appendices A and B of this report; and
2. subject to the Court of Common Council's approval (as levying body for the Scheme), the levy of £7,668,152 (as set out in Appendix B) be agreed. It being noted that the Court's approval would be sought using the urgency procedures and was subject to at least two-thirds of the constituent councils agreeing the total expenditure to be incurred before 1 February 2017.

8. **POLICING THE BRIDGES**

The Committee considered a joint report of the Chamberlain and the Comptroller and City Solicitor, attaching a resolution of the Police Committee and a report of the Commission of the City of London Police concerning the provision of funding for policing the five City Bridges.

It was noted that the report had also been considered by the Resource Allocation Sub-Committee.

RESOLVED – that approval be given to the provision of funding totalling £214,000 from the Bridge House Estates (BHE) revenue budget to fund the cost of policing of the City Bridges on an annual basis, subject to:-

- the sum being kept under review; and

- the City Corporation as sole trustee of BHE remaining satisfied that such expenditure was in the best interests of BHE.

9. **PROJECT FUNDING UPDATE**

The Committee considered a report of the Chamberlain concerning the provision of funding to enable three projects, the Electronic Social Care Reporting and Case Management System replacement; Guildhall Stonework Repairs and repairs to the Dominant House Footbridge to progress to the next gateway of the projects approvals process.

It was noted that the funding had been considered by the Resource Allocation Sub-Committee and was recommended for approval.

RESOLVED – that, subject to any requisite approval by other committees, approval be given to the following:-

1. funding of up to £250k from the 2016/17 City Fund provision for new schemes to meet the cost of replacing the Electronic Social Care Reporting and Case Management System, the final amount being dependent on the project sum agreed by the Chief Officer following procurement;
2. funding of £130k from the 2016/17 City's Cash provision for new schemes to meet the cost of progressing the Guildhall Stonework Repairs project to the next gateway, subject to the requisite approval by the Projects Sub Committee; and
3. a sum of £33k from the On Street Parking Reserve to meet the cost of progressing a project to repair the Dominant House Footbridge to the next gateway, subject to the requisite approval by the Projects Sub Committee.

10. **ACCOMMODATION AND WAYS OF WORKING**

The Committee considered a report of the Comptroller and City Solicitor concerning the progress of the accommodation and ways of working project.

RESOLVED – That subject to the approval of the Projects Sub-Committee:-

1. Approval be given to option 2 (delaying proposals for the pilot office to enable supporting technology programmes to progress sufficiently and enable greater alignment of organisational strategies) with additional project costs not to exceed £10,000 and that it be noted that no additional funding was being sought at this stage; and
2. It be noted that a further report would be submitted to the Project Sub-Committee in September 2017 advising on how it was intended to progress the programme.

11. MEMBERSHIP OF THECITYUK

The Committee considered a report of the Director of Economic Development concerning the City Corporation's future membership of TheCityUK.

RESOLVED – That:-

1. the City Corporation continues to be a member TheCityUK for another two years and that this be in accordance with the terms of the new agreement (set out in the appendix to the report);
2. approval be given to the allocation of the funding to meet the terms of the renewed membership agreement and the rental contribution for the financial years 2016/17 – 2018/19 as follows:-
 - £400,000 in 2017/18 and in 2018/19 to be allocated from Your Committee's base budget; and
 - £25,000 in 2016/17 and £100,000 per annum in 2017/18 and in 2018/19 in respect of the City Corporation's ring fenced contribution towards TheCityUK's rental costs. This cost would be met from the Policy Initiatives Fund, categorised under Promoting the City section of the Fund and charged to City's Cash.

12. SPONSORSHIP TO SUPPORT CHEMISTRY CLUB, CITY

The Committee considered a report of the Director of Economic Development proposing the sponsorship of a series of high calibre network events on cyber technology and related technology in financial services being organised by the Chemistry Club, City.

RESOLVED – the approval be given to the provision of £40,000 to support four events organised by the Chemistry Club, City to be met from the 2017/18 Policy Initiatives Fund charged to City's Cash and categorised under "Promoting the City".

13. REVIEW AND RECLASSIFICATION OF FORMER FINANCE GRANTS SUB-COMMITTEE GRANTS

The Committee considered a report of the Town Clerk concerning a review and reclassification of grant payments which were no longer classified as grants.

RESOLVED – That approval be given to:-

1. the following on-going payments as recommended by service committees and Chief Officers:-
 - City of London Corporation Staff Sports and Activities Club (Establishment Committee) - £11,225
 - Annual Londoners Pensioners Association Lunch (Establishment Committee) - £27,000

- Staff Annual Lunch (Establishment Committee) - £53,400
 - Marathon Team (Establishment Committee) – £3,500
 - Thames Fishery research event (Port Health and Environmental Services Committee) - £5,332
 - Almshouses (Acting Director of Community and Children’s Services) - £5,000
2. each payment be incorporated into the responsible department’s budget rather than being treated as a grant;
 3. the cessation of two payments as recommended by the Acting Director of Community and Children’s Services - Social Needs Payments (£2,000) and Housing Payments (£2,200); and
 4. future reviews be undertaken regularly and submitted to the responsible Committee.

14. CHEAPSIDE BUSINESS ALLIANCE UPDATE

The Committee considered a report of the City Surveyor updating it on the progress of the activities of the Cheapside Business Alliance.

RESOLVED – that the report be noted.

15. REGULATION OF INVESTIGATORY POWERS ACT

The Committee considered a monitoring report of the Town Clerk concerning the City Corporation’s activities in relation to the Regulation of Investigatory Powers Act 2000.

It was noted that no requests had been received in relation to the Act.

RESOLVED – that the report be noted.

16. 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.

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

A Member referred to the progress of the Promoting the City review and sought an update in relation to the development of a strategic relationship

management system. The Chairman advised that officers were currently drafting a paper that would be submitted to a future meeting of the Committee.

18. ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT

There were no urgent items.

19. 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. In addition, for one item which fell under paragraph 100A (2) of the Act relating to confidential information that would be disclosed in breach of an obligation of confidence.

Item Nos.	Paragraph(s) in Schedule 12A
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20 - 27	3
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Part 2 – Non-Public Agenda

20. NON-PUBLIC MINUTES

20a. The non-public minutes of the meeting held on 15 December 2016 were approved.

20b. The draft non-public minutes of the Resource Allocation Sub-Committee meeting held on 15 December 2016 were noted.

20c. The draft non-public minutes of the Projects Sub-Committee meeting held on 14 December 2016 were noted.

20d. The draft non-public minutes of the Hospitality Working Party meeting held on 6 December 2016 were noted.

21. FIRST REGISTRATION OF THE CITY'S FREEHOLD TITLES - PROGRESS

The Committee considered and agreed a joint report of the City Surveyor and the Comptroller and City Solicitor concerning the City Corporation's freehold title registration project.

22. CYCLICAL WORKS PROGRAMME FUNDING

The Committee considered and agreed a report of the Chamberlain concerning the funding of the Cyclical Works Programme for 2017/18.

23. LONDON WORK & HEALTH PROGRAMME

The Committee considered and agreed a report of the Director of Economic Development concerning the City Corporation's involvement with London Work and Health Programme.

24. MUSEUM OF LONDON RELOCATION UPDATE

The received a joint report of the Town Clerk and City Surveyor updating it on the project for the relocation of the Museum of London.

25. DECISIONS TAKEN UNDER DELEGATED AUTHORITY OR URGENCY POWERS

The Committee received a report of the Town Clerk reporting action taken since its last meeting in relation to the Police Accommodation strategy.

26. PROJECT FUNDING UPDATE - APPENDIX

The non-public appendix relating to the project funding update was noted.

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

A Member referred to the process and approvals for the recent demonstrations by taxi drivers in the City. Officers were requested to look at the legal requirements for demonstrations such as this. In addition, following the unacceptable abuse directed at a Member, the Town Clerk was requested to examine the inclusion of a note on the City Corporation's website conveying a message that the verbal or physical abuse of the City Corporation's Members or its staff would not be tolerated and could result in prosecution.

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

There were no urgent items.

29. CONFIDENTIAL MINUTES

The confidential minutes of the meeting held on 15 December 2016 were approved.

The meeting ended at 2.30pm

Chairman

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RESOURCE ALLOCATION SUB (POLICY AND RESOURCES) COMMITTEE

Thursday, 19 January 2017

Minutes of the meeting of the Resource Allocation Sub-Committee held at Committee Room
- 2nd Floor West Wing, Guildhall on Thursday, 19 January 2017 at 11.30 am

Present

Members:

Mark Boleat (Chairman)
Jeremy Mayhew (Deputy Chairman)
Alderman Charles Bowman
Henry Colthurst
Simon Duckworth
Stuart Fraser
Edward Lord
Deputy Catherine McGuinness
Deputy Joyce Nash
Deputy Tom Sleigh
Sir Michael Snyder
Deputy John Tomlinson

Officers:

John Barradell	-	Town Clerk and Chief Executive
Peter Kane	-	Chamberlain
Michael Cogher	-	Comptroller and City Solicitor
Paul Wilkinson	-	City Surveyor
Caroline Al-Beyerty	-	Deputy Chamberlain
John James	-	Chamberlain's Department
Dorian Price	-	City Surveyor's Department
Bob Roberts	-	Director of Communication
Peter Lisley	-	Assistant Town Clerk
Helen Isaac	-	City of London Police
Simon Cribbens	-	Community and Children's Services Department
Scott Nixon	-	Town Clerk's Department
Angela Roach	-	Principle Committee and Members Services Manager

1. APOLOGIES

Apologies were received from Rev.d Stephen Haines, Hugh Morris and Giles Shilson.

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

There were no declarations.

3. **MINUTES**

The minutes of the meeting held on 15 December 2016 were approved.

4. **PROJECT FUNDING UPDATE**

The Sub-Committee considered a report of the Chamberlain concerning the provision of funding to enable three projects, the Electronic Social Care Reporting and Case Management System replacement; Guildhall Stonework Repairs and repairs to the Dominant House Footbridge to progress to the next gateway of the projects approvals process.

RESOLVED – that it be recommended to the Grand Committee that, subject to any requisite approval by other committees, approval be given to the following:-

1. funding of up to £250k from the 2016/17 City Fund provision for new schemes to meet the cost of replacing the Electronic Social Care Reporting and Case Management System, the final amount being dependent on the project sum agreed by the Chief Officer following procurement;
2. funding of £130k from the 2016/17 City's Cash provision for new schemes to meet the cost of progressing the Guildhall Stonework Repairs project to the next gateway, subject to the requisite approval by the Projects Sub Committee; and
3. a sum of £33k from the On Street Parking Reserve to meet the cost of progressing a project to repair the Dominant House Footbridge to the next gateway, subject to the requisite approval by the Projects Sub Committee.

5. **POLICING THE BRIDGES**

The Sub-Committee considered a joint report of the Chamberlain and the Comptroller and City Solicitor, attaching a resolution of the Police Committee and a report of the Commissioner of the City of London Police concerning the provision of funding for policing the five City Bridges.

RESOLVED – that it be recommended to the Grand Committee that approval be given to the provision of funding totalling £214,000 from the Bridge House Estates (BHE) revenue budget to fund the cost of policing of the City Bridges on an annual basis, subject to:-

- the sum being kept under review; and
- the City Corporation as sole trustee of BHE remaining satisfied that such expenditure is in the best interests of BHE.

6. **APPRENTICESHIPS SCHEME EXPANSION**

The Sub-Committee considered a joint report of the Director of Community and Children's Services and the Director of Human Resources concerning the City Corporation's Apprenticeship Scheme and the funding of the posts for the Scheme's support staff.

It was noted that the Community and Children's Services Committee and the Establishment Committee supported the staffing structure of the unit as set out in the report.

The Chairman of the Finance Committee referred to the funding element of the Scheme and commented that it was not good practice to agree a project in the absence of an indication of cost which appeared to have happened in this case.

RESOLVED – that approval be given to a baseline budget increase of £250,000 to fund the cost of those posts that could not be met from the apprenticeship Levy.

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

There no questions.

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

There were no urgent items.

9. **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

10 - 13

3

Part 2 – Non-Public Agenda

10. **NON-PUBLIC MINUTES**

The non-public minutes of the meeting held on 15 December 2016 were approved.

11. **CYCLICAL WORKS PROGRAMME FUNDING FOR 2017/18**

The Sub-Committee considered and agreed a report of the Chamberlain concerning the funding of the Cyclical Works Programme for 2017/18.

12. **GUILDHALL WEST WING - PROVISION OF UPGRADED CLOAKROOM FACILITIES**

The Sub-Committee considered a report of the City Surveyor setting out proposals for the lavatories and cloakroom facilities in the basement area of the West Wing of Guildhall to be upgraded and the project's funding. It was noted that the matter had been considered by the Members Privileges Sub-Committee earlier that day and the Sub-Committee had requested that a further option be explored.

13. **PROJECT FUNDING UPDATE APPENDIX**

The non-public appendix to the project funding update report was noted.

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

There no questions.

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

There were no urgent items.

The meeting ended at 11.45am

Chairman

**Contact Officer: Angela Roach
tel. no.: 020 7332 3685
angela.roach@cityoflondon.gov.uk**

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

Thursday, 19 January 2017

Minutes of the meeting of the Resource Allocation Sub (Policy and Resources) Committee held at Committee Room - 2nd Floor West Wing, Guildhall on Thursday, 19 January 2017 at 12.15 pm

Present

Members:

Mark Boleat (Chairman)
Jeremy Mayhew (Deputy Chairman)
Randall Anderson
Deputy Roger Chadwick
Henry Colthurst
Simon Duckworth
Stuart Fraser
Jamie Ingham Clark
Edward Lord
Deputy Catherine McGuinness
Deputy Joyce Nash
Ian Seaton
Deputy Tom Sleight
Sir Michael Snyder
Deputy John Tomlinson

In Attendance

Doug Barrow
Deputy John Bennett
Peter Dunphy
Alderman Alison Gowman
Ann Holmes
Clare James
Vivienne Littlechild
Wendy Mead
Dhruv Pate
John Scott

Officers:

John Barradell	-	Town Clerk and Chief Executive
Peter Kane	-	Chamberlain
Caroline Al-Beyerty	-	Deputy Chamberlain
Michael Cogher	-	Comptroller and City Solicitor
Bob Roberts	-	Director of Communications
Peter Lisle	-	Assistant Town Clerk
John James	-	Chamberlain's Department
David Farnsworth	-	Chief Grants Officer

- Kate Smith - Head of Corporate Strategy and Performance
- Angela Roach - Principal Committee and Members Services Manager

1. **APOLOGIES**

Apologies were received from Alderman Peter Estlin, Rev.d Stephen Haines, Oliver Lodge, Virginia Rounding, Giles Shilson and Philip Woodhouse.

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

There were no declarations.

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

There were no questions.

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

There were no urgent items.

5. **EXCLUSION OF THE PUBLIC**

RESOLVED – That under Section 100(A) of the Local Government Act 1972, the public be excluded from the meeting for the following items on the grounds that they involve the likely disclosure of exempt information as defined in Part 1 of Schedule 12A of the Local Government Act.

Item Nos.	Paragraph(s) in Schedule 12A
6	3

Part 2 – Non-Public Agenda

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

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

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

There were no questions.

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

There were no urgent items.

The meeting ended at 12.55pm

Chairman

**Contact Officer: Angela Roach
tel. no.: 020 7332 3685
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MEMBERS PRIVILEGES SUB (POLICY AND RESOURCES) COMMITTEE

Thursday, 19 January 2017

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

Present

Members:

Michael Welbank (Chief Commoner)
(Chairman)
Deputy John Barker
Mark Boleat (Ex-Officio Member)
Deputy Jamie Ingham Clark
Edward Lord
Deputy Catherine McGuinness
Wendy Mead
John Scott (Ex-Officio Member)

Officers:

Charlotte Taffel	-	Town Clerk's Department
Fiona Hoban	-	Remembrancer's Office
Dorian Price	-	City Surveyor's Department
Alan Dingley	-	City Surveyor's Department

1. APOLOGIES

Apologies were received from Ann Holmes, Jeremy Mayhew and Ann Pembroke.

2. DECLARATIONS BY MEMBERS OF PERSONAL OR PREJUDICIAL INTERESTS IN RESPECT OF ITEMS TO BE CONSIDERED AT THIS MEETING

There were no declarations.

3. MINUTES

Lady Members' Lockers

It was noted that the use of lockers had increased since the last meeting of the Sub Committee and that lockers were utilised to the maximum capacity by Lady Members.

Outstanding References

The Chairman requested that an Outstanding References schedule be produced to monitor actions arising from the Sub Committee.

RESOLVED – That:

- a) the minutes of the meeting held on 10 December 2015 be approved as an accurate record; and
- b) the Town Clerk produce an Outstanding References schedule to monitor actions arising from the Sub Committee.

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

A Member asked that a review be taken into creating additional meeting space for Members due to an increasing pressure on available meeting rooms. The issue would be raised with Members at the next meeting of the Informal Court to decide if the issue needs revisiting.

RESOLVED – That the Chairman would raise the issue of Members' Meeting Rooms at the next meeting of the Informal Court.

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

Former Officers as Members

The Sub Committee received a resolution and supporting report of the Establishment Committee on Former Officers as Members. Discussion ensued on the principles and time requirements relating for Former Officers becoming Members of Committees that they previously reported to. It was resolved that the current guidance remain as stated and that Members exercise judgement if the circumstance arises in the future.

RESOLVED – That the report and resolution be noted.

Seniority of Members

A Member queried the level of seniority of an Alderman who had been a Common Councilmen, then an Alderman and returned to being a Common Councilmen. The Sub Committee sought clarification from the Town Clerk on the protocol and process.

RESOLVED – That the Town Clerk report back to the Sub Committee on the protocol and process of Common Councilmen who return to the Court following a period as an Alderman.

6. **EXCLUSION OF THE PUBLIC**

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

7. **NON-PUBLIC MINUTES**

RESOLVED – That the non-public minutes of the meeting held on 10 December 2015 were approved as an accurate record.

8. **GUILDHALL WEST WING - PROVISION OF UPGRADED LAVATORIES AND CLOAKROOM FACILITIES FOR MEMBERS AND GUILDHALL GUESTS**

The Sub Committee received a report of the City Surveyor on the provision of upgraded lavatories and cloakroom facilities for Members and Guildhall Guests.

RECEIVED.

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

There were no questions.

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

There was no urgent business.

The meeting closed at 10.55 am

Chairman

**Contact Officer: Charlotte Taffel
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charlotte.taffel@cityoflondon.gov.uk**

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Agenda Item 4

Committee: Policy and Resources Committee Court of Common Council	Date: 16 February 2017 10 March 2017
Subject: Proposed Amendments to Standing Orders in relation to disposal of property assets	Public
Report of: Town Clerk	For Decision
Report author: Chris Braithwaite, Town Clerk's Department	

Summary

In July 2016, the Finance Committee conducted a review of the operations of its Sub-Committees. One of the proposals which emerged from that review was to request that the Corporate Asset Sub-Committee (CASC) be responsible for decisions regarding the disposal of properties which had been declared as surplus to the Corporation's operational requirements and which were not suitable as investment property assets.

When properties are declared as surplus to the City Corporation's operational requirements, the City Surveyor's Investment Property Group would be given the opportunity to determine whether it would wish for the properties in question to be retained as investment property assets. Properties would only be passed to CASC if they are not appropriate as investment property assets.

Properties which are not suitable as investment property assets would typically be those which are located outside of the City, often in areas around the Corporation's open spaces, or are of a type of property which is not suitable (such as former staff dwellings and public conveniences). For properties such as this, CASC would be the Committee responsible for decisions which may arise regarding ongoing management considerations. Therefore, it would be appropriate for decisions regarding the disposal of the properties to also be made by CASC.

This proposal has been submitted to the Property Investment Board (PIB) and the Investment Committee, which have supported the proposal.

In order to enact this proposal, an amendment would be required to the Standing Orders which govern the disposal of property assets (Standing Orders 56 and 57) to provide authority to CASC for these transactions. Proposed wording for the amended Standing Orders is set out in Appendix 1.

Recommendation

The Committee is asked to recommend to the Court of Common Council the amendment of Standing Orders 56 and 57 as set out in Appendix 1.

Main Report

Background

1. In July 2016, the Finance Committee considered proposals to review the operation of its Sub-Committees, one of which is CASC. The primary role of CASC is to ensure the effective and sustainable management of all operational property assets to help to deliver strategic priorities and service needs. This role includes ensuring that the City Corporation is making the most efficient use of its operational properties and, where properties are surplus to operational requirements, declaring these as surplus to the organisation's requirements.

Current Position

2. Currently, when a property is designated as surplus to operational requirements across the organisation, it is passed to the PIB for disposal. Typically, properties which are declared as surplus to operational requirements are located in areas which are not suitable for investment property (outside of the City, often in areas around the Corporation's open spaces) or are of a type of property which is not suitable as investment property (such as former staff dwellings).
3. In many cases these properties are ultimately not sold outright, but are leased out to commercial or non-commercial tenants, which can mean that the City Surveyor has to manage the property and occupier.
4. Due to the location and type of tenants, ongoing management of such properties more appropriately fits within the remit of the Corporate Property Group (which reports to CASC) than within the Investment Property Group's investment strategies for each fund (which reports to the PIB). Therefore, it would be appropriate for decisions regarding the disposal of the properties to be the responsibility of the Committee which will also be responsible for decisions which may arise regarding ongoing management considerations.
5. Recent examples of operational properties which were declared as surplus to requirements, for which it would be more appropriate for CASC to be responsible for decisions regarding disposal, are the Rabbits Road Bridge plot at the City of London Cemetery, and the Sylvacote cottage and Avenue cottage at the City of London Freeman's School.
6. Therefore, the Finance Committee agreed to propose to PIB and the Investment Committee that it would be more appropriate for CASC to be the Committee responsible for disposing of properties determined to be surplus to City Corporation's operational requirements, where those properties are not suitable to be retained as investment property assets.
7. When properties are declared as surplus to operational requirements, the City Surveyor's Investment Property Group will be given the opportunity to determine whether it would consider the properties in question to be appropriate for retention as investment property assets. In the event that any properties are

suitable as investment property assets, these properties would continue to be the responsibility of PIB.

8. The resolution from Finance Committee, along with the relevant extract from the report considered by the Finance Committee, is attached at Appendix 2.
9. That resolution was considered by PIB at its meeting on 16 November 2016, and PIB was supportive of the proposals. PIB requested and received assurance that CASC would receive appropriate advice to consider these matters.
10. The matter was also considered by the Investment Committee at its meeting on 18 January 2017 and that Committee supported the proposal. The resolutions from PIB and Investment Committee are attached at Appendix 3.

Proposals

11. In order to enact this proposal, amendments are required to the Standing Orders which govern disposals of properties (Standing Orders 56 and 57) to authorise the Finance Committee (through the Corporate Asset Sub-Committee) to be responsible to dispose of assets which are not suitable as investment property assets.
12. It is proposed that the Standing Orders be amended to delineate between Investment Property Assets and Non-Investment Property Assets. It is proposed that decisions regarding disposal of Non-Investment Property Assets be delegated to the Finance Committee (which would further delegate this duty to the Corporate Asset Sub-Committee).
13. There are no proposals to change the approvals required under Standing Orders in relation to Investment Property Assets.
14. The proposed amended text of Standing Orders 56 and 57 are set out in Appendix 1.

Conclusion

15. As set out within the report, due to the nature of the properties in question, it would be appropriate for CASC to take responsibility for the disposal of surplus properties where there are no other operational requirements for such space and where the properties are not suitable as investment property assets. The Policy and Resources Committee is therefore asked to recommend to the Court of Common Council the amendment of Standing Orders 56 and 57 to enable CASC to dispose of such properties, as set out at Appendix 1.

Appendices

- Appendix 1 – Proposed amended text of Standing Orders 56 and 57
- Appendix 2 – Resolution from the Finance Committee on 17 July 2016 to Property Investment Board and Investment Committee
- Appendix 3 – Minutes from the Property Investment Board on 16 November 2016 and the Investment Committee on 18 January 2017

Chris Braithwaite

Senior Committee and Member Services Officer, Town Clerk's Department

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Standing Orders governing property transactions – proposed amendments

(additions are italicised and underlined)

56. Freehold Disposals

1. Disposals of freeholds subject to 2000 year leases and of former freehold highway land shall be subject to the approval of the Property Investment Board (investment property assets) or the Finance Committee (for non-investment property assets).
2. All other freehold disposals shall require the following approvals:-

Anticipated Receipt	Approval By	
	<u>Investment Property Asset</u>	<u>Non-Investment Property Asset</u>
Less than £500,000	Property Investment Board	<u>Finance Committee*</u>
£500,000 to less than £5,000,000	Property Investment Board and Finance Committee	<u>Finance Committee</u>
£5,000,000 and above	Property Investment Board, Finance Committee and Court of Common Council	<u>Corporate Asset Sub-Committee, Finance Committee and Court of Common Council</u>

*Or a Sub-Committee of the Finance Committee, if so delegated

57. Leasehold Disposals/Surrenders

1. All lettings shall be subject to the following:-

- a. lettings for a period of 25 years or less, including lease renewals and the grant of easements, wayleaves and similar arrangements as well as all rent reviews, shall be solely subject to the approval of the Committee having control of such property or any properly authorised Officer:-
- b. the grant of any lease at less than full rack rental value for a period of 175 years or less (including optional extensions of term) shall require the approval of the Property Investment Board (investment property assets) or the Finance Committee (for non-investment property assets), any premium being subject to the approval of the following Committees:-

Anticipated Premium Receipt (1)	Approval By	
	<u>Investment Property Asset</u>	<u>Non-Investment Property Asset</u>
Less than £1,000,000	Property Investment Board	<u>Finance Committee*</u>
£1,000,000 to less than £5,000,000	Property Investment Board and Finance Committee	<u>Finance Committee</u>
£5,000,000 and above	Property Investment Board, Finance Committee and Court of Common Council	<u>Corporate Asset Sub-Committee, Finance Committee and Court of Common Council</u>

*Or a Sub-Committee of the Finance Committee, if so delegated

(1) For the purpose of these Standing Orders 'receipt' means receipt by the City of London Corporation.

TO: **PROPERTY INVESTMENT BOARD**
INVESTMENT COMMITTEE

Wednesday, 16 November 2016
Wednesday, 18 January 2017

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]

35. **Another area related to the work of CASC which Members may wish to consider is the process for the disposal of properties designated as surplus to operational requirements. Currently, these properties are passed on to the Property Investment Board for disposal. However, these properties are not usually of the kind which that Board would include within their Investment Property portfolio and are therefore outside of the usual remit in which that Board operates.**
36. **In addition, in many cases these properties are not sold but are leased out to commercial tenants, which can mean that the City Surveyor has to manage the property and occupier. Therefore, the Committee may wish to suggest that the Property Investment Board and the Investment Committee consider whether it would be more appropriate for CASC to be the Committee responsible for disposing of properties determined to be surplus to operational requirements. Again, should an amendment be agreed, the CASC Terms of Reference will be brought back to the Committee for amendment.**

MINUTE FROM THE MEETING OF THE PROPERTY INVESTMENT BOARD

Wednesday, 16 November 2016

RESOLUTION FROM FINANCE COMMITTEE

The Board received a resolution from the Finance Committee regarding a proposed amendment to the Investment Committee's Terms of Reference to allow the Corporate Asset Sub-Committee (CASC) to be responsible for the disposal of surplus operational properties which were not suitable for investment properties. In response to Members' questions, they were advised that investment property advice and expertise would be available to CASC when considering disposals. The Chairman added that three Members of this Board were appointed to CASC each year and there was also plenty of other cross-over of Members between CASC, Property Investment Board and Finance Committee.

RESOLVED – That the request from Finance Committee that the Investment Committee consider an amendment to its Terms of Reference to allow CASC to be responsible for the disposal of surplus operational properties which are not suitable as investment properties, be noted.

***Please note:** during the non-public section of the meeting, a Member asked how this would apply in the case of properties which were surplus to operational requirements but which were of particularly high value. The City Surveyor confirmed that, in instances such as this, the Investment Property Group of the City Surveyor's Department would ensure that appropriate advice was provided to whichever Committee was responsible for any disposal.*

DRAFT MINUTE FROM THE MEETING OF THE INVESTMENT COMMITTEE

Wednesday, 18 January 2017

The Committee considered a request from the Finance Committee regarding Corporate Asset Sub-Committee (CASC) taking responsibility for decisions regarding the disposal of properties which had been declared as surplus to the Corporation's operational requirements and which were not suitable as investment property assets.

RESOLVED – That:

- a) the proposal from the Finance Committee to allow the Corporate Asset Sub (Finance) Committee to make disposals of properties which are not suitable to be retained as investment property assets be supported;
- b) the Policy and Resources Committee and Court of Common Council be requested to amend Standing Orders 56 and 57 to enable this proposal to be enacted.

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Committee(s)	Dated:
Policy and Resources Committee	16 February 2017
Subject: Crossrail – Recognition of the City of London Corporation’s contribution	Public
Report of: Town Clerk	For Decision
Report author: Matthew Pitt	

Summary

This report seeks approval to the final design and location of the City of London Corporation recognition plaques at the three Crossrail (Elizabeth Line) Stations in the City. These plaques mark the City’s significant contribution to one of the largest civil engineering projects ever completed in the UK and one which will bring benefits to the lives of people and businesses across London and the South East when it becomes fully operational in December 2019.

Recommendation(s)

Members are asked to:

- Approve the plaque design, locations and wording recognising the City of London’s contribution to the construction of Crossrail (the Elizabeth Line).

Main Report

Background

1. Crossrail is currently the largest construction project in Europe and is one of the largest infrastructure projects ever undertaken in the UK. The project will provide London and the South East with faster journey times, better connections and will ease congestion at a time when London’s population is expected to reach 10 million people within a decade.
2. The City of London has been a supporter of the project since its inception, recognising the benefits that the line will bring to all that live and work in London. The benefits of the project have also extended across the country with 96% of suppliers to the project being UK based and 55,000 jobs supported throughout the UK supply chain. Crossrail has brought skills and employability benefits too with 665 apprenticeships created, 15,000 enrolments at the Tunnelling and Underground Construction Academy in Ilford, 4,000 jobs created for Londoners and over 1,000 jobs created for the previously unemployed. In 2007, the Court of Common Council agreed that

the City Corporation would become a significant financial contributor to the scheme, providing £200m.

3. In recognition of the City of London Corporation's financial contribution to the scheme, it was agreed that the City would receive visible recognition within the fabric of stations in the Square Mile. These are Farringdon East, Liverpool Street West (Moorgate) and Liverpool Street East (Broadgate).

Current Position

4. Officers have been working with DfT, Transport for London (TfL) and Crossrail to finalise the design of plaques commemorating the City's significant contribution to the project. Discussions have included plaque design and location at the three ticket halls within the City boundary.

5. The plaques were designed by Crossrail's architects to provide prominent locations, optimum viewing height and good legibility whilst integrating with the architecture of each station. The proposed wording, which will accompany the City of London Coat of Arms, on the plaques is as follows: -

"The Elizabeth Line was part-funded by the City of London Corporation for the benefit of those who live and work in London."

6. Concept images provided by Crossrail setting out the design of the plaques and how they feature at the entrance to each station have been included as appendices to this report. The basic plaque layout remains the same across the three locations however the materials used and sizes vary to maximise their impact. The plaque designs also reflect the architecture of each station exit. Both Liverpool Street plaques will be produced using stainless steel whilst the Farringdon plaque will be produced in bronze for example.
7. London Underground has agreed in principle that maintenance of the plaques will be covered as part of each stations Access and Maintenance Strategy at no cost to the City of London Corporation. Transport for London has also signed off the Crossrail Central Station Advertising Location Strategy and the areas around the City of London plaques have not been marked as appropriate for advertising.

Proposal

8. Members are asked to approve the City of London plaque designs, location and wording. The plaques will provide appropriate recognition for the City's contribution to this major civil engineering project.

Conclusion

9. Crossrail is one of the largest infrastructure projects ever to be undertaken in the UK. It will bring major improvements to those who live and work in London. Its construction has brought about wider economic benefit in terms of jobs and apprenticeships across the UK. It is fitting that plaques will be installed at each of the three station exits in the Square Mile to commemorate the City of London Corporation's significant and proud contribution to this key

London infrastructure project. It is therefore recommended that Members approve the recommendation set out in this report.

Appendices

Appendix 1- City of London Plaque layout

Appendix 2 – Farringdon Plaque design and location

Appendix 3 – Moorgate Plaque design and location

Appendix 4 – Broadgate Plaque design and location

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Town Clerks Department

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Appendix 1 – City of London Plaque Layout



**CITY
OF
LONDON**

THE ELIZABETH LINE WAS PART-FUNDED BY
THE CITY OF LONDON CORPORATION
FOR THE BENEFIT OF THOSE
WHO LIVE AND WORK IN LONDON

Appendix 2 – Farringdon East Plaque Location



Duplicate plaque on pillar for those approaching the Eastern Ticket Hall from the West.

Rendered illustration of commemorative plaque

Appendix 3 – Moorgate Plaque Location



Appendix 4 – Broadgate Plaque Location

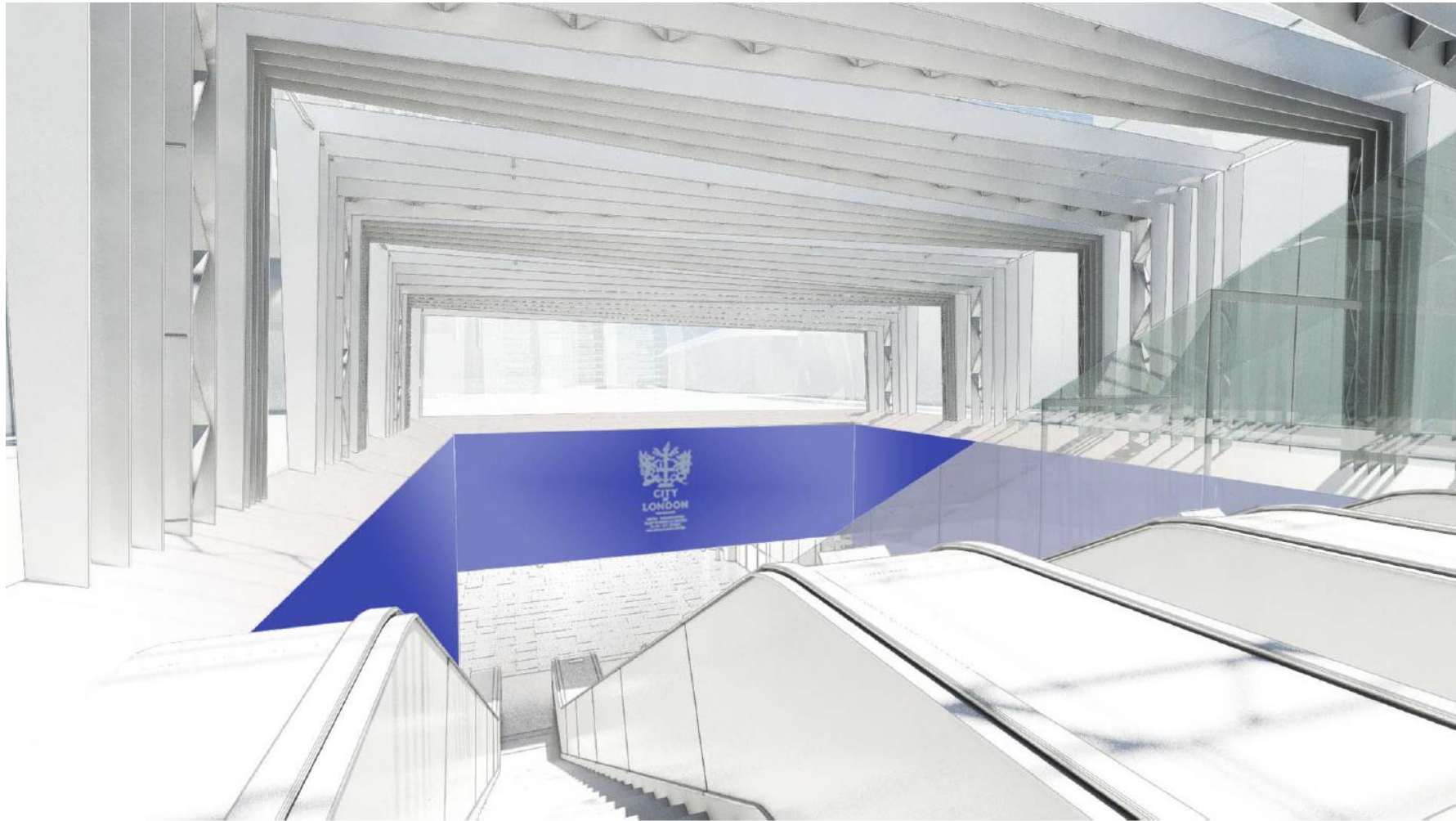


Figure 5.6:
Broadgate Ticket Hall entrance

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Agenda Item 6

Committee(s)	Dated:
Policy & Resources Committee – For Decision	16/02/2017
Subject: Bid to support restoration of St Paul's Cathedral bells	Public
Report of: Peter Lisley, Assistant Town Clerk and Cultural Hub Director	For Decision
Report author: Nick Bodger, Head of Cultural and Visitor Development	

Summary

The City Corporation has been approached by St Paul's Cathedral with a bid to support the restoration of its bells. First installed in 1878, 11 of the 12 bells were a gift of a City livery company, with the heaviest (known as the tenor) donated by the City Corporation. After nearly 140 years of constant use, there is a risk that on-going deterioration will result in the bells falling silent and, more drastically, that one of the bells could fall from its bearings, causing serious damage to itself and the installation.

An appeal has been established to raise the requisite funds to cover the restoration. The total cost of the work is £360,000 (£30,000 per bell). As part of this, the livery companies and the City Corporation, which gave the bells in the first place, are being asked to assist by sponsoring a bell. To date, the Cathedral has received firm commitments totalling £268,000 (including Gift Aid where applicable). The request to the City is for a total contribution of £30,000 to restore its tenor bell.

Recognition of this support will be given through the original inscriptions already showing on each bell, with the names of all donors recorded on a new donor board to be installed in the ringing room alongside the original board, which dates back to 1878.

Your Director of Communications and Remembrancer have been consulted with regards this bid and both are supportive, citing the positive PR benefits and the role the bells play in national occasions in which the City Civic element is prominent, as justification for support.

Recommendation(s)

Members are asked to:

- Approve sponsorship of £30,000 to St Paul's Cathedral for the restoration of the City Corporation's tenor bell, to be paid for from your 2017/18 Policy & Resources Committee Contingency Fund which, at the time of this meeting, has an uncommitted balance of £230,000.

Main Report

Background

1. The ring of 12 bells at St Paul's was installed in 1878. Eleven of the bells were a gift of a City livery company, with the heaviest bell (known as the tenor) donated by the City Corporation. At the time, the St Paul's bells comprised the heaviest set of 12 ringing bells in the world. Even today they are exceeded in total weight only by the ring at Liverpool Cathedral, which dates from the 1930s. They are also the oldest complete ring of 12 bells still in their original location.
2. Over the years, the bells have rung out every Sunday, except during the war years, for special services and for national occasions, including the death of the Queen Mother, the Golden and Diamond Jubilees, the births of Prince George and Princess Charlotte and, most recently, the 90th birthday of HM The Queen.
3. Although the bells and their fittings have been properly maintained throughout their life, and are, barring accident, good for another few hundred years, a programme of restoration work is needed to keep them ringing and sounding their best.

Current Position

4. St Paul's Cathedral has launched an appeal to raise the requisite funds to restore the bells to their original condition. This work includes the lightest 8 of the set being re-hung on modern metal headstocks, replacing the wooden ones currently in use, and the bells being removed to the place of their founding in Loughborough and cleaned. A detailed plan for the necessary work has been prepared by the Cathedral Surveyor.
5. Whilst this work is taking place, opportunity will be taken to clean up the ringing room, install modern lighting and carry out restoration work on the historic peal records which are, very unusually, written on the walls.
6. If the essential work to the bells and fittings is not carried out there is a risk that the deterioration which has been seen in recent years will continue and that before too long the bells may fall silent. More drastically, there is a risk that one of the bells could fall from its bearings, causing serious damage to itself and the installation.
7. The total cost of the work is £360,000. To meet these costs, the livery companies and the City Corporation, which gave the bells in the first place, are being asked to assist by sponsoring a bell. To date, the Cathedral has received firm commitments totalling £268,000 (including Gift Aid where applicable).

Proposals

8. The request to the City is for a total contribution of £30,000 to restore its tenor bell. Members are recommended to support this request for one-off sponsorship

awarded from your Committee's 2017/18 Policy & Resources Contingency Fund which, at the time of this meeting, has an uncommitted balance of £230,000.

9. Recognition of the City Corporation's support will be given through the original inscriptions already showing on each bell with the names of all donors recorded on a donor board to be installed in the ringing room alongside the original board, which dates back to 1878. The board will initially be on display within one of the public spaces of the Cathedral before being placed in room with a digital version permanently shown on the Cathedral's website.
10. The City Corporation will be invited to the rededication of the bells service at an appropriate moment after the bells have returned in 2018.

Corporate & Strategic Implications

11. Your Director of Communications and the Remembrancer have been consulted and both are supportive, citing the positive PR benefits sponsorship may generate and the role the bells play in national occasions in which the City Civic element is prominent, as justification for support.
12. St Paul's Cathedral is an iconic symbol of the City's skyline, and plays a pivotal role in positioning the City as a strategically important location within London and the UK. Its bells are integral to this positioning; without them, the City's standing as a place of celebration and commemoration, and as a world city with international resonance, may be diminished.
13. Furthermore, a decision not to sponsor may result in negative perceptions about the City Corporation and its support of national life and identity.

Implications

14. The requested sponsorship sum of £30,000 cannot be met by departmental local risk budgets on a number of counts, most specifically because this is an external bid for maintenance of an asset outside of the City's Corporation's property portfolio. As such, the bid does not align with local business plan objectives and so support would inevitably have a negative impact on the programmes and activities developed to realise these.
15. This is a one-off bid to the City Corporation. No further request for support of this project is anticipated from St Paul's Cathedral, noting £268,000 of the total £360,000 target has already been committed (75%) which, with a City Corporation contribution of £30,000, rises to 87%. With positive discussions with a number of uncommitted livery companies underway, the shortfall is expected to be made up in good time for the reinstallation of the bells in November 2018.

Conclusion

16. The City Corporation was an original contributor to the ring at St Paul's, alongside a number of livery companies. This investment has, for 140 years, delivered a significant legacy for the City and the City Corporation, with the St Paul's bells

playing a pivotal role in the City's prominence as a place of celebration and commemoration, and in promoting the City Corporation as a supporter of national life and identity.

17. The request of £30,000 towards the restoration of these bells is considered justified by your officers who have cited the positive PR sponsorship may generate and the traditional role of the bells in national occasions in which the City Civic element is prominent.
18. To decline this request may result in negative perceptions about the City Corporation and its support of such a loved and iconic landmark. Members are therefore recommended to support the application.

Appendices

- None

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Committees:	Dates:
Board of Governors of the City of London Freeman's School Policy and Resources Committee Projects Sub-Committee	2 February 2017 16 February 2017 17 February 2017
Subject: Requests for Delegated Authority: - Main House (2008 Masterplan) Gateway 4 Detailed Design. - 2016 Masterplan Gateway 3 Options Outline	Public
Report of: The Headmaster, City of London Freeman's School	For Decision
Report Author; Sue Williams Bursar, City of London Freeman's School	

Summary and Main Report

Members approved the Gateway 3 report for the Main House refurbishment project which is now intended to form the final phase of the 2008 Masterplan, following the adoption of the 2016 Masterplan encompassing proposals for the School's remaining buildings on site.

Due to the City Corporation's elections, it would not be possible to present the Main House Gateway 4 options appraisal until after the elections. This would delay the Main House project considerably, risking the loss of pupils predominately to the sixth form (September 2018 and 2019 intake).

Separate approval has been given to the 2016 Masterplan Gateway 1-2 report to enable the project options to be considered. Due to the elections, the sequence and timing of meetings for Committee consideration of the Gateway 3 report would delay options presentation to the Committees until after the elections and nullify any early gains achieved to-date and hold up work on the option design which the project team could otherwise make to ameliorate project delays.

It would also be beneficial to be able to offer outline information to the local planning authority in conjunction with permissions needed for the Main House works.

Delegated authority is therefore sought for the Town Clerk in consultation with the Chairman and the Deputy Chairman to approve the Gateway 4 Main House preferred option report, and further delegated authority to approve the Gateway 3 Masterplan 2016 outline options report and both reflecting details which have been presented and discussed by Committees during the summer and autumn of 2016.

Recommendations

Members are asked to:

- Approve the grant of delegated authority to the Town Clerk, in consultation with the Chairmen and the Deputy Chairmen of the Board of Governors of the City of London Freeman's School, the Policy and Resources Committee

and the Projects Sub-Committee, to approve Gateway 4 preferred option detailed design report for the Main House refurbishment project subject to approval by the Court of Common Council.

- Approve the grant of delegated authority to the Town Clerk in consultation with the Chairmen and the Deputy Chairmen of the Board of Governors of the City of London Freeman's School, the Policy and Resources Committee and the Projects Sub-Committee, to approve Gateway 3 outline options report for the 2016 Masterplan to allow suitable planning progress in tandem with the Main House work.

Appendices

- None.

Background Papers

- Report of the Headmaster of the City of London Freeman's School and the City Surveyor (CS.205/14) - City of London Freeman's School; Main House (Masterplan Phase 2) and; Masterplan 2016 outline.
- Report of the Headmaster of the City of London Freeman's School – July 2016.

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Committee(s)	Dated:
Policy & Resources Committee	16/02/2017
Subject: Assets of Community Value – approval of Listing Review Procedure	Public
Report of: Director of the Built Environment	For Decision
Report author: Peter Shadbolt, Department of the Built Environment	

Summary

At a meeting of the Policy & Resources Committee on 15 December 2016, the Committee agreed guidelines for the determination of nominations of land and buildings for inclusion on the City Corporation’s list of Assets of Community Value. The same Committee also considered and approved the listing of the Still & Star public house as an Asset of Community Value.

The 2011 Localism Act allows the owner of a listed asset to request that the local authority carry out a review of its decision to list the land as an ACV. Such a request must be made within 8 weeks of the local authority giving written notice of inclusion of the land in the list of ACVs. As soon as practicable following this written notice, the local authority must notify the owner of the procedure to be followed in connection with the review. The Act requires that the review should be completed within a period of 8 weeks beginning the date on which the request for review is received.

This report sets out the proposed procedure that will be followed by the City Corporation in conducting any review. It sets out the timescales to be followed, the responsibilities on the owner of the land which has been listed and the responsibilities of the City Corporation. It proposes that the usual format of a review will be by written representations, but does allow for an oral hearing where requested by the owner or considered expedient by the City Corporation. The Act specifies that a review should be undertaken by a senior officer of the local authority who has not taken part in the decision to list the building or other land as an ACV. The proposed procedure indicates that any review would therefore be undertaken by the Chamberlain, or such other officer as the Town Clerk considers to be appropriate.

Recommendation(s)

Members are recommended to:

- Approve the draft Listing Review Procedure for Assets of Community Value set out in Appendix 1.

- Delegate the Chamberlain as reviewing officer and delegate to the Town Clerk responsibility for the designation of any other appropriate officer to undertake listing reviews.

Main Report

Background

1. At a meeting of the Policy & Resources Committee on 15 December 2016, the Committee agreed guidelines for the determination of applications for inclusion of land or buildings on the City Corporation's list of Assets of Community Value. The same Committee also considered and approved the listing of the Still & Star public house as an Asset of Community Value.
2. Under s92 (2) of the Localism Act 2011 and Regulation 10 and Schedule 2 of the Assets of Community Value (England) Regulations 2012, an owner of land which has been listed as an Asset of Community Value (ACV) may request that the local authority carry out a review of its decision to list the land as an ACV. There is no corresponding provision in either the Act or the Regulations for a person nominating a building or land to be designated as an ACV to request a review if the nomination is refused.
3. A request for review must be made within 8 weeks of the written notification of the decision to list the land, and the review itself must be concluded within a period of 8 weeks of receiving a written request for a review. Both periods can be extended in writing with the agreement of the owner. The Act and Regulations require that listing reviews should be carried out by a senior officer within the local authority who has not taken part in the decision to list the land as an ACV. The local authority should, as soon as practicable after receiving a request for a review, notify the owner of the procedure it intends to adopt in undertaking the review. There is no provision in the legislation for the nominators of land to be involved in the review process. However, because of concerns that the City should allow itself some flexibility in procedure, and taking advantage of the fact that the local authority is permitted to set its own procedure, provision will be made, at the discretion of the reviewing officer, for nominator or third party representations to be taken into account.
4. If the decision of the review is that the land should not have been listed as an ACV, then the listed land will be removed from the local authority's register of Assets of Community Value. If the review upholds the local authority's determination to list the land, an owner can appeal against the decision of the local authority to the First-tier Tribunal.

Proposed City of London Corporation Procedure

5. Appendix 1 sets out the proposed procedure for conducting ACV listing reviews within the City of London. The procedure is in accordance with the requirements of the Act and Regulations and, once agreed, will be published on the City

Corporation's website and provided to any owner requesting a listing review. Key elements of this procedure are:

- a. The Town Clerk has proposed that the Chamberlain should be the responsible officer for undertaking listing reviews, or such other senior officer as the Town Clerk considers appropriate. As responsibility for the ACV process rests with the Policy & Resources Committee, the Committee is asked to delegate this senior officer determination to the Town Clerk.
- b. The usual process for undertaking and determining reviews would be via written representations, although an oral hearing could be held if requested by the owner, or considered expedient by the City Corporation.
- c. No specific provision is made for involving nominators of ACVs in the review process (in accordance with the Act and Regulations) but, at the discretion of the reviewing officer, a nominator or third party would be able to submit representations or participate in relation to an oral hearing.

Corporate & Strategic Implications

6. The approval of a procedure for ACV listing review will ensure that such reviews are undertaken in a manner consistent with the legislation and in a timely fashion, in accordance with Corporate Plan aims to provide modern, efficient and high quality local services.

Implications

7. Adopting a standard approach to listing review will ensure that a consistent approach is taken with regard to owners and nominators and will limit the potential for legal challenge.

Conclusion

8. At its meeting on 15 December, the Policy & Resources Committee agreed guidelines for the City Corporation's determination of nominations for Assets of Community Value, and separately agreed that the Still & Star public house should be designated as an ACV.
9. The owners of land or buildings designated as ACVs can request that the designating local authority carry out a review of its listing decision. Such review is required by the Localism Act and accompanying regulations to be undertaken by a senior officer of the local authority that did not take part in the decision to list an asset. As soon as practicable following receipt of a request for review, the local authority is required to notify the owner of the procedure under which the review will be undertaken. Appendix 1 to this report sets out the proposed procedure that will be adopted by the City Corporation. The Committee is asked to agree this procedure, delegate the Chamberlain as reviewing officer and delegate to the Town Clerk responsibility for the designation of any other appropriate officer to undertake listing reviews.

Appendices

- Appendix 1 – Assets of Community Value, Listing Review Procedure

Background Papers

Reports to Policy & Resources Committee, 15 December 2016:

- Assets of Community Value – guidelines for determining nominations
- Application for designation of the Still & Star Public House as an Asset of Community Value

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Assets of Community Value – City of London Corporation

Draft Listing Review Procedure (made under Part V, section 92(2) Localism Act 2011, and Regulation 10 and Schedule 2 of the Assets of Community Value (England) Regulations 2012)

Background

This note sets out the procedure the City of London Corporation (“the City Corporation”) will follow when conducting a review of any decision to list a building or other land as an Asset of Community Value (“ACV”).

This procedure should be read together with the statutory requirements set out in Part V, Chapter 3 of the Localism Act 2011 (“the Act”); The Assets of Community Value (England) Regulations 2012 (“the Regulations”), and the *Community Right to Bid: Non-statutory advice note for local authorities* (issued by the Department for Communities and Local Government (DCLG) in October 2012).

Request for Review

Under s92 (2) of the Act and Regulation 10 and Schedule 2 of the Regulations, an owner (as defined in section 107 of the Act) of listed land may request that the City Corporation carry out a review of the decision to list the land as an ACV. The request must be made before the end of 8 weeks: beginning on the day on which written notice of the inclusion of the land in the list of ACVs was given to the owner by the City Corporation; or within 8 weeks beginning when the City Corporation has completed taking reasonable alternative steps to bring that notice to the owner’s attention.

A longer period for such requests may be allowed by the City Corporation where notified to the owner in writing.

Evidence of Ownership for Review

The request shall: identify the listed land, evidence the owner’s ownership thereof and confirm any other parties in the position of the owner (whether as freeholder lessee or licensee)

Requests made out of time

Where a request for review is received outside of the said 8 week period, or such longer period of time is allowed and notified to the owner in writing by the City Corporation, there will be no right of review, or right of appeal to the First-tier Tribunal.

Publication of Requests

Where a request is made it will be notified on the register against the listed land and the nominator will be advised of the request. Any other representations received in respect of the request will also be published on the register and notified to any parties as the reviewing officer considers appropriate. The register can be viewed at <https://www.cityoflondon.gov.uk/services/environment-and-planning/planning/planning-policy/Pages/localism-and-neighbourhood-planning.aspx>

The Reviewing Officer

The review will be undertaken by the Chamberlain or such other senior officer as is nominated by the Town Clerk. The owner (and any other parties the reviewing officer considers appropriate) will be notified by the reviewing officer. The reviewing officer will not have taken part in the decision to list the building or other land as an ACV.

Nature of the Review

The review will be undertaken by means of written representations to be made to the Chamberlain as reviewing officer, unless a written request for an oral hearing is made by the owner, or the City Corporation considers that an oral hearing would be expedient.

At the discretion of the reviewing officer, the procedure for review (pursuant to Regulation 10 and Schedule 2(6) of the Regulations) may include written representations from the nominator or other parties.

The City Corporation will complete the review by the end of the period of 8 weeks beginning with the date on which the City Corporation received a request for review, or such longer period as is agreed with the owner in writing,

Written Representations

Where the review is to be undertaken by written representations, the owner's representations should be submitted to the City Corporation within 4 weeks of the request for a review, or such alternative time as agreed in writing between the reviewing officer and the owner.

Oral Hearing

If requested in writing by the owner, or if considered expedient by the City Corporation, the review will be by way of an oral hearing. Participants at the oral hearing will be: the reviewing officer, the owner and/or the owner's representative, the City Corporation officer(s) responsible for the listing assessment reported to Committee, a legal representative from the City Corporation's Comptroller & City Solicitor's Department (if required) and any other person the reviewing officer may agree.

Upon receiving a request for an oral hearing, the reviewing officer will arrange a mutually convenient date for the hearing with the owner and/or its representative which date shall be within 8 weeks of receipt of the request for review, or within such extended time following the request as shall be agreed with the owner. The hearing will normally be held at the City Corporation's offices at the Guildhall, or such other location notified by the reviewing officer.

Procedure at an oral hearing

- The reviewing officer will introduce themselves, any officers and other parties present and outline the procedure to be followed.
- If the owner has informed the City Corporation that it will not attend or be represented at the hearing, the hearing may proceed in the owner's absence.
- If the owner has not so indicated its non-attendance but fails to attend or be represented at the hearing, the reviewing officer may:

- where considered necessary in the public interest, adjourn the hearing to a specified date, or
- proceed with the hearing.
- The owner and/or its representative will be asked to present the case as to why the listed land should not be listed as an ACV.
- the City Corporation officer(s) responsible for the listing assessment may be asked to explain their reasons for recommending that the listed land be listed.
- Any other parties may be given an opportunity to address the reviewing officer subject to any written representations having been submitted where required in the reviewing officer's discretion.
- The owner and/or its representative will be given a final opportunity to comment.
- The reviewing officer will close the hearing.

Outcome of the Review

The reviewing officer will prepare a report setting out the decision reached on the review. If the City Corporation's original determination is upheld the report will state the reasons for upholding the decision; if the decision is that the listed land should not have been so listed the report will state the reasons, and will also state that the listed land will be removed from the City Corporation's ACV list.

The report will be provided to the owner and/or their representative as soon as reasonably practicable and within 8 weeks of the request (or of the longer period agreed in writing with the owner), the report will also be provided to the nominator of the listed land, in accordance with S92 (4) of the Act.

If the City Corporation's decision to list the land as an ACV is upheld, the owner will be notified that it may appeal to the First-tier Tribunal. The deadline for submission of an appeal is 28 days from the date that notice of the review decision is sent out by the City Corporation. The appeal process is governed by the Tribunal Procedure (First-tier Tribunal) (General Regulatory Chamber) Rules 2009/1976 (as amended).

Notice of appeal should be made in writing to:
 Tribunal Clerk
 Community Right to Bid Appeals
 HM Courts & Tribunals
 First-tier Tribunal (General Regulatory Chamber)
 P.O. Box 9300
 Leicester, LE1 8DJ

Or by email to: GRC.CommunityRights@hmcts.gsi.gov.uk

Amendments to this procedure

The City Corporation may from time to time vary or review this procedure.

[Date]

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Committee(s)	Dated:
Culture, Heritage & Libraries Committee Streets & Walkways Sub Committee Policy & Resources Committee	6 February 2017 14 February 2017 16 February 2017
Subject: Special Events on the Highway	Public
Report of: Director of the Built Environment	For Decision
Report Author: Ian Hughes Assistant Director of Highways	

Summary

This report outlines the major events planned for 2017. It provides Members with an opportunity to consider and comment on the appropriateness of these events, taking into account their nature, scale and impact, as well as the benefits they bring.

There are 15 major events planned for 2017 (the same number as last year), of which:

- 13 have taken place before
- 2 are new one-off events (International Association of Athletics Federations (IAAF) World Championship marathon and Open House)

The report also updates Members on the outcome of new or one-off events that took place in 2016, as well as other matters related to special events such as 'root & branch' reviews, changes to the road network and drones for filming.

Recommendation(s)

Members are asked to:

- Agree to support the events outlined in the report and detailed in Appendix 1.
- Note that a root and branch review is planned for Standard Chartered Great City Race and the City of London Mile Run Fast events for 2018.

Main Report

Background

1. This report provides an update to Members on those events that are currently planned for 2017, and looks back on new or changed events that took place in 2016. It also incorporates information on 'root & branch' reviews for regular

events, highway activities that may have a significant impact on this year's event programme and the latest position regarding the use of drones in the City.

2. Many of the events held on City streets are aimed at promoting or raising money for charitable organisations, whilst others seek to promote specific Mayoral initiatives such as cycling. Some events support the City's Visitor Strategy to drive economic benefit to City businesses, or fit the City's Cultural Strategy, Community Strategy and Health & Wellbeing agendas. Even commercial events typically raise money for charity, either directly through charitable partnerships or as an opportunity for participants to raise sponsorship.
3. Whilst these social and community benefits are understood and acknowledged, it is also important to ensure the impact of each event on residents, businesses and traffic is contained to an acceptable level, and that demand for the overall number of events is managed in a consistent and transparent manner.
4. It is essential that the planning and assessment of each major event takes place well in advance, as the implications of road closures can have a significant impact on the day-to-day life of those working and living in the City. Highway officers from the Transportation & Public Realm Division (T&PR) of the Built Environment lead this process with a structured, documented application and approval process.

Significant External Events Group (SEEG)

5. Members are reminded that event applications are initially considered by officers of SEEG (the Significant External Events Group), which includes Highways officers and representatives from the Town Clerk's Department, the Remembrancer's, Cultural and Visitor Development and City of London Police.
6. The merits of each event application is considered by SEEG taking into account a range of factors such as traffic and residential impact, public safety and the capability of the event organiser. SEEG meets every month and the process is managed by officers in T&PR (Highways Division).
7. The Director of the Built Environment has delegated authority to make traffic orders to allow roads to be closed for special events. Therefore, Member approval for each major event is not required. However there are established guidelines for officers to follow in determining the suitability of events, which also set out the procedure for event approval and provide advice for organisers. The Guidelines were last updated and agreed by Members last year.

Events Calendar 2017

8. The following table summarises the major events due to take place this year. A timeline for events is also illustrated in Appendix 2. Those highlighted in red are covered in more detail later in the report.

Date	Day	Event	Detail
5 February	Sunday	Winter Run	Fun run
23 April	Sunday	London Marathon	Amateur & elite race raising funds for sporting initiatives
29 May	Bank Holiday Monday	Vitality 10K (formerly BUPA 10K) Race	Race raising funds for sporting initiatives
10 June	Saturday	Nocturne	High participant night-time cycling race
18 June	Sunday	City of London Mile – Run Fast	Fun run raising money for local and national charities
12 July	Wednesday	Cart Marking	Ceremonial event; Livery Company
13 July	Thursday evening	Standard Chartered Great City Race	Run with participants from City institutions and businesses
23 July	Sunday	London Triathlon	Sporting event on TfL streets within the City (lower route)
29 & 30 July	Saturday & Sunday	Prudential RideLondon	TfL mass participation cycling event promoting Mayoral initiatives
6 August	Sunday	IAAF Marathon	International sporting event
16/17 September	Saturday/Sunday	Open House	Series of animations promoting the City's architecture and building design
21 September	Thursday evening	Bloomberg Square Mile Run	Fun run with participants from City institutions and businesses
8 October	Sunday	Royal Parks Half Marathon	Charitable run for Royal Parks Foundation
11 November	Saturday	Lord Mayor's Show & Fireworks	City of London Corporation ceremonial event and fireworks display
31 December	Sunday	New Year's Eve	GLA & TfL sponsored firework display

Assessment Matrix

- An Event Assessment Matrix is applied to each event to determine its benefits and dis-benefits (see Appendix 3), and it remains a highly useful tool to

determine the merits (or otherwise) of any proposed event. Members approved the framework for the assessment matrix, which is summarised below.

Assessment Matrix 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)

10. For most events this year, that assessment is unchanged, although this report includes specific assessments for the IAAF Marathon (as a new event) and the Nocturne (which changed its route in 2016). Overall, 12 of the 15 events for 2017 are considered 'Green', with two deemed 'Amber' (the IAAF Marathon and Great City Race) and none 'Red'. (The Open House proposal has yet to be confirmed.)

Review of Events from 2016

Nocturne: Saturday 4 June 2016

11. The Nocturne is an annual night-time cycling event attracting significant numbers of participants and spectators. Members will recall that this event had previously taken place at Smithfield Market. However the scale of the event had grown considerably leading to concerns about the suitability of it being held at this location.

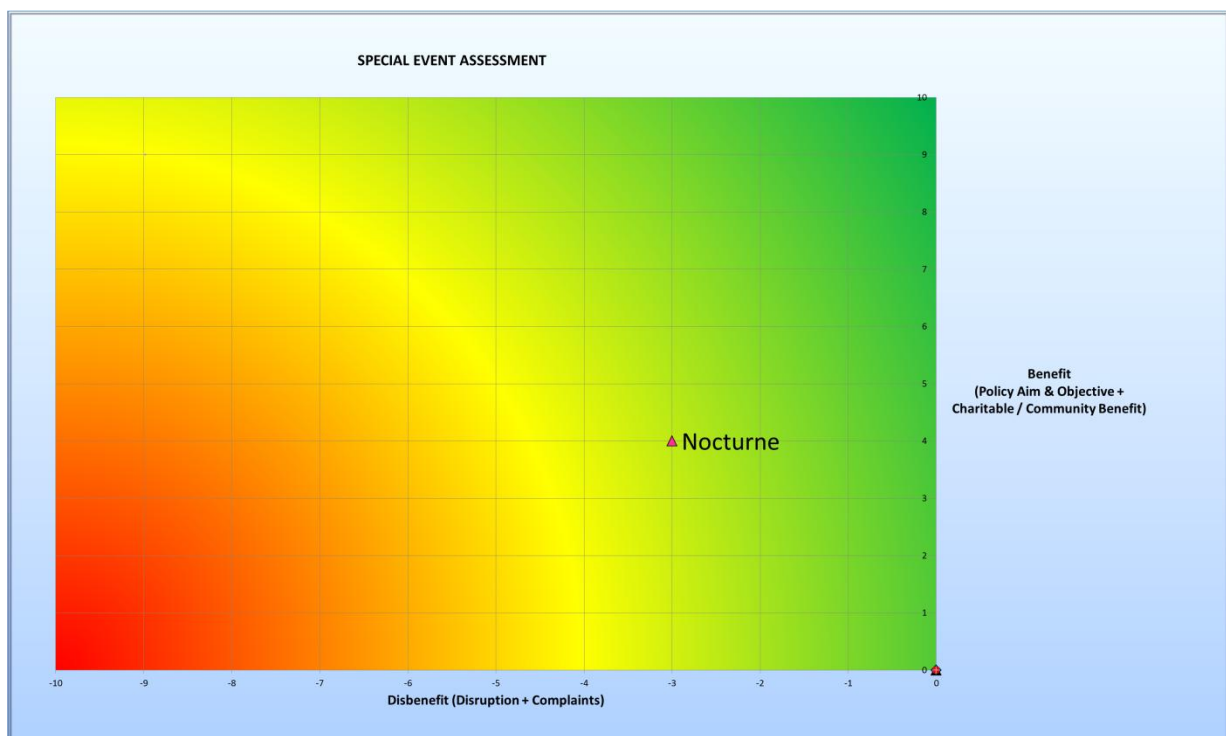
12. Working with the organiser (Face Partnership), a new route was agreed for 2016. In summary the new route included a circuit that started and finished in Cheapside, taking in King Street, Gresham Street, Basinghall Street, Aldermanbury, Love Lane and St Martin's le Grand. The rider enclosure and pits were located in Bread Street, with road safety displays, 'Exchanging Places' lorries and cycling-related retail stalls in New Change.

13. The new route proved successful, with the event being delivered safely at a location better suited for the 500 participants and estimated 19,000 spectators. The event reached 1.2m viewers across 54 countries, including profiles of the

City and Cheapside, with UK coverage including ITV's London News, City AM, the Evening Standard and TimeOut. The organisers proactively engaged with businesses and residents, and this, together with evening road closures, minimised disruption to City streets.

14. The event organiser is expected to use the same route this year (with minor changes around Guildhall to allow greater access to the Members' car park), and is explicitly targeting a much greater charitable fundraising initiative as part of the event's development. Taking this into account, the positive outcome and reduced disruption has moved the event into the green zone, with room for further improvement through a greater 'Charity Benefit' score this year:

Benefit / Disbenefit	Criteria	2016	
		Rating	Score
Benefit	Policy Aims & Objectives	CoL Partner	3
	Charity / Community	Small Community Benefit	1
Total Benefit			4
Disbenefit	Disruption & Impact	Limited weekend and o/night road closures	-2
	Likely Complaints	Small number	-1
Total Disbenefit			-3



Household Cavalry: Wednesday 20 April 2016

15. The Household Cavalry celebrated its Freedom of The City on 20 April 2016 with a military procession taking in a route via Fleet Street, Ludgate Hill, New Change, Cheapside, King Street to Guildhall. There was a week day road closure of around two hours to facilitate the event.
16. As with any weekday closures, even of small duration, there was inevitably some traffic disruption. However the event was delivered successfully as officers in T&PR (Highways) worked closely with the organisers and colleagues in the Town Clerk's and Remembrancer's departments to minimise disruption.

Great Fire 350: Friday 2 September – Monday 5 September 2016

17. Event organiser 'Artichoke' delivered a series of events in the City to commemorate the 350th anniversary of the Great Fire of London. Some of the programmed events involved extensive road closures, and were delivered without incident on the day.
18. Headline results include around 90,000 event visitors, a social media reach in excess of 90m, over 1,000 engagements with schoolchildren and young people, a global PR reach of 102m, and digital platform programming content viewed by more than 7m.
19. In all areas where it has been possible to measure impact, Artichoke exceeded the expectations of the City Corporation's objectives for sponsoring the event, generating significant economic and international PR benefit, positively changing perceptions of the City as a place to be, and engaging new audiences across events, education and training. In the current political environment, the programme has also helped to demonstrate and support the Mayor of London's worldwide message that London is open.

New Year's Eve

20. Since ticketing for this event on the Embankment was introduced, its footprint, timing and extent have remained largely similar, with manageable closures extending into the City as far as Farringdon, Blackfriars and Queen Victoria Street during the course of the evening.
21. Last month's event passed off without incident, but in the context of recent reports to Members, it was the first instance where the City Police requested the use of the 'contingent' Anti-Terrorism Traffic Regulation Order (ATTRO). This request was part of the pan-London policing of the event and was made in parallel to a similar request by the Metropolitan Police covering Westminster, Lambeth and Southwark following their assessment of the threat level to the event.
22. The ATTRO was approved by Members in November 2016 and the City of London Police can use it for anti-terrorism purposes only. As specified in the joint Protocol developed by the City with TfL and City Police, an annual review of the

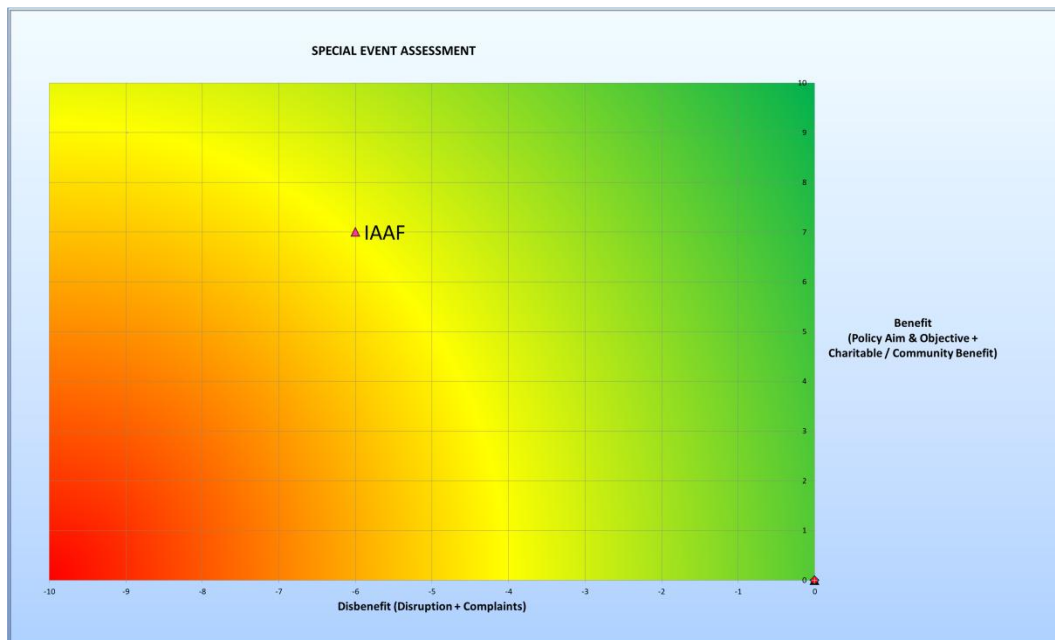
ATTRO will be undertaken, and it is proposed that the outcome of this review is reported to Members through this report in future.

New Events Planned in 2017

IAAF (International Association of Athletics Federation) World Athletics Championship Marathons – 6 August

23. The Athletics World Championships are scheduled to be held in London in July and August 2017, and have a significant global reach and impact, attracting potential TV audiences in their billions.
24. Two events take place away from the Queen Elizabeth Olympic Park, namely the prestigious elite men’s and women’s marathons, held on the same day (Sunday 6 August) through the Square Mile. Delivering on a commitment to support a legacy event from 2012, the City will host a marathon route that starts and finishes at Tower Bridge, passing through Guildhall Yard and taking in the iconic sights of the Square Mile.
25. It will involve extensive road closures, and the organisers contracted by the IAAF are less experienced than some in organising major events in London. This accounts for the higher than ideal ‘Complaint’ risk noted below, but City officers are working with GLA, TfL, Westminster City Council, LB Southwark and the organisers to address this, including the delivery of an extensive communications plan that will seek to reduce this risk. Further updates to Members (and the public) will be provided in due course.

Benefit / Disbenefit	Criteria	2017	
		Rating	Score
Benefit	Policy Aims & Objectives	International Significance	4
	Charity / Community	Significant Non-Charitable	3
<u>Total Benefit</u>			7
Disbenefit	Disruption & Impact	Weekend closures	-3
	Likely Complaints	Numerous non-political	-3
<u>Total Disbenefit</u>			-6



Open House – 16/17 September 2017

26. This year marks the 25th anniversary of Open House, which is a not-for-profit organisation that promotes public awareness and appreciation of London’s building design and architecture. To mark this occasion, Open House is considering a series of on-street animations that may require road closures, incorporating some of the City’s key cultural locations taking part in the festival. A particular focus will be Guildhall Yard and the streets nearby, but planning is still in its early stages and the exact details are not yet known.

“Root & Branch” Review of Major Events

Standard Chartered Great City Race and City of London Mile Run Fast

27. For new events taking place in the City, the following steps apply:

- approval is given for the first year initially (not in perpetuity);
- a comprehensive debrief takes place afterwards
- if deemed successful, approval is given to hold the event for the next three years (subject to successful delivery each year)
- further three year cycles are subject to a full root & branch review.

28. This allows the opportunity for the competency of the organiser to be assessed to ensure the event is delivered successfully and to City standards. This principle equally applies to those events that have taken place in the City for a number of years.

29. Some events on the highway incorporate not only City streets but others in neighbouring authorities such as Westminster City Council. Whilst a root and branch review may not be appropriate for those events of national or international importance such as the London Marathon, it is applicable for those events where the route falls predominately within the City’s boundaries, which by their very

nature (being more City centric) have the greatest impact on City businesses and residents.

30. Whilst planning for most events in 2017 is now underway, it is proposed that this year officers from T&PR (Highways) undertake a root and branch review with the organisers of the Standard Chartered Great City Race (London Marathon Ltd) and the City of London Mile Run Fast (Run Fast Ltd). This will include other key stakeholders such as TfL, and will seek to determine whether these events should continue to take place from 2018 to 2020. Members will be updated on the outcome of this review in future reports on Special Events.
31. Other events that fall within scope of the root and branch review include the Winter Run, the Vitality 10k Race, the Nocturne and the Bloomberg Square Mile, and it is proposed that a root and branch review of these events takes place over the following two years (for events in 2019 and beyond).

Other Considerations for Events in 2017

Thames Tideway

32. Work began on the construction of the Thames Tideway Tunnel (“super sewer”) in January 2017 on Victoria Embankment at Blackfriars. The Riverside Walk (Thames Path) between Blackfriars Bridge and Temple Avenue will be closed impacting on those events that utilise the lower route such as the London Marathon and Lord Mayor’s Show.
33. Officers in T&PR (Highways) will continue to work closely with Tideway and TfL to mitigate the impact of these construction works on the events programme in 2017, including how the new temporary traffic islands for the cycle super highway at Blackfriars can be safely removed to facilitate these events taking place.

Bank

34. With changes imminent at Bank junction in the short term, event officers are working with the Bank project team to ensure that events such as the Lord Mayor’s Show can continue unaffected during the experimental period. In addition, the iconic nature of the Bank and the opportunities for the location to become an events space in its own right (as seen during the Great Fire’s Domino Tip) will also be reviewed as part of the wider long-term project.

Use of Drones

35. Finally, to provide an update on drones mentioned in the last annual event report, the City’s filming team (Town Clerk’s Department) and City Police have confirmed they do not permit filming or use of drones over the public highway due to safety and security implications. There are no immediate plans to review this position until national guidelines are drafted taking into account prevailing legislation and best practice.

Conclusion

36. This report reviews the key points from last year's on-street events, and summarises the major events planned for 2017. The vast majority of events continue to be delivered successfully and safely, whilst City officers work with organisers to ensure the disruption they cause is minimised wherever possible.

Appendices

- Appendix 1 – Events Details for 2017
- Appendix 2 - Event Timeline for 2017
- Appendix 3 – Summary Assessment of Events for 2017

Background Papers

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APPENDIX 1 – EVENT DETAILS FOR 2017

EVENT	DAY & DATE	TIMES	ORGANISER	APPROVAL AUTHORITY	BENEFIT OF EVENT	NO.	EVENT HISTORY	CITY OF LONDON ROUTE
Winter Run	5 February	8 am – 2 pm	Human Race Ltd	City of London	Community event raising money for charity	1,000	3 rd year	City Streets, and Westminster (WCC)
London Marathon	23 April Sunday	7am-6pm	London Marathon Limited	Transport for London	Significant charity fund raising, plus surplus used to support specific sporting projects.	38,000	Established event of more than 20 years	Embankment & Upper / Lower Thames St
Vitality 10K Race	29 May Bank Holiday Monday	10am-12.30pm	London Marathon	Westminster / City of London	Funds from this race promote sporting initiatives to the City's resident and workforce population	10,000	9th year	WCC, Holborn, Holborn Viaduct, Cheapside to Bank area and back to WCC
Nocturne	10 June (Saturday)	Night	Face Partnership	City of London	High participant night-time cycling race	500	6 years but 2nd year for the new route	Cheapside, King Street, Gresham Street and immediate

								environs
City of London Mile – Run Fast	18 June Sunday	8am-midday	Run Fast Ltd	City of London	Raising money for local and national charities.	2,000	4th year	St Paul's, Cannon Street, Queen Victoria Street, Bank area, Cheapside
Standard Chartered Great City Race	13 July Thursday evening	7pm-8.30pm	London Marathon Ltd	City of London	Highly popular with City institutions & sponsored by a City company.	6,000	11th year	City Road, London Wall, Bank area & Cheapside.
Cart Marking	12 July Wednesday	7am-2am	Worshipful Company of Carmen	City of London	Historical City event to mark trade vehicles	1,000	Annual event	London Wall, Gresham St, Guildhall area
London Triathlon	23 July Sunday	7 am – 5 pm	IMG UK Ltd	TfL, Westminster City Council	Sporting Event	1,000	Annual event	Lower route (Victoria Embankment)
Prudential RideLondon	29/30 July Saturday /Sunday	7am-6pm	GLA/TfL	Transport for London, City of London & other highway authorities	Mass participation event to promote cycling, inc Mayoral initiatives.	75,000	4th year	Central CoL & Holborn, Holborn Viaduct
IAAF Marathon	6 August Sunday	TBC	GLA/TfL	Transport for London, City of London & other highway	International Sporting Event	1,000	New (one-off)	Route through the City from Olympic Park to

				authorities				Westminster
Open House	16/17 September Saturday & Sunday	TBC	Open House	City of London	Series of animations to promote City's architecture and buildings	TBC	New (one- off)	City of London
Bloomberg Square Mile Run	21 September Thursday evening	5pm- 8.30pm	Square Mile Sport	City of London	Participants drawn from City institutions raising money for charity.	5,000	More than 7 years	Gresham St only (rest of route on f/w)
Royal Parks Half Marathon	8 October Sunday	9am- midday	Royal Parks	Royal Parks and Transport for London	Charitable event for Royal Parks Foundation.	5,000	9 th year	Victoria Embankment west of Blackfriars.
Lord Mayor's Show & Fireworks	11 Nov Saturday	7am-4pm 5.15 pm	City of London	City of London / Westminster and Transport for London	Procession to facilitate the Lord Mayor's obligations to the Sovereign.	6,000	Ceremonial event.	City area west of Bishopsgate.
New Year's Eve Fireworks	31 December Sunday	From b/w 2-10pm until after midnight	GLA	Transport for London, Westminster & City of London	Focus of the UK's End of Year celebrations	120,000	Annual Event	Blackfriars area & Westminster near London Eye

APPENDIX 2 – EVENT TIMELINE FOR 2017

Date	Event	Disruption	Month	Week	Cumulative Disruption															
					1	2	3	4	5	6	7	8	9	10						
05/02/2017	Winter Run	-2	Dec/Jan	52																
23/04/2017	London Marathon	-3	Jan	1																
29/05/2017	Vitality 10k Race	-3		2																
10/06/2017	Nocturne	-3		3																
18/06/2017	City Run Fast	-3		4																
12/07/2017	Cart Marking	-1	Feb	5	Winter Run															
13/07/2017	Great City Race	-6		6																
23/07/2017	London Triathlon	-2		7																
29&30/7/2017	RideLondon	-3		8																
06/08/2017	IAAF Marathon	-6	Mar	9																
16&17/9/2017	Open House	TBC		10																
21/09/2017	Bloomberg Sq Mile	-1		11																
08/10/2017	Royal Parks Marathon	-2	Apr	12																
11/11/2017	Lord Mayor's Show	-5		13																
31/12/2017	New Years Eve	-4		14																
				15																
				16	London Marathon															
			May	17																
				18																
				19																
				20																
				21	Vitality 10k															
			June	22																
				23	Nocturne															
				24	Run Fast															
				25																
			July	26																
				27																
				28	Cart Gt City Race															
				29	Triathlon															
				30	RideLondon															
			Aug	31	IAAF Marathon															
				32																
				33																
				34																
			Sept	35																
				36																
				37	Sq Mile + Open House (TBC)															
				38																
			Sept/Oct	39																
			Oct	40	Royal Parks															
				41																
				42																
				43																
			Nov	44																
				45	Lord Mayor's Show															
				46																
				47																
			Dec	48																
				49																
				50																
				51																
				52	New Years Eve															

	Embankment / Thames St only (w/e)
	Embankment / Thames St (Mon daytime)
	City (w/e)
	City (Mon-Fri, evening)
	City (Mon-Fri, daytime)

APPENDIX 3 – Summary Event Assessment for 2017

SPECIAL EVENT ASSESSMENT 2017



Committee(s)	Dated:
Policy & Resources Committee	16/02/2017
Subject: Future City and Smart City Update	Public
Report of: Director of the Built Environment	For Decision
Report author: Paul Beckett & Simon Glynn	

Summary

This report notes that the City Corporation is preparing its updated mission statement, vision and ambitions and that these will be before Members in the Spring. Meanwhile the report shows that the City Corporation is making practical progress while the vision and ambitions are being refined and that further steps will be taken during 2017 to implement the agreed mission statement and ambitions for the future city. It explains the importance of ‘smart city’ initiatives to the overall vision and seeks approval and funding for further ‘smart city’ work to be undertaken.

Future City is a change programme aiming to ensure the City’s continuing competitiveness as a thriving international financial and business centre and as a centre of innovation. It recognises that the future City will need to be ‘smart’, relying on greater use of new technology, collaboration and other innovations to create a ‘smart city’ that is competitive, innovative, resilient, open, inter-connected and intelligent. In order to achieve these aspirations the City Corporation needs to improve its understanding of future trends and technological possibilities in order to be in a position to exploit them for the future City’s benefit so that it continues to compete with innovations in global competitor cities. Therefore interim funding is being sought for a programme of smart city initiatives in 2017 to enable the City Corporation to increase its experience of new technology applications and its appreciation of how they could benefit the future City in the longer term. The interim funding is to help build momentum while we establish the nature and extent of longer term funding required.

Recommendation(s)

Members are recommended to:

- i. Note the contents of the report concerning the recent progress made and future initiatives expected to help deliver the place elements of the City’s emerging mission statement, vision and ambitions.
- ii. Note the contents of the Initial Strategy for a Smart and Innovative City (summarised in paragraphs 8-10)
- iii. Agree to the proposed Smart City Initiatives for 2017 (set out in paragraphs 17-20).
- iv. Agree to a funding request of £200k for interim funding for the programme of smart city initiatives for 2017.

- v. Note the intention to seek funding for additional permanent staff to progress the smart city agenda longer term.

Main Report

Background

1. The City Corporation is in the process of defining its 'Future City' mission statement, ambitions and the programme of work to deliver it. This work is progressing through new officer governance arrangements based on three Steering Groups (People, Place and Prosperity) and two Delivery Groups (Strategic Resources and Customer Services). The work will influence the Corporate Plan Review and this will then set the context for the annual review of departmental Business Plans and individual Performance Plans. These changes will ensure that the City Corporation's current and future activities are better aligned to its agreed vision and priorities. The Steering Groups will provide a high level strategic overview of relevant key programmes and projects and will also facilitate better integration of work streams between departments to deliver the wider corporate vision and priorities.

Vision and Place Ambitions

2. The overarching vision has not yet been finalised but is due to be considered by Members in the Spring. Early drafts suggest it can be expected to focus on ensuring London's and the City's continuing competitiveness as a thriving international financial and business centre and as a centre of innovation. It will rely on greater use of new technology, collaboration and other innovations to create a smart city that is competitive, innovative, resilient, open, interconnected and intelligent. It will be a successful place with excellent connectivity using the latest communications technology and transport links; with significant capacity for growth due to its quality buildings and infrastructure; and with a distinctive character derived from its interesting mix of uses, streets and spaces and its outstanding heritage and culture.
3. The Place Steering Group has, using evidence and research from EDO on competitiveness, identified three key themes of capacity, connectivity and character which contribute to the City being a successful place now and in the future. The three key place themes are interrelated and are supported by ten place topics identified by research on what makes the City competitive. The Group has been drafting an ambition for each place topic that will help the City be a successful place in the future:-
 - Unrivalled breadth and quality of buildings and mix of uses;
 - Energy and climate resilient;
 - Famous for enabling and leading innovation;
 - World leading technology for agile lifestyles;
 - Unrivalled transport links between the City, the country and the world;
 - Moving around is safe, easy and enjoyable;
 - Quality public space that everyone enjoys;

- World's capital of commerce and culture making the City a 'must visit' destination;
- Minimal emissions from vehicles and buildings;
- Global reputation for being secure.

Recent Progress on Future City Initiatives

4. Although the vision and ambitions are still being refined there has already been significant progress in place-making for the future city. During 2016 major occupiers have taken space at iconic buildings such as 20 Fenchurch St, Leadenhall Tower and 5 Broadgate, while over one million square metres of office floorspace has been under construction, sufficient to accommodate over 75,000 extra workers in schemes such as London Wall Place, 100 Bishopsgate, Bloomberg and the Scalpel. Blackfriars Pier was moved downstream of the bridge in preparation for Thames Tideway Tunnel works at its original site. London Bridge staircase linking the bridge and the river walk was opened. Highways and public realm have also been changing fast including major highway changes at Aldgate and Holborn Circus, the refurbishment of Tower Bridge and over 5,000 square metres of public realm enhancements across the City. The Sky Garden viewing gallery has become a major attraction with over 1 million visitors since it opened. The 'cultural hub' initiative has been gaining momentum, complemented by high profile cultural events elsewhere such as Sculpture in the City among the eastern cluster of tall towers.
5. In 2016 the City Corporation worked with the City Property Association to deliver a new social media platform under the brand 'onecity' to promote the changing city. This initiative is informing perceptions of the City among younger workers and businesses, is broadening the appeal of the City as a place and has prepared the ground for further changes ahead. See information on onecity at <http://www.onecity.london/#whoweare>
6. In 2016 the Dept of the Built Environment led corporate development of our thinking concerning the relevance of 'smart city' ideas to the circumstances of the City of London. The approach to smart city - developed with assistance from consultant Ernst and Young - suggests that this will involve greater use of new technology, collaboration and other innovations to create a smart city that is competitive, innovative, resilient, open, interconnected and intelligent. The next stage will be to identify smart priority areas that support our future city agenda and to focus on some quick wins to generate a sense of purpose and momentum. To this end we have recently appointed a Place and Future City Officer within DBE.

Initial Strategy for a Smart and Innovative City

7. This initial strategy, developed by consultants Ernst and Young, describes the significant opportunity available to the City of London to drive its global competitive standing and economic growth by focusing on smart-enablement and collaborative innovation. This opportunity is present as a result of the factors including global competition, an evolving workforce, greater urbanisation, the rise of starts-ups and SMEs, greater need for resource efficiency and greater

economic uncertainty. The Strategy is available in full in the Members' Reading Room.

8. The Strategy defines a city as being smart when:
 - a. It uses information and communication technologies (ICT) to be more intelligent and efficient in the use of resources, resulting in cost and energy savings, improved service delivery and quality of life and reduced environmental footprint, all supporting innovation and the low-carbon economy.
 - b. There is a mind-set of the city as a 'system of systems': data, energy supply, waste management, infrastructure and transportation. The individual systems can be smarter and more innovative if they work together.
 - c. It utilises smart partnerships in order to speed up the process of attracting large and small technology partners to test and develop the smart solutions of tomorrow.
9. A model for delivering a competitive future City of London using smart-enablement and innovation is provided in the Initial Strategy. This model is structured using the emerging corporate vision, the three key themes of People, Place and Prosperity, and with smart-enablement and innovation as the foundation for this structure, cutting across all future city activities as an enabler of change.
10. The model identifies six building blocks for smart enablement and innovation. These are: centralised data and data management, connected technology, predictive analytics and cyber security, user engagement, network coverage and adaptable City of London processes and policies.
11. In order for a cross-cutting Smart City approach to move from a strategy to an agile and identifiable programme which will help deliver the outcomes of the People, Place and Prosperity Strategic Steering Groups, additional resources will be required. This report proposes a funding request of £200k interim funding for the programme of smart city initiatives for 2017 to progress the recommendations and quick wins identified in the Strategy. These are described in detail in paragraphs 17-20 of this report.

Recent Progress on a Smart City approach

12. In addition to the development of an initial strategy for a Smart and Innovative City, a number of initiatives with a smart-enablement focus are already in place. These include:
 - a. Individual smart phone applications containing visitor trails, a toilet finder and an ability to report on environmental issues
 - b. City-wide reviews of way-finding, lighting and the City's Traffic Environment Zone (Ring of Steel), to implement an upgrade of City infrastructure incorporating more efficient, interactive and dynamic technology

Future City Initiatives for 2017

Publicity

13. Many City projects are already in progress and new projects yet to start will contribute to the delivery of the Future City vision and ambitions. Therefore during 2017 and 2018 there will be an integrated communications campaign on the Future City to demonstrate our commitment and that we are making progress. It will give a sense of purpose and progress as a regular short summary of the City Corporation's Future City vision will be supplemented by topical news of key projects and other delivery steps.
14. There will also be a complementary campaign delivered by ING Media to tell the 'whole story' about the City as an interesting, different and diverse place, including a new brochure, to change perceptions of the City. We will also be publishing research at Mipim into the impact of technology on City industries in recognition that the City is changing and we need to promote investment in the City. Such campaigns will be complemented by commissioned images and descriptions of the future City to show clearly what it might be like.

Projects

15. Achieving the place ambitions will take time but we are already making progress. Key projects reaching significant stages in 2017 include:
- Bank junction experimental highway launch (April 2017) and other **enhancements to the pedestrian experience**;
 - World class **wifi** connectivity (including Citywide gigabit wifi network) to enable agile lifestyles (June 2017);
 - Appointment of an officer to support SMEs with **affordable fibre access**;
 - Delivery of **freight and servicing strategy** (such as new consolidation centres; micro-consolidation centres; special servicing and delivery for the Eastern cluster; re-timing of deliveries and servicing; promotional campaigns; and establishment of a City Freight Forum).
 - Running of new **Crossrail trains** into Liverpool Street (May 2017) in advance of through-tunnel running;
 - Opening of **five star hotels** - Ten Trinity Square (Jan 2017) and The Ned, Soho House in Poultry (April 2017);
 - Completion of 544,000 square metres **net office floorspace** in the City including Bloomberg office building (Nov 2017);
 - **Thames Tideway tunnel construction** starts at Blackfriars (Spring 2017);
 - Highway measures to **reduce traffic levels, pollution & improve traffic movement**
 - Further work to understand the implications for the City of developments in **driverless cars, drones, artificial intelligence and robots**.
 - **Enhanced cultural offer** including new museum preparations, cultural hub branding, improved signage at Barbican gateways (June 2017) as part of the cultural hub quick wins programme, new external lighting at St Paul's Cathedral (Nov 2017);
 - **Maximise public space** including new green roofs, viewing galleries and enhancement of existing public space including Aldgate Square (Sept 2017);

Smart City Initiatives for 2017

16. There are a number of next steps identified in Sections 5 and 6 of the Initial Strategy for a Smart and Innovative City. These are:

Transitioning to a Smart Delivery-Focused Programme

17. To deliver a smarter and more innovative City will require a structured but agile and identifiable programme which provides a home for open innovation, smart enabled solutions and delivery of corporate outcomes. Specific tasks comprise:

- Creating an inspiring vision and messaging
- Resourcing the programme to deliver success
- Developing a robust business case
- Determining the appropriate funding and budget routes
- Building the appropriate programme management and governance structure
- Actively assessing and managing risks

Stakeholder Engagement and Communications

18. A strong and consistent engagement will be important to managing stakeholders as part of the programme. A successful Smart City programme for the City of London will require resources to support the following core activities including:

- Mapping, documenting and managing critical stakeholders
- Enhancing the image and perception of the City of London
- Maintaining and growing stakeholder buy-in (internal and external)
- Targeting communication and engagement events

Smart Innovation as part of the Future City programme

19. Embedding innovation into City activities that produces tangible results will require planning and change, including:

- A review of current internal processes and implementation of changes to allow smart-enablement and innovative practices to flourish
- A review of both the in-house City resources and skills and the access to suitable external consultants and implementation of changes to create a structured way of enabling innovation and ideation for smart city solutions
- 'Quick wins' in a number of targeted service areas within the following timescales:
 - Real-time pedestrian optimisation - timescale: 4 months (small test/pilot), 2 years (Scale Up)
 - Dynamic City way-finding - timescale: 9 months (small pilot), 2 years (scale up)
 - Connected and flexible green spaces - timescale: 3 months (pilot), 2 years (scale up)
 - Smart parking systems - timescale: 8 months (pilot), 3 years (scale up)

City Bench-marking and Competitive Characteristics

20. On-going bench-marking will be needed to assess the City's position and future opportunities in relation to its competitors, particularly in a quickly changing political and economic environment.

Proposals

21. This report proposes that Members:

- Agree to the proposed Smart City Initiatives for 2017 (set out in paragraphs 17-20).
- Agree to a funding request of £200k for interim funding for the programme of smart city initiatives for 2017.
- Note the intention to seek funding for additional permanent staff to progress the smart city agenda longer term.

Conclusion

22. This report shows that the City Corporation is making practical progress while the corporate vision and ambitions are being refined and that further steps will be taken during 2017 to implement the agreed mission statement and ambitions for the future city. In addition interim funding is being sought for a programme of smart city initiatives in 2017 to enable the City Corporation to increase its experience of new technology applications and its appreciation of how they could benefit the future City in the longer term. The interim funding is to help build momentum while we establish the nature and extent of longer term funding required.

Background Papers - nil

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Committee(s)	Dated:
Policy & Resources – for decision Public Relations and Economic Development Sub (Policy & Resources) – for information	16 Feb 2017
Subject: Think tank review and memberships, 2017	Public
Report of: Director of Economic Development	For Decision
Report author: Eugenie de Naurois, Head of Corporate Affairs	

Summary

- As part of the City Corporation’s political engagement programme, the Corporate Affairs Team has reviewed the City of London Corporation’s work with and membership of think tanks. Building on our long-standing programme of working closely with over 35 think tanks over the past 15 years, nine of which the City Corporation is a member. The purpose of the review was to:
 - refresh our approach to working with think tanks to ensure that we have the maximum impact with these partnerships.
 - test whether we are members of the right think tanks in the given context.
- It is clear from the outcome of the review that the City Corporation’s engagement with think tanks is beneficial to the organisation. The intention is that future engagement will focus on mapping the City’s interest and those of the think tanks to identify greater collaboration. The Corporate Affairs Team will also continue to ensure that a balance is maintained politically. In addition it is proposed that the City Corporation maintains its membership of the seven think tanks referred to below and that it ceases its membership of two of them.

Recommendation

Members are asked to agree to:

- The updated approach to working with think tanks which will be based on proactively searching out opportunities aligned to the Corporation's priorities.
- Agree to renew the City of London Corporation’s corporate membership of the seven think tanks listed below at a total cost of £56,800, to be met from your Committee’s Policy Initiatives Fund(£25,300 from 2016/2017 and £31,500 from 2017/2018) categorised under the Events section of the Fund and charged to City’s Cash:
 - o Centre for the Study of Financial Innovation

- Chatham House
 - European Policy Forum
 - Institute for Public Policy Research
 - Local Government Information Unit
 - Reform
 - Whitehall and Industry Group (WIG)
3. Agree to discontinue the corporate membership of:
- The New Local Government Network
 - Foreign Policy Centre

This does not preclude working with either of these think tanks on an ad hoc basis.

4. A think tank grid is available at members' request. It summarises the think tanks we are currently members of, those with whom we work with on an ad hoc basis and those we could work in the future.

Main Report

Background

1. In October 2015, the Public Relations & Economic Development Sub Committee agreed that the City Corporation's relationships with think tanks should be reviewed, and that this review should consider existing engagement, the policy context, policy themes and cost. At that time, the City Corporation had taken the decision to discontinue its corporate membership of two think tanks, Centre Forum (now the Education Policy Institute) and Demos, bringing the number of think tanks it was a member of down from ten to eight.
2. The City Corporation has worked with over 35 different think tanks across the political spectrum and covering a broad range of topics, over the last 20 years. This costs £250k per year.
3. In addition, the City Corporation is a corporate member of eight think tanks. This costs £78k per year with benefits such as:
 - a. strengthening relationships with the think tank
 - b. inputting into its areas of focus
 - c. invitations for Members and officers to attend high level events
 - d. copies of publications and policy briefings.

Current Position

4. The Corporate Affairs team has undertaken a thorough review of the City Corporation's engagement with and membership of think tanks over the last year. This included:
 - a. meeting all the think tanks of which the Corporation is a corporate member of and some of those which we regularly work with.
 - b. analysing the work and relationships we have with those think tanks we work with less frequently.

- c. understanding think tanks' priorities for the year(s) ahead
 - d. gauging the best relationship the City Corporation can have with them to ensure it is relevant, proactive and beneficial to both parties
5. We also examined all the think tanks of which the City Corporation was a member in 2016/2017. The City Corporation was a corporate member of the following think tanks:
- a. **Centre for the Study of Financial Innovation** -specialising in organising debates on the financial services sector and regulatory issues.
 - b. **Chatham House** - leading foreign policy institute, providing research and organising events on international affairs with senior political and diplomatic figures.
 - c. **European Policy Forum** - aiming to improve the quality of policy ideas in the UK and EU, particularly in the financial, energy, telecoms and other regulated sectors.
 - d. **Foreign Policy Centre** - progressive foreign affairs think tank specialising in issues pertaining to Africa.
 - e. **Institute for Public Policy Research (IPPR)** - progressive think-tank, aiming to produce policy ideas for a fair, democratic and sustainable world.
 - f. **Local Government Information Unit (LGIU)** - membership organisation for UK local government, providing news bulletins and research reports on local government issues.
 - g. **New local Government Network** - think tank promoting the decentralisation of power, public service reform and enhanced local governance.
 - h. **Reform** - centre-right think tank promoting new directions for public policy based on free market solutions.
 - i. **Whitehall and Industry Group** - a charity which helps leaders in all sectors in the UK come together to discuss mutual challenges, and find the synergies that would help them work more effectively together.
6. Following the City Corporation's decision to sponsor a major IPPR project, the Corporate Affairs Team negotiated a 50% discount in the City Corporation's membership subscription to IPPR over the next two years.

Proposals

7. Following the review it is clear that the Corporation's engagement with think tanks has strong benefits for the City of London. The four benefits of this programme are to:
- a. Strengthen visibility for the Corporation's contribution.
 - b. Provide Members with the opportunity for excellent networking.
 - c. Input into the policy agenda on issues of importance to the Corporation and its stakeholders.
 - d. Support think tanks in their role as a vital contributor to political debate.
6. In leading the engagement with think tanks, Corporate Affairs proposes the following approach:

- a. Shift the focus towards an annual cycle of proactive engagement with think tanks to map their interests for the year ahead, our interests, and identify where we can best work together.
- b. Continue to be agile, by welcoming unsolicited ideas as well.
- c. Ensure a broad balance of think tanks that we work with - both thematically and politically.
- d. Insist on excellence, both as a collaborative delivery partner and the quality of their products/events.
- e. Ensure that we are getting the best value for money.

If Members agree, this will be the framework for our think tank engagement going forward.

13. In terms of memberships, these offer an effective means of supporting think tanks and accessing benefits. Payment is due in 2017 to all these think tanks in order to renew the City Corporation's membership for 2017/2018. In view of the review and the current political and economic context it is proposed that the City Corporation renew its membership of the following seven think tanks for 2017 for a total cost of **£56,800**:

- a. Centre for the Study of Financial Innovation - £5,000
- b. Chatham House - £14,000
- c. European Policy Forum - £7,500
- d. IPPR - £6,300
- e. Local Government Information Unit - £10,000
- f. Reform - £9,000
- g. WIG - £5,000

15. It is proposed that the City Corporation discontinues its membership of the following think tanks for 2017:

- a. Foreign Policy Centre
- b. New Local Government Network

In both cases, while we intend to continue to work with these think tanks on specific projects or events, the review has highlighted that the costs of membership outweigh the benefits.

Corporate & Strategic Implications

16. Proactive engagement and focused relationship-building with think tanks of relevance to the City Corporation's priorities will enhance our visibility, enable us to contribute effectively to the policy debate and contribute positively to our political engagement programme.

17. Renewing the membership of those key think tanks will provide the City Corporation with opportunities to engage with government on key issues of concern, by facilitating events, meetings and occasions for policy discussion. It will also enable the City Corporation to promote and participate to the policy-making process and debate.

Financial Implications

18. It is proposed that the required funding of £56,800 is drawn from your Policy Initiatives Fund (£25,300 from 2016/17 and £31,500 from 2017/18), categorised under the Events section of the Fund and charged to City's Cash. The current uncommitted balance available within your Committee's Policy Initiatives Fund 2016/17 amounts to £117,400 and for 2017/18 £505,300 prior to any allowance being made for any other proposals on today's agenda.

Conclusion

18. Adopting a new approach to think tanks will strengthen the Corporation's political engagement programme, and allow it to contribute more effectively to the debate. Renewing seven think tank memberships for 2017 will contribute to the improvement of the City Corporation's targeted engagement with Government and participation in policy-making in relevant policy areas.

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Committee	Dated:
Policy and Resources – For decision	16 February 2017
Subject: City Week event sponsorship	Public
Report of: Damian Nussbaum, Director of Economic Development	For Decision
Report author: Sarah Murray, regulatory affairs	

Summary

The City of London Corporation is seeking to enhance its involvement with the annual City Week event organised by City and Financial Global taking place on May 25th and 26th. City week is an annual two day gathering of the international financial services community, bringing together policy makers and senior industry representatives from around the globe to consider together the future of financial markets and London, in particular. It consists of two days of conferences, seminars and networking opportunities. The working theme of this year's edition is 'Adjusting to the New Geopolitical realities'. Building on involvement in previous years, the Corporation is looking to have a more active role in shaping and informing the conference agenda. The City's support of City Week, providing the Guildhall as the venue for the conference, places the Corporation at the heart of on key debates amongst International stakeholders. The involvement of the City of London Corporation as a partner in this event is consistent with the objectives of increasing the profile of the City globally.

Recommendation

Members are asked to agree to provide £26,000 from the (Policy Initiatives Fund) 2017/18, categorised under 'Events' and charged to City's Cash in order to finance the City's sponsorship of the City Week annual conference. A high profile by the City of London Corporation in City Week provides a valuable opportunity to shape discussions with our business stakeholders on key topics and promote the UK to a global audience.

Main Report

Background

1. The City Corporation has previously participated in City Week although not as a sponsor. The event has become established in the annual financial services events calendar and is actively supported by TheCityUK and DIT, to showcase UK expertise in financial and professional services. The Lord Mayor previously participated in City Week and provided a keynote address. This will be the 7th edition of City Week which has gathered a high profile list of speakers and a high quality audience representing the financial and professional services ecosystem from the City of London and internationally.

Current Position

2. The preparations for the 2017 edition of City Week is underway and the working title is 'Adjusting to the New Geopolitical realities'. Key themes that will be addressed include global regulatory equivalence, fintech, and global trade perspectives post Brexit. The City of London Corporation has a leading voice in the shaping of these agendas and is highly engaged with both industry stakeholders as well as policy makers.

Proposals

3. The proposal is for the City Corporation to be a partner of the 2017 City Week conference, by providing the Guildhall as a venue for the conference. In return, the City of London Corporation will play an important role in shaping the agenda around themes and topics of central importance to the Corporation. The topline theme of 'adjusting to the New Geopolitical realities' provides an opportunity to demonstrate how London is preparing for the post Brexit landscape. In particular representatives of the City can promote work underway to enhance the UK's influence on the shape of the global regulatory environment.
4. A number of senior figures have been identified as speakers. The list includes Rt Hon David Davis MP, Rt Hon Phillip Hammond MP, and Rt Hon Boris Johnson MP, senior figures from industry, as well as representatives of global financial standard setters. Previous editions of City Week have featured senior government ministers as speakers and speakers from financial and professional services firms from around the world.
5. Partnership in this event provides the City Corporation also with complimentary conference passes, along with prominent branding opportunities. In addition to the Lord Mayor providing the keynote address, the Corporation would look to secure speaking opportunities for City of London Corporation representatives in high profile parts of the agenda in debates that best fit priority topics to promote the City as the premier international destination for global investors. In particular, the 2017 edition provides an opportunity to promote our global Britain agenda and joint work on international investment underway in partnership with the department for International Trade, as well as the Corporation's global regulatory engagement strategy.
6. Other partners include TheCityUK and DIT. In addition to partners, the City Week conference is typically sponsored by a coalition of businesses. In recent years this has included HSBC, London & Partners, Linklaters, The Investment Association, the Law Society, ICMA etc.

Implications

7. It is proposed that the required funding of £26,000 is drawn from the Policy Initiatives Fund 2017/18, categorised under Events and charged to City's Cash.

The current uncommitted balance in the 2017/18 Fund is £505,300 prior to any allocation being made for any other proposals on today's agenda.

Conclusion

8. The proposed support of the 2017 City Week as a partner, and in particular the prominent involvement of the Corporation in the events of City Week accords well with the role the City Corporation plays in leading promoting debates on issues that affect the City and the financial services industry. Partnership of this event will provide a forum for high-level interaction with key City Corporation audiences and supports the City Corporation's economic development programme and engagement on key political and economic issues.

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Committee Public Relations and Economic Development Sub Policy and Resources	Dated: 16 February 2017
Subject: City of London Corporation – Recommendations for 2017 Party Conferences	Public
Report of: Damian Nussbaum, Director of Economic Development	For Decision
Report author: Colton Richards, Corporate Affairs Officer	

Summary

The City of London Corporation delivered a programme of strategic political engagement at four party conferences in 2016 – Liberal Democrat, Labour, Conservative and Scottish National Party (SNP). This report provides an opportunity for Members to review the 2016 programme and approve recommendations for the 2017 conference season.

As in recent years, large dinners were held at the 2016 Liberal Democrat, Labour and Conservative conferences. In addition, private roundtables were organised at all three, marking a change in recent years, when larger public fringe events were held. There was an additional public fringe, however, at the Conservative conference, organised with Open Europe. At the SNP conference, the City Corporation did not host an event, but was represented by Deputy Catherine McGuinness, who attended a number of roundtables, a dinner with the Institute for Public Policy Research and held a number of bilateral meetings with SNP politicians.

Recommendation

1. It is recommended to:
 - a. continue hosting events at the Liberal Democrat, Labour and Conservative conference, with slight changes to the format;
 - b. extend activity at the SNP conference.

Main Report

Background

2. A brief summary of the City Corporation’s activity at the 2016 party conferences:
 - **Liberal Democrat:** Organised a private roundtable with the Education Policy Institute, hosted a private dinner and organised bilateral meetings for the Chairman of Policy and Resources.
 - **Labour:** Organised a private roundtable with the Smith Institute, hosted a private dinner and organised bilateral meetings and appearances on panels at fringe events for the Chairman of Policy and Resources.
 - **Conservative:** Organised a private roundtable with Bright Blue, a public fringe event with Open Europe, hosted a private dinner and organised bilateral meetings and appearances on panels at fringe events for the Chairman of Policy and Resources.
 - **Scottish National Party:** The Deputy Policy Chairman attended on behalf of the Corporation and participated in private roundtables, a private dinner and held bilateral meetings with key political stakeholders.

3. An evaluation of the City Corporation's programme of activity at the four party conferences in 2016 can be found in Appendix A.

Proposals

4. Similar to 2016, it is proposed that the Chairman of Policy and Resources attends four party conferences: Liberal Democrat, Labour, Conservative and Scottish National Party.
5. For each conference, it is essential to identify the right activity the City Corporation should undertake, which provides the most effective opportunities for strategic political engagement with each political party.
6. The Corporate Affairs team has evaluated the programme of engagement undertaken in 2016 and sought feedback from guests at City Corporation events. Based on the latter, it is recommended that the 2017 season follows the following format:

2017 Liberal Democrat Party Conference, 16-20 September, Bournemouth:

Context: The Liberal Democrats are well represented in the House of Lords and MPs. Because they are active in the on-going Brexit debate and are have a clear pro-EU stance, it is important to continue engaging and ensure our messages are relayed.

Proposal: to host a private roundtable in partnership with a think-tank and independently host a smaller private lunch or dinner.

2016 Evaluation: Both events organised were well-attended politically. The City Corporation's presence at Liberal Democrat Conference was noted. While the Liberal Democrats are very vocal on Brexit, they still have only nine MPs. It is felt a smaller dinner, with a more select, focused guest list, can deliver effective engagement.

2017 Labour Party Conference, 24-27 September, Brighton:

Context: The City Corporation is engaging with Labour Party figures, both inside and outside the Shadow Cabinet. While the Opposition Frontbench is leading Labour's scrutiny of the Government's Brexit plans, a number of senior Labour MPs, many who are former Ministers, hold prominent select committee positions and play a leading role in Parliament's scrutiny of Brexit negotiations.

Proposal: to host a private roundtable in partnership with a think-tank and independently host an evening drinks reception, followed by a small, private dinner.

2016 Evaluation: The traditional dinner was successful. However it is proving difficult to bring in new political invitees. Given the nature of Labour conferences, an informal drinks reception may prove to be more useful in engaging with key Labour figures.

2017 Conservative Party Conference, 1-4 October, Manchester:

Context: The City Corporation is engaging with Government Ministers to outline the concerns of the financial services sector in Brexit negotiations. Party conference provides additional opportunities to engage with government and business and to ensure our presence is felt in the policy debate.

Proposal: to host a private roundtable in partnership with a think-tank, a public fringe event in partnership with another think-tank, and to independently host a private large-scale dinner.

2016 Evaluation: This format worked well in 2016. The City Corporation is well known at this annual event, so should maintain its presence. There was a very high level of attendance among senior business figures also.

2017 Scottish National Party Conference, *dates and location TBA:*

Context: Scotland voted to remain in the European Union at the Referendum. This has led to repeated calls from First Minister Nicola Sturgeon for a separate deal that retains membership of the Single Market for Scotland. This has raised the prospect of a second independence referendum. There is widespread interest in the SNP, corroborated by the high level of business attendance at the 2016 Conference.

Proposal: to host a small, private roundtable and continue with a programme of bilateral meetings and appearances at roundtables.

2016 Evaluation: this was a very useful event and the Deputy Policy Chairman formed many relationships with financial services practitioners based in Scotland. With regards to Brexit and financial services, there were shared concerns and our presence there was noted and appreciated by a number of SNP political figures..

7. The City Corporation will also undertake a programme of political engagement at the four aforementioned party conferences for the Chairman of Policy and Resources in 2017. This will include at each conference: bilateral meetings with relevant political and business figures, attendance at private roundtables, where issues of key importance for the City Corporation will be discussed and speaking opportunities at other open fringe events.

Conclusion

8. Members are asked to approve recommendations for the City of London Corporation's programme of engagement at the 2017 party conferences.

Appendix

A. Evaluation of City Corporation activity at party conferences

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Appendix A –E valuation of City Corporation activity at the four party conferences

2016 Liberal Democrat Conference

What worked well	To look at in 2017
Well-organised, well attended dinner; Well-attended private roundtable with the Education Policy Institute; Opportunities for networking and private meetings	Better chairing of fringe event and a stricter focus on the topic. Lower level of general attendance than at previous conferences, reflecting the current state of the party in British politics. We may need to assess whether or not it is worth hosting a fringe and dinner.

2016 Labour Party Conference

What worked well	To look at for 2017
Well-attended dinner, very well organised by event staff; Good roundtable, good subject discussion, good mix of guests around the table. The think-tank were running only a handful of events at conference and were able to give ours sufficient attention.	More bilateral meetings with business and political figures who are at conference; Ensure we look at more options to meet new people who do not know the City Corporation well.

2016 Conservative Party Conference

What worked well	To look at for 2017
Engagement through bilateral meetings with business figures and Conservative politicians; Very well-attended dinner; Very well-attended private roundtable.	A better dinner venue, suitable for a larger audience; Sharply focused speeches at the dinner, from both the Policy Chairman and guest speaker.

2016 Scottish National Party Conference

What worked well	To look at for 2017
A good mix of bilateral meetings and private roundtables for the Deputy Policy Chair to participate in; Opportunities for informal networking, which were extremely well used.	Given the increasing attention businesses now give SNP conference, it may be worth considering how the City Corporation 'ups' its presence there.

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Committees	Dated:
Health and Wellbeing Board – For information Health and Social Care Scrutiny – For information Policy and Resources – For decision Community and Children’s Services – For decision	By email 16 February 2017 16 February 2017 17 February 2017
Subject: Integrated Commissioning for Health and Social Care	Public
Report of: Acting Director of Community and Children’s Services	For Decision
Report author: Ellie Ward, Community and Children’s Services	

Summary

In autumn 2016, Members of the London Borough of Hackney and the City of London Corporation, along with the NHS City and Hackney Clinical Commissioning Group (CCG) Governing Body, agreed to explore the benefits of an integrated commissioning model, which is part of the Hackney devolution business case and is the local delivery mechanism for the North East London Sustainability and Transformation Plan (NEL STP).

In summary, the model is built on an Integrated Commissioning Fund and the establishment of an Integrated Commissioning Board, who will make decisions on services to be commissioned using the Integrated Commissioning Fund. The fund includes a pooled budget made up of health, adult social care and public health funding.

The Integrated Commissioning Board will consist of Members of the City of London Corporation, along with Members of the Clinical Commissioning Group Governing Body. There will also be Senior Officers from the City of London and the CCG in attendance in an advisory capacity. A Transformation Board will also be established, consisting of Officers from the London Borough of Hackney, the City of London Corporation and the CCG, who will make recommendations to the Integrated Commissioning Board(s). The Transformation Board will be responsible for delivering the Locality Plan, which forms the basis of the commissioning strategy for integrated commissioning. There will be a number of workstreams that sit beneath the Transformation Board to do much of the practical work.

The legal agreement for establishing this model will be a Section 75 (s75) agreement which allows health and local authority funding to be pooled. It will include a financial framework, which sets out the general rules and scope for the management of and expenditure of funds that make up the Integrated Commissioning Fund.

This paper sets out the detail of proposals to establish integrated commissioning arrangements for health, social care and public health across City and Hackney from 1 April 2017.

Recommendations

Members are asked to approve:

- The establishment of integrated commissioning arrangements for the City of London Corporation and City and Hackney Clinical Commissioning Group as set out in this report
- The establishment of an Integrated Commissioning Sub-Committee of the Community and Children's Services Committee
- The establishment of the Transformation Board
- The funding arrangement to pool budgets

Members are asked to delegate authority to the Town Clerk (in consultation with the Chairman and Deputy Chairman of the Community and Children's Services Committee) to:

- Agree the membership and terms of reference of the Integrated Commissioning Sub-Committee
- Recommend consequential amendments to the terms of reference of the Community and Children's Services Committee to the Court of Common Council

Members are asked to delegate authority to the Director of Community and Children's Services (in consultation with the Chairman and Deputy Chairman of the Community and Children's Services Committee) to:

- Enter into the necessary Section 75 agreement(s) on such terms as he considers appropriate
- Finalise all other necessary arrangements

Main Report

Background

1. Health and social care partners across City and Hackney share an ambition to improve health outcomes for local people by commissioning and delivering services across organisations in a more joined up / integrated way that makes the most of our shared investment at a time when public sector funding has experienced significant reductions and increasing budgetary pressures. This is the ambition for the devolution pilot being undertaken by the London Borough of Hackney and City and Hackney CCG.
2. Following the publication of the NHS Five Year Forward View in 2014, local areas are required to produce Sustainability and Transformation Plans (STPs) to show how health and social care organisations, known collectively as systems, will work together to tackle issues of financial sustainability, quality of care and health inequalities. City and Hackney is part of the North East London STP and the local devolution pilot forms part of the plan being recognised as the delivery system for the STP ambitions in Hackney and the City.

3. Locality Plans set out how the ambitions of the STP will be delivered by local systems and what improvements will be delivered for local people. The City and Hackney locality plan, developed by City and Hackney CCG, in partnership with London Borough of Hackney and the City of London Corporation, is built around four locally-agreed priority areas:
 - Children and Young People
 - Prevention
 - Planned Care
 - Unplanned Care
4. The development of fully integrated commissioning across health, social care and public health locally is the proposed mechanism for delivering the wider aims of partners around integration, achieving the locality plan and creating a vehicle that demonstrates both our local contribution to, and delivery of, the STP.
5. The City of London Corporation is not formally part of the devolution pilot, but City and Hackney CCG is keen to establish integrated commissioning arrangements with the City of London Corporation to mirror the arrangements in Hackney, ensuring an equitable approach across the CCG area.
6. Previous papers and presentations to Members and the CCG Governing Board outlined some of the opportunities, benefits and potential risks of an integrated commissioning model.
7. Further detail on the proposal is set out below. The proposal has been developed by a steering group consisting of senior officers from the CCG, the London Borough of Hackney and the City of London Corporation. Legal advisers, finance and governance officers and commissioning staff have helped to shape these proposals.

Current Position

The Integrated Commissioning Arrangements

8. The integrated commissioning arrangements are built around two separate commissioning boards - a Board for the London Borough of Hackney and one for the City of London. Each Board will include Members from these organisations, along with members of the CCG governing body. There will also be Senior Officers from the organisations in attendance in an advisory capacity.
9. An Integrated Commissioning Fund, consisting of a pooled budget and an aligned fund (funds that cannot legally be pooled, or which partners are not yet ready to pool) will be established for each Board and documented within a s75 Agreement supported by a Financial Framework.
10. Commissioning for core GP services will be outside of these integrated commissioning arrangements and will be discharged by a formal committee of the CCG. However the Transformation Board and the Integrated Commissioning Boards will provide a steer and recommendations to the CCG Committee.

11. The Locality Plan will form the basis of the Commissioning Strategy for integrated commissioning. Formal leadership arrangements are being established around the four priority areas of the Locality Plan to review current plans and services, identify areas for improvement and test out their potential impact. Pooled funds will be aligned with each of these priority areas. Each workstream will report to the Transformation Board, who will make recommendations to the Integrated Commissioning Boards for decision.
12. In the first year of operation, 2017-18, the integrated commissioning model will be based on existing contracts and service delivery. During that first year, the four workstreams will begin to identify where commissioning and services may change in order to better meet local needs, improve outcomes and deliver the aims of the locality plan.
13. The arrangements will initially include health, adult social care and public health. Children's social care will be considered for inclusion during 2017-18.

Governance

Transformation Board

14. The current Transformation Board is made up of system leaders (providers and commissioners) who are responsible for developing and delivering improvement plans in relation to the devolution pilot.
15. From April 2017, it will form part of the governance arrangements for integrated commissioning, providing advice and recommendations to the two Integrated Commissioning Boards and taking responsibility for local delivery and implementation across the provider landscape.

Integrated Commissioning Boards

16. The legislation currently provides for the CCG and its partner local authorities to form joint committees to take responsibility for the management of partnership arrangements. However, a restrictive view has been taken that the current wording of the legislation does not allow a joint committee to take commissioning decisions and confines it solely to an oversight role. A joint committee with the CCG is not therefore being proposed at the present time. It is understood that amendments to the legislation are currently being considered centrally, in which case it may be possible for a joint committee arrangement to be revisited in the future.
17. It is instead proposed that each Integrated Commissioning Board will initially function through 'committees in common' established by City and Hackney CCG and either the City of London Corporation or London Borough of Hackney. The members of the Board will have delegated authority from the CCG and London Borough of Hackney or City of London Corporation respectively to take decisions.

18. It is proposed that the City of London Corporation will establish an Integrated Commissioning Sub-Committee of the Community and Children's Services Committee, made up of three Members, and the CCG will establish its own Integrated Commissioning Committee, also made up of three members. These two separate bodies would meet to make their own decisions on matters delegated to them by the City and the CCG respectively, in the normal way. However they would meet at the same time and location, and each take an individual decision on the same question. They shall be known together as the 'Integrated Commissioning Board'.
19. Each Integrated Commissioning Board will make decisions together on the use of the pooled budget on behalf of the statutory organisations. For aligned funds, the Board members will decide on the strategy and make recommendations to either the CCG Governing Body, London Borough of Hackney, or the City of London Corporation for a formal decision. The Integrated Commissioning Boards will receive recommendations from the Transformation Board, which has responsibility for delivery of the Locality Plan.
20. The Scheme of Reservation and Delegation for each of the three organisations will set out the respective reservations and delegations to the relevant Integrated Commissioning Board. Each organisation retains responsibility for their statutory responsibilities and will therefore hold the relevant Integrated Commissioning Board to account for operating within the schemes of delegation.
21. The Integrated Commissioning Boards for the London Borough of Hackney and the City of London will meet separately. However, when discussing common issues, strategies or recommendations, the two Integrated Commissioning Boards will meet together.
22. As part of the Hackney devolution business case, there is an ask to amend the legislation to allow full pooling and to remove the distinction between the pooled and aligned budgets. The timescale for a decision on this is unclear. However, the arrangements would need to be considered from 2018 should legislation be passed to permit further pooling.

Section 75 and Financial Framework

23. For each Integrated Commissioning Board there will be an Integrated Commissioning Fund which will be made up of two parts, a pooled budget and an aligned budget.
24. The pooled budget will initially be made up of CCG, adult social care and public health resources, where there has been agreement to pool these resources to deliver integrated commissioning and the locality plan. It will also include the Better Care Fund (BCF). It will be governed by a s75 agreement including a schedule setting out the financial framework.
25. The aligned budget will be made up of the budgets that cannot legally be pooled or budgets where partners are not yet ready to pool, but want to work collectively to plan their use.

26. It is proposed that the London Borough of Hackney and the City of London Corporation will include all their Adult Social Care and Public Health commissioning and some staffing resources. Public health funding for workers will be included. The health funding which comes from CCG will relate to those patients who are registered with the Neaman Practice which is part of City and Hackney CCG. Components of Children's services will be included in the model at a later date, subject to a formal decision-making process. For the CCG, all funding will be included in the pooled budget, apart from a number of services that have to be legally excluded and will sit in the aligned budget. The City of London Corporation and London Borough of Hackney will place income from chargeable services in their aligned budgets.
27. The estimate for the City Pooled fund is £16 million, comprising £6 million from the City of London Corporation and £10 million from the CCG. The estimated aligned fund for the City is £5 million from the CCG and £270,000 from City of London Corporation.
28. The Financial Framework for each of the Integrated Commissioning Boards sets out the general rules and scope for the management and expenditure of funds that make up the Integrated Commissioning Fund. The s75 and financial framework details which budgets are included and whether they are pooled or aligned. The financial framework is agreed each year by the three statutory organisations.
29. The framework also sets out the requirements and makes provision for governance and accountability of:
- The Integrated Commissioning Fund
 - The formal scheme of delegation
 - Financial planning and management responsibilities
 - Budget setting and budgetary control
 - Performance Management
30. It is proposed that the London Borough of Hackney and the City of London Corporation respectively will be the host partner for the relevant Integrated Commissioning Fund. As a minimum, the host partner will deliver regulatory requirements set out in the NHS Bodies and Local Authorities Partnership Arrangements Regulations 2000 around accounts and audits, managing a pooled fund and reporting.
31. There will be a small team who will support the new integrated commissioning arrangements on behalf of the partners. There will be a Finance Task and Finish Group comprising of the partner appropriate Financial Officers who will oversee the monthly integrated reporting. There will also be a governance manager for the Integrated Commissioning Boards and the Transformation Board and an Integrated Commissioning Programme Director who will manage the business flows within the new arrangements.

Legal Framework

32. Section 75 of the National Health Service Act 2006 and the NHS Bodies and Local Authorities Partnership Arrangements Regulations 2000 enable local authorities and NHS bodies to enter into partnership arrangements to provide a more streamlined service and to pool resources, if such arrangements are likely to lead to an improvement in the way in which their functions are exercised.
33. This allows NHS bodies to exercise health-related functions of local authorities, and local authorities to exercise NHS functions, in prescribed circumstances. It also allows the provision of staff, goods, services or accommodation between partners. Partners may not enter into partnership arrangements unless they have consulted jointly such persons as appear to them to be affected by such arrangements.
34. There will be a separate s75 agreement for each of the pooled funds and each will set out, amongst other things, the Commissioning Strategy for the use of the funds and the details of the financial framework in relation to issues such as risk share arrangements and overspends / underspends. Each s75 agreement will be a two-year agreement with a break clause after one year.

Engagement and Consultation

35. To date the engagement with external stakeholders, including patients, provider and the public includes:
- Four Quadrant engagement events in December 2016 facilitated through Healthwatch
 - Consultation via representatives on the Transformation Board
 - Articles in the Healthwatch newsletter
 - Providers' engagement event
36. There have also been internal communications and engagement, including staff briefings, presentations and an event for commissioners across the three organisations.

Options

37. The two main options are to enter into integrated commissioning arrangements with City and Hackney CCG, or not. An analysis of the two approaches is set out below.

Entering into an integrated commissioning model

38. 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.

39. There are also some potential risks associated with these arrangements:

- The integrated budget would only cover residents registered with The Neaman Practice, which is part of City and Hackney CCG. The existing issue of linking up with Tower Hamlets services and other providers would remain. However, discussions will take place about extending the scheme across other CCGs once any arrangements had been set up.
- The issue of City workers has been raised. The City of London Corporation has public health responsibilities for this group but City and Hackney CCG does not. City workers have been included in the terms of reference for the City Integrated Commissioning Board, but clarifying the decision-making process within integrated commissioning for the public health schemes for City workers will need to be addressed.
- 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 addresses this.
- 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 is 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, there has been agreement 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. This is currently being worked through.

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

Not entering into an integrated commissioning model

40. Not entering into the integrated commissioning arrangements 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 mitigates 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

41. This report recommends Members give approval to enter into a single integrated commissioning model with City and Hackney CCG.

42. 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
- align with current best practice and direction of travel.

43. Although there are potential risks for the City of London Corporation in adopting this model, discussions about the governance arrangements and financial framework have provided the opportunity to mitigate the risks.

44. There has been some successful joint commissioning between the City of London Corporation and London Borough of 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

45. 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.
46. Health and social care integration is an action of the Department of Community and Children's Services Business Plan.
47. Health and social care integration is a priority in the Joint Health and Wellbeing Strategy.

Implications

Legal implications

48. Contained within the body of this report.

Financial implications

49. 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 will enter into a formal s75 agreement and supporting financial and governance framework. These clearly set out the scope of the pooled budget, the ground rules for its use and the treatment and responsibility for overspends, as well as address how conflicts in budget-setting priorities will be settled.
50. The Integrated Commissioning Board will 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.
51. The Chamberlain has been consulted regarding any VAT risk that might arise from the integrated commissioning arrangements. In the first year, the City will only be commissioning services that are the statutory responsibility of local authorities and will be able to fully recover any VAT incurred under the local authority VAT regime.
52. The City may have responsibility for commissioning a mix of local authority and NHS services in subsequent years. Further advice will be sought from the Chamberlain and our tax advisors at the appropriate time to ensure there are no adverse VAT implications arising from these arrangements.

HR implications

53. As one of the lead commissioners, appointment to posts will need to adhere to City of London Corporation standing orders and employment policies including safeguarding requirements as appropriate.

Procurement implications

54. The Procurement Team has been consulted on the proposals in this paper. The detail of how this will work is to be developed and agreed. Procurement will be involved in these discussions.

Equalities Implications

55. A Test of Relevance has been carried out on the proposed integrated commissioning model and has not identified any negative impacts on any particular protected characteristic under the Equality Act 2010. As a result, a full impact assessment has not been carried out.

56. As the integrated commissioning arrangements develop and existing services potentially change or new ones develop, specific tests of relevance would be undertaken.

Conclusion

57. The context for commissioning health and social care services is changing in response to increasing financial pressures and rising demand.

58. 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.

59. This paper recommends to Members that the City of London Corporation agrees to enter into integrated commissioning arrangements 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 aim to mitigate some of these risks.

Background Papers

Report to Community and Children's Services Committee 18 November 2016

<http://democracy.cityoflondon.gov.uk/documents/s71405/Integrated%20Commissioning%20Model%20Grand%20Committee%20Report%20FINAL%20AM.pdf>

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Committees	Dated:
Establishment Committee Policy and Resources Committee	14 February 2017 16 February 2017
Subject: Draft High Level Business Plan for Town Clerk’s Corporate and Member Services	Public
Report of: The Town Clerk	For Information
Report author: Paul Debuse, Head of Business Support	

Summary

Business plans are reviewed annually and cover a three year period. This report presents, in draft, the high level goals and ambitions of the Town Clerk’s Corporate and Member Services Division, covering the period 2017-2020. Corporate and Member Services incorporates the following functional areas:

- Committee and Member Support
- Corporate Strategy and Performance
- Media and Communication
- Leading and monitoring corporate programmes
- Elections
- Resilience and Community Safety
- Contact Centre
- Town Clerk’s Office and Business Support

Revised departmental business planning documentation is being introduced to address Member concerns over the consistency of presentation across the organisation. Departments have been asked to produce a high-level departmental plan, to a standard template, for discussion with their Service Committees, prior to the Common Council elections in March. The template for these high-level plans has been developed through consultation so far to date with Chief Officers, their business planners, and Service Committee Chairmen. The format for these plans has not been finally determined; therefore Members are invited to comment on the high-level plan at Appendix 1. Officers will undertake further work and staff consultation on the draft business plans during the purdah period and will report back to your Committee in May.

Recommendations

Members are asked to:

- Note the draft high level business plan from the Town Clerk covering his Corporate and Member Services division and provide feedback on the format and content.

Main Report

Background

1. A new framework for corporate and business planning is currently being developed, led by the Corporation's the Head of Corporate Strategy and Performance. The aims of this new approach are:
 - To align departmental business plans with outcomes in the strategic corporate plan;
 - To lay a "golden thread", such that everything we do and develop is well thought through, aligned with the corporate plan, and included within a departmental business plan, team plan, or individual work plan;
 - To have corporate strategy driving business planning and resource allocation, and;
 - To support a culture of continuous improvement, challenging ourselves about the effectiveness of our services and the value they provide.
2. As this new approach involves in-parallel changes to a number of high-level processes, it will take 2-3 years to be fully implemented. Because of this, 2017/18 is very much a year of transition. Work has started on preparing the revised corporate plan, based on outcomes identified by the People, Place and Prosperity Strategic Chief Officer Groups. This will be brought to Members post-election for further development, leading to full Member approval of the plan before the start of the 2018/19 financial year. Revised departmental business planning documentation is being introduced to address Member concerns over the consistency of presentation across the organisation, and a desire to see a succinct statement of key ambitions and objectives for every department.
3. In the initial phase, departments have been asked to produce a high-level departmental plan, to a standard template, for discussion with their Service Committees, prior to the Common Council elections in March, where Committee meeting dates permit. The template for these high-level plans has been developed through consultation so far to date with Chief Officers, their business planners, and Service Committee Chairmen. As well as key information on ambitions, budget and planned outcomes, the template includes scope for departments to report key projects, development needs, and known a horizon-scan of future events that will influence shape future service delivery. It should be noted that the format for these plans has not been finally determined; therefore Members are invited to comment on the format of the high-level plans presented to you today, as well as the content.
4. Following the elections in March, Chief Officers have been asked to present the final draft of their high-level plans to their Service Committees for approval, supported by more detailed plans for 2017/18, in the previously used format. The departmental ambitions agreed at this time will then be used to inform budget setting for 2018/19, and for the development of the 2018-23 Corporate Plan. During 2017/18, consultation will also take place on the format of the more detailed departmental plans, with a view to a standard format being introduced for 2018/19 onwards.

Corporate and Member Services

A draft high level business plan has been produced to outline the ambitions and desired outcomes for Town Clerk's Corporate and Member Services during the coming business plan period, which can be found at Appendix 1. Corporate and Member Services incorporates the following functional areas:

- Committee and Member Support
- Corporate Strategy and Performance
- Media and Communication
- Leading and Monitoring corporate programmes
- Elections
- Resilience and Community Safety
- Contact Centre
- Town Clerk's Office and Business Support

Conclusion

5. This report presents an early draft of the high level business plan for the Town Clerk's Corporate and Member Services Division in order that Members can feed into the plans at an early stage, prior to the elections. The format for these plans has not been finally determined; therefore Members are invited to comment on the format as well as the content. Following the discussions at your Committee and further consultation with staff, revised plans will be submitted to your Committee in May.

Appendices

- Appendix 1 – Town Clerk's Corporate and Members Services Draft High Level Business Plan

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We Co-ordinate and ensure the good governance and reputation of the City of London Corporation

Our ambitions are:

- That the City of London Corporation is known to be relevant, reliable, responsible and radical in how it goes about governing a thriving City, supporting a strong and diverse London, within a globally-successful UK.

What we do is:

- Provide strategic direction and ensure alignment with corporate ambitions and outcomes.
- Deliver democratic services, which meet the needs of elected Members and the electorate.
- Lead and monitor cross cutting Corporate Programmes.
- Promote high standards of governance throughout the organisation.
- Create and deliver clear, consistent and confident media messages and ensure consistent messaging across the City Corporation.
- Prioritise and scrutinise the activity and delivery of the City of London Police through the statutory Police Authority function.
- Promote the resilience of the organisation through effective emergency and business continuity planning.
- Provide cohesive community safety in partnership with others.
- Provide one stop access to services through the Contact Centre.

Our 2017-18 budget is:

Section	£000
Com & Member Services (Inc. TC Office)	2,360
Corp Strategy and Performance	371
Media & Communication	1,076
Elections	305
Resilience and Community Safety	695
Contact Centre	585
Total net operational budget	5,392

Our top line objectives are:

Good Governance: The City Corporation delivers its corporate ambitions and desired outcomes

Safety: The City's communities live and work in a safe and resilient place.

Culture: The City Corporation optimises the quality of and access to its cutting edge cultural offer.

Programmes and Projects:

- Lead the development and delivery of the Cultural Hub programme.
- Lead the One Safe City programme, consisting of 3 major projects:
 - The Ring of Steel
 - The Joint Contact and Control Room
 - Enhanced Community Safety
- Refresh and enhance the City of London Corporate Plan.

What we'll measure:

- The aims of the Cultural Hub programme are met; the projects are delivered within the allocated resources and on time.
- The One Safe City Programme delivers the desired outcomes within planned resources and timescales.
- The Corporate Plan is enhanced and refreshed by March 2018. The new plan clearly describes the organisations vision and key ambitions.

Programmes and Projects:

- Develop the business planning process so that strategy becomes the main driver in the planning process
- Promote and deliver the 2017 Ward Elections.
- Deliver a comprehensive induction and Member development programme for newly elected and existing Members.
- Take back editorial control of the intranet and internet.
- Oversee a review of the security of the City of London Corporation's operational estate.
- Promote and co-ordinate good community safety.

How we plan to develop our capabilities this year

- Communicate and support former CHL staff through the change in moving to another department.
- Develop and enhance specialist support in Committee Services in particular in the area of the City's educational activities.
- Develop closer working relationships between the Police and our local authority community services to improve the effectiveness of response.
- Improve and enhance our management skills, particularly in the management of projects and business analysis.
- To enhance retention and improve succession planning, continue to ensure that talented staff are given professional development opportunities.
- Implement the City Corporation apprenticeship scheme across our services to deliver learning for participants and capacity for our teams.

What we'll measure:

- The Business Planning process is revised and is more strategic and forward looking by March 2018.
- The 2017 Ward Elections are delivered effectively in accordance with legislation.
- A satisfaction survey shows that Members feel the induction and development programme enables them to fulfil their roles effectively.
- The security review recommends best practice, improving security, which helps to make our operational property a safer place to visit and work.
- Surveys of representative groups demonstrate that people feel safer within the City.
- The advertising value equivalence of our print coverage achieved by the media team.

What we're planning to do over the following two years

- Continue to align business plans with the corporate plan and maintain, and where possible, enhance governance structures that enable the City Corporation to make decisions that support achievement of our corporate ambitions.
- Evaluate the use of emerging information technology to improve efficiency and innovation.
- Develop democratic services in line with the needs of the newly elected 2017 Membership to ensure that elected Members can carry out their roles effectively.

Committee(s)	Dated:
Hospitality Working Party Policy and Resources	16 February 2016 16 February 2016
Subject: Remembrancer's Office High Level Business Plan 2017/18	Public
Report of: City Remembrancer	For Comment
Report author: Nigel Lefton	

Summary

The Remembrancer's draft high level business plan for 2017/18 is attached for comment. Further information will be provided in the more detailed business plan which will be submitted for approval later this year.

Recommendation

Members of the Hospitality Working Party and the Policy and Resources Committee are asked to provide feedback on the layout and content of the attached Remembrancer's Office draft high level business plan for 2017/18.

Main Report

1. Departments have been asked to produce a high-level departmental business plan, to a standard template, for discussion with their Service Committees, prior to the Common Council elections in March. The template for these high-level plans has been developed through consultation with Chief Officers and Service Committee Chairmen. The high level plans are intended to be a succinct statement of each department's key objectives. As well as information on aims, budget and planned outcomes, the template includes scope for departments to report key projects, development needs, and future plans. The format is not final and therefore Members are invited to comment on both the format and content of the high-level plans.
2. Chief Officers have been asked to present, following the elections in March, a final draft of their high-level plan to their Service Committees for approval, together with a more detailed Business Plan for 2017/18 in the previously used format. The agreed plans agreed will be used to inform budget setting for 2018/19, and for the development of the 2018-23 Corporate Plan.
3. The high level plans are part of a new framework for corporate and business planning currently being developed, led by Kate Smith, the Head of Corporate Strategy and Performance. The new approach aims to achieve better alignment of the departmental business plans with outcomes in the strategic corporate plan; a

corporate strategy that drives business planning and resource allocation; and a culture of continuous improvement .

4. As the new approach involves changes to a number of high-level processes, it will take 2-3 years to be fully implemented. Work has started on the revised corporate plan based on outcomes identified by the People, Place and Prosperity Strategic Chief Officer Groups. Members' views of the corporate plan will be sought after the elections, leading to approval of the plan before the start of the 2018/19 financial year.
5. During 2017/18, consultation will take place on the format of the more detailed departmental plans, with a view to introducing a standard format from 2018/19 onwards.

Appendices

Appendix – Remembrancer's Office draft high level business plan 2017/18

Nigel Lefton

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We safeguard the constitutional position of the City of London and promote the City as a world leader in international finance and business services.

Our ambitions are:

- To safeguard the constitutional position of the City of London Corporation.
- To support the City in continuing to be a leader in financial and professional services and in other areas of national life including state and national occasions, education, culture and charitable-giving.
- To maintain and enhance the City's customs and heritage for the benefit of London and the nation.
- To promote the Guildhall as a leading venue for commercial events.

What we do is:

- Promote the City's interests among opinion formers in Parliament and Whitehall and other significant bodies, including the Greater London Authority.
- Act as Parliamentary Agents for the City Corporation.
- Scrutinise all government legislation to safeguard and promote the City's interests.
- Provide evidence to Parliamentary and GLA committees on matters of concern to the City.
- Deliver events that support the interests of the City and the UK, including the State Visits Programme.
- Liaise with the Royal Household and the London Diplomatic Corps.
- Provide a service for the City's elected Members including arrangements for the Lord Mayor's Banquet, Committee events and Common Hall.
- Generate income from private use of the Guildhall.

Our budget is:

<u>2017/18 Net Local Risk:</u>	<u>£000</u>
<u>Finance Committee</u> (Guildhall Admin – Private Events and Attendant teams)	(384)
<u>Policy and Resources</u> (City events team, Parliamentary and Business Support)	1,150

Our top line objectives are to:

- Secure the passage through Parliament of the City of London Corporation (Open Spaces) Bill.
- Obtain amendments to draft legislation where necessary in the interests of the City and make submissions to Parliamentary committees on all relevant issues.
- Respond to any issues or concerns raised in Parliament or the GLA, whether in debates, committee hearings or during the passage of Bills.
- Engage with Ambassadors and High Commissioners in London to collaborate on matters of common interest and enhance the City's profile with them.
- Deliver the City's programme of events for 2017/18 and develop a programme of events for 2018/19 and future years.
- Optimise income from the use of Guildhall for commercial events so far as consistent with the City Corporation's own use of Guildhall.
- Maximise the effectiveness of Committee events and other City hospitality.

Our deliverables within corporate programmes and projects are to:

- Represent City Corporation interests in respect of the legislative programme as announced in the Queen's Speech.
- Implement the 'effectiveness of hospitality' cross-cutting review relating to strategic objectives and compilation of guest lists.
- Increase income generation as part of the cross-cutting income generation review.
- Ensure the venue is fit for purpose by working with the City Surveyor's department in developing a repairs, maintenance and works schedule for the function areas
- Ensure that as part of the process to provide a new CRM database, event requirements are fully considered.
- Undertake recruitment of an apprentice under the City Corporation Apprenticeship programme.

Our deliverables within departmental / service programmes and projects are to:

- Enhance Parliamentary engagement, in particular in respect of matters arising in connection with Brexit.
- Report on legislative progress of the Great Repeal Bill, facilitating debate and proposing amendments.
- Draft amendments, if required, in respect of the City of London Corporation (Open Spaces) Bill and secure appropriate amendments to other legislation, including in the remaining stages of the Neighbourhood Planning Bill and the Local Government Finance Bill.
- Enhance engagement with GLA officers, Assembly Members and the Mayor's Office on matters of interest to the City.
- Implement an enhanced venue marketing strategy.
- Undertake and implement a review of caterers eligible to cater at Guildhall.
- Review IT requirements for the venue.

We plan to develop our capabilities this year by:

- Enhancing relationship with key external opinion formers in accordance with the City Corporation's overall engagement strategy.
- Being pro-active in Parliament, liaising with members of both Houses and developing contacts with Parliamentary officers.
- Identifying further ways to generate income from lettings of Guildhall, including by working closely with the Barbican Centre and other City venues.
- Liaising more closely with Committee Chairmen and relevant Chief Officers to agree objectives for and evaluation of Committee events.
- Recruiting experienced and highly skilled staff and providing relevant training for both new and existing staff.

What we're planning to do in the future:

- Report on the Great Repeal Bill and its progress through Parliament, proposing amendments where necessary.
- Respond to any other new government legislation, and submit evidence to Select Committee and GLA inquiries, relating to any issue of interest to the City.
- Pursue additional mechanisms for generating income in consultation with the Barbican Centre and other City venues.
- Revise and update the Guildhall marketing strategy to ensure Guildhall continues to attract increased business.
- Upgrade the facilities in Guildhall's lettable spaces, including the refurbishment of the West Wing cloakrooms, PA system, lighting and Wi-Fi.
- Work with other departments to support the City Corporation's cultural strategy while maintaining income generation.

What we'll measure:

Completion of Parliamentary stages of the City of London Corporation (Open Spaces) Bill.

Number of legislative amendments or undertakings in response to representations.

Number of references made to evidence submitted to Select Committee inquiries.

Income generated through hire of Guildhall.

Use of Guildhall according to type of event.

Feedback from clients using Guildhall as a venue.

New business – high grade commercial clients using Guildhall.

Service Responses Standards.

HR data including sickness absence and equalities.

Committee(s)	Dated:
Policy & Resources Committee – for decision Public Relations & Economic Development Sub Committee – for decision	16 th February 2017 16 th February 2017
Subject: Economic Development Office High Level Business Plan	Public
Report of: Director of Economic Development	For Decision
Report author: Emma Sawers, Business and Policy Officer	

Summary

The attached draft high level Business Plan for 2017-2020 builds on last year's plan approved by the Policy and Resources Committee in February 2016 and since the Promoting the City resource has been allocated to the Economic Development Office (EDO) as agreed by the Policy and Resources Committee in July 2016.

Recommendations

Members of the Public Relations and Economic Development Sub-Committee are asked to:

- Approve the content and recommend approval by the Policy and Resources Committee of the EDO Business Plan for 2017-2018 and the associated budget which will be the subject of regular scrutiny against the backdrop of the City Corporation's financial position.

Members of the Policy & Resources Committee are asked to:

- Approve the EDO Business Plan for 2017-2018 and the associated budget.

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We foster inclusion and growth by promoting the City as the world’s leading financial centre, supporting a strong and diverse London and contributing to the success of the regions and nations.

Our ambitions are:

- To sustain the City’s competitive business environment with strong access to overseas markets
- To support the City as it contributes to and supports an inclusive London, and the UK’s regions and nations
- To help the City sustain a vibrant eco-system in which talent, diversity and innovation contribute to the City’s on-going success

What we do is:

- Help to maintain the City Corporation as a credible voice for the City
- Innovate future financial services products
- Influence policy and regulatory issues affecting the City
- Deliver a trade and investment strategy
- Promote responsible business and build trust
- Engage with business to realise the benefits of diversity
- Ensure that business has access to the skills it requires for success
- Put research at the heart of everything we do

Our 2017-18 budget is:

	£000
Employees	4,213
Premises	187
Transport	165
Supplies & Services	2,277
Third Party	45
Contributions	(14)
Client Receipts	(6)
Total Operational Budget	6,867

Our top line objectives are to:

HELP TO MAINTAIN THE CITY CORPORATION AS A CREDIBLE VOICE

- Maximising our strong networks to connect people, share insights and communicate the City’s position

INNOVATE FUTURE FINANCIAL SERVICES PRODUCTS

- Responding to new challenges and secure the position of the City as a premier financial services centre for the future by supporting and promoting innovation in the financial services industry

INFLUENCE POLICY AND REGULATORY ISSUES AFFECTING THE CITY

- Providing strong leadership for the City on strategic policy and regulatory issues affecting the City

DELIVER A TRADE AND INVESTMENT STRATEGY

- Making a significant difference to trade and investment for financial and business services in the UK

PROMOTE RESPONSIBLE BUSINESS AND BUILD TRUST

- Inspiring, influencing and facilitating approaches to responsible business in London in order to build trust including the City Corporation leading by example

ENGAGE WITH BUSINESS TO REALISE THE BENEFITS OF DIVERSITY

What we’ll measure:

- Significant progress made on financial services priorities in Brexit negotiations
- Provide a service for business where the dedicated relationship management team will work with the industry to identify priority markets and sectors with the best opportunities for exports and investment
- External and internal stakeholders feedback positively on our performance
- MoUs agreed with key

- Reinforce City competitiveness by connecting City opportunities with the diversity of Londoners

ENSURE THAT BUSINESS HAS ACCESS TO THE SKILLS IT REQUIRES FOR SUCCESS

- Connect City opportunities with talented and appropriately skilled Londoners

RESEARCH

- Putting research at the heart of City Corporation policy making

PARTNERS

- Working in collaboration and partnership with the City's businesses, stakeholders, communities and Government

How we plan to develop our capabilities this year

- Roll out a Strategic Engagement Management System (SEMS) across EDO
- Engage on a programme of business engagement and training
- Learn to produce effective briefings for our leaders through in-house training sessions
- Think strategically to link in with the People, Place, Prosperity Steering groups and Summit Group
- Develop our presence through communication and promotion
- Improve our induction process so new starters have a good understanding of issues right from the beginning
- Introduce cross-cutting teams to shape our culture
- Manage and embed change within the Department

What we're planning to do over the following two years

- Increase levels of impact by focusing on deploying right interventions for right challenges
- Good partnerships with local/national government and industry
- Move to a strategic approach to business relationship management
- Build on our strengths and be recognised as a key voice in the responsible business field

- government departments
- City of London Corporation is recognised as a credible voice in promoting responsible business practice
- City of London Corporation plays a significant role in the trust agenda and supports businesses to enable behaviour change
- We are seen to have contributed to raising the profile of the City of London Corporation in our activities amongst internal stakeholders
- City of London Corporation becomes a credible (and go to) voice in the skills debate and contributes to the London agenda
- Internal and external stakeholders are aware of the work of the Economic Development Office
- Our research work receives full coverage in the press
- City of London seen as a valued and trusted partner in widening access to employment and finance

Committee:	Date:
Policy and Resources Finance	16 February 2017 21 February 2017
Subject: Local Government Finance Bill	Public
Report of: Chamberlain and Remembrancer	For information
Report author: Sam Cook, Assistant Parliamentary Affairs Counsel	

Summary

This report informs the Committee of the relevant provisions of the Local Government Finance Bill recently introduced in Parliament. The Bill will enable 100% of business rates to be retained within local government, subject to a mechanism for distribution among councils. It will give individual councils a greater incentive to maximise the amount of rates they collect. The 100% retention scheme will be accompanied by a new needs assessment formula, the devolution of additional responsibilities to local government, and the abolition of the Revenue Support Grant. Provision is included in the Bill to address concerns about the effect of valuation appeals within the current system, which should alleviate a significant down-side risk in the retention model.

The Bill will make a number of other changes. These include a power for the Greater London Authority to impose an ‘infrastructure supplement’ to fund particular projects, the ability of individual councils to offer discounts on rates, and a new relief intended to encourage the installation of fibre broadband. The Bill is also likely to prompt wider discussion of how the devolution agenda can be taken forward in London, in the light of the Government’s need to devolve additional responsibilities and various proposals which have been raised in the London local government arena for greater fiscal autonomy.

Recommendation

The Committee is invited to receive this report, and to note the provisions of the Bill and the actions anticipated in paragraph 28 in respect of them.

Main report

1. The Government’s Local Government Finance Bill has been introduced in Parliament. Its main purpose is to pave the way for the 100% retention of business rates within local government—a policy first announced by the then Chancellor of the Exchequer at the Conservative Party conference in October 2015. Under the current system, introduced in 2013, rates are split 50-50

between the Treasury and local government. To offset the increase in retained rates, the Revenue Support Grant will be abolished and additional responsibilities will be devolved to local government. The changes are expected to take effect in the 2019–20 financial year.

100% retention: main features

2. Rates retention does not mean that each individual billing authority gets to keep whatever rates it generates. A sophisticated mechanism is in place to distribute revenue among councils having regard to their differing levels of need. This mechanism will remain in place under the 100% retention scheme.
3. The system provides an incentive for billing authorities in the following way. At the beginning of each cycle the distribution mechanism is set up so that each authority will receive income in line with its formula-assessed spending need, assuming that the amount of rates it collects remains constant throughout the cycle. If an authority manages to increase the amount it collects over the course of the cycle, it keeps the benefit. Conversely, if its yield decreases, it bears the loss. The Bill will increase the 'stake' of each authority in these movements in its rating yield from 50% to 100% (setting aside the role of precepting authorities—see paragraph 6 below). The length of the cycle is five years under the current system but has not yet been announced in relation to the new system.
4. The scope of the incentive does not extend to movements in local property values. The distribution mechanism is adjusted to strip out their effects. It is only physical changes—such as the construction of new office space, the demolition of old properties, major refurbishments, or changes in the occupation rate—which affect an authority's level of retained income.
5. There are currently two further mechanisms which serve to cap the gains or losses which an individual authority can encounter as a result of the retention system. The Bill will remove the upper cap while retaining the lower one. Set at its current level, this lower cap ('safety net') means that no authority can see an income reduction of more than 7.5% below its assessed need as a result of the system.
6. In areas with more than one tier of local government, the local share of rates must be distributed between billing authorities and precepting authorities. In London, 20% of revenue is passed to the Greater London Authority (in addition to the 50% passed to the Government), meaning that the 'stake' of London boroughs and the City in their rating yield is 30%. It is not yet known what the division will be under the 100% retention scheme; this will depend in part on the distribution of additional responsibilities between the two tiers. As part of a pilot scheme, the Greater London Authority is already set to receive an additional proportion of rates revenue from this year (taking its share to 37%) to allow it to take over responsibility for Transport for London's capital spending.

The City's arrangements

7. Under the current rating legislation, special arrangements apply to the City in recognition of the unique disparity between the level of services it provides and its ability to raise revenue through council tax. The 'City premium' enables it to set a slightly higher multiplier and to retain the proceeds (which are currently applied for security purposes). The 'City offset' enables it to withhold a certain sum from the distribution mechanism. These arrangements were preserved, with necessary adaptations, when the current 50% retention scheme was introduced under earlier legislation. They will not be disturbed by the move to 100% retention.

Valuation appeals

8. Under the current 50% retention scheme, billing authorities (together with their precepting authorities) bear 50% of the risk from successful valuation appeals. The risk can be considerable, as appeals may result in refunds stretching back over several years. This aspect of the system is unsatisfactory, as valuations are not within the control of billing authorities and to make them bear the cost of incorrect valuations undermines the incentive which the scheme is intended to provide. The lack of predictability of appeal outcomes also makes it difficult for billing authorities to predict their income from year to year. These problems have borne significantly on the City owing to a high level of appeals in recent years, and have led to the City making substantial provision of around £200 million. They have been subject of discussions with officials over a considerable period.
9. The Government has responded to this concern by including a power in the Bill to make compensatory payments to billing authorities which suffer appeal losses. While the way in which this power will be used is not yet settled, its inclusion is (from the City's perspective) encouraging, and could alleviate a significant down-side risk from the retention model as well as enabling more reliable financial projections. Discussions with officials indicate, however, that compensation may not be available until the next valuation cycle starting in 2022.

Needs formula

10. As noted above, the distribution mechanism is underpinned by an assessment of each authority's spending need. Currently this need is calculated on the basis of a complex formula which determines the allocation of the Revenue Support Grant as well as the distribution of the local share of business rates. As part of the move to 100% retention, the Government intends to introduce a new formula for the assessment of need. It has consulted on the principles which should underlie such a formula but has not yet revealed its preferred approach.
11. Given the uncertainty about the nature of the new formula, it is not possible to anticipate its implications for the City, which could be positive or negative. The significance of the formula for the City is, however, limited in comparison with other authorities, as the arrangements referred to in paragraph 7 above already recognise that a general formula does not capture the full range of

demands in the City. Around one third of the City's retained rates revenue is currently derived from the formula assessment.

Additional responsibilities

12. The move to 100% retention, even when set off against the abolition of the Revenue Support Grant, will leave local government with a net 'surplus' over its current funding level. In order to absorb this surplus funding, the Government intends to devolve additional responsibilities to local government (making the changes 'fiscally neutral'). London Councils has estimated London's aggregate surplus at around £4 billion per annum.
13. It is not yet known what the content of the additional responsibilities will be. They may vary from area to area. Following discussions led by London Councils (and supported by the City Corporation), it is likely that they will, in London, include functions in relation to work and health and adult education. The City has argued that additional responsibilities in London should also focus on matters of interest to business ratepayers, such as skills, infrastructure and housing. As noted in paragraph 6 above, London's package is set to include the devolution of TfL's capital expenditure to the Greater London Authority.

Infrastructure supplements

14. The Bill will allow the Greater London Authority (or, outside London, a mayoral combined authority) to impose an 'infrastructure supplement' on rating bills to raise revenue for specified projects. Despite the name, use of the supplement is not confined to infrastructure, but can be for any project thought to promote economic development in the area concerned (so long as it does not fall within a list of core local government services). The Government is expected to cap the supplement at 2%.
15. The new power is very similar to, but apparently will sit alongside, the Business Rate Supplement currently used to help to fund Crossrail. Unlike with the Business Rate Supplement, however, there will be no potential requirement to hold a ballot of ratepayers. Instead, the authority proposing the supplement will have to publish and consult on a prospectus.

Other changes

16. The Bill will allow the Secretary of State to change the national indexation measure for business rates. This is intended to bring about a change from the Retail Prices Index to the Consumer Price Index, as announced in the 2016 Budget. On normal trends this will reduce the amount of rates collected by local government over time.
17. The Bill will allow the Secretary of State to introduce mandatory rates relief for telecommunications infrastructure. The Government intends to use this to give a five-year tax break for new fibre broadband installations, as announced in the 2016 Autumn Statement. The costs will be met by the Government. The Bill will also allow billing authorities to grant discretionary relief for local authority toilets.

18. The Bill makes technical changes to the local government finance settlement and the council tax referendum requirement, intended to support the Government's policy of offering multi-year financial settlements to individual councils. For instance, the Secretary of State will in future be able to require a council tax referendum if proposed increases exceed a cumulative threshold over a number of years; at present the threshold relates only to year-on-year increases.
19. The Bill will allow the Secretary of State to require billing authorities (including the Common Council) to offer ratepayers the option of electronic billing. It is not yet clear whether, and if so when, such a requirement will actually be introduced. The Secretary of State will also be empowered to give detailed guidance to billing authorities about the appearance and layout of rates bills.
20. The Bill will provide a general power for billing and precepting authorities to reduce rates in their areas by up to 2%. Similar flexibility already exists in the City by virtue of the arrangements referred to in paragraph 7 above.

London devolution matters

21. In advance of the publication of the Bill, London Councils and the Greater London Authority submitted to the Government a far-reaching devolution proposal in respect of business rates, going beyond the changes envisaged by the Government. This proposal would see London government collectively determining both the level of business rates and the distribution of rating revenue within the capital. The City has supported the principle of further devolution, while making clear that the arrangements referred to in paragraph 7 above will need to be preserved as part of any devolved package.
22. The Government has not yet made any public announcement in response to the London proposal. The Bill as introduced does not, however, include the legal changes which would be needed to give effect to important elements of the proposal. There will be opportunities to press this matter further as the Bill moves through Parliament.
23. The need to identify additional responsibilities to devolve to local government (as mentioned in paragraphs 12 and 13) offers a connection between the Bill and the efforts being undertaken in London to agree 'devolution deals' with the Government, currently focused on healthcare and employability. It may also reawaken the discussion about governance arrangements for devolved functions in London. In the devolution deals struck elsewhere in the country, the Government's strong preference has been to devolve to multi-authority structures, mainly through the 'combined authority' model. This model, which effectively creates a new tier of local government, is not available in London and there is little appetite for its introduction. Efforts to establish looser collaborative vehicles for devolution in London (involving the London boroughs, the City and the Greater London Authority) have, however, foundered on Government concerns about permanence and accountability. This issue was explored, but not resolved, during the passage of the Bill for the Cities and Local Government Devolution Act 2016. It may be revisited during the passage of the present Bill. The Government's current view, however, is that it does not require provision in primary legislation in order to

devolve additional responsibilities. It remains to be seen what arrangement the Government has in mind for London.

24. In 2013 the London Finance Commission, established by the then Mayor under the chairmanship of Professor Tony Travers, published a report calling for greater fiscal autonomy for London. This focused largely on property taxes such as rates, council tax and stamp duty. The present Mayor has reconvened the Commission to consider the case for further devolution in the wake of the EU referendum. The reconvened Commission recently reported. It proposes even further-reaching tax devolution, including a share of income tax and VAT. Both reports of the Commission go significantly wider than the measures proposed in the current Bill, or any hitherto contemplated by the Government as part of its devolution agenda. The latest report may, however, add momentum to the efforts to secure further devolution for London.

Wider business rates matters

25. The Bill comes at a time of controversy surrounding the 2017 rates revaluation, which sees businesses faced with a year-on-year increase in bills of up to 43%. London is particularly badly affected owing to the relative strength of its property market in the seven years since the last revaluation. The City has been among the many bodies calling for greater transitional relief to be put in place. There is also wider political discussion about the suitability of the rates system now that much business has moved online. While the Bill does not address these matters, it is likely to provide the opportunity for parliamentary discussion and debate about them.

Conclusion

26. The Bill will give billing authorities, including the Common Council acting in that capacity, a greater stake in the growth or reduction of business rates collected in their areas. For the City, this could bring significant benefit from any increase in office space in the Square Mile over the course of the next retention cycle (likely to begin in 2019–20). Conversely, it will make the City more vulnerable to any market downturn which results in less rating revenue being collected over the cycle. The new provisions on valuation appeals should remove a significant down-side risk for the City under the current scheme, and reduce uncertainty as to its future finances.
27. The Bill sets out a broad legal framework for the new scheme. A number of significant details will be determined by regulations or as a matter of policy. These include the formula by which relative spending need will be assessed and the additional responsibilities that are to be devolved to local government to absorb the additional funding. High-level consultation has taken place on some of these matters (to which the City Corporation has contributed) and further consultation and announcements are expected as the Bill moves through Parliament.
28. Both the parliamentary passage of the Bill and the Government's policy announcements will be closely followed and examined in liaison with the Chamberlain, as will wider discussions concerning devolution in London, and

this may lead to the tabling of amendments. Members will be updated on any relevant developments.

Background Papers

- Finance Committee, 18th October 2016, Item 16 (delegated actions report on responses to Government consultations on rates retention and fair funding).
- Policy and Resources Committee, 24 September 2015, Item 10 (report of the Town Clerk and the Remembrancer on the London devolution settlement).

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Committee(s)	Dated:
Culture, Heritage and Libraries – For Information Finance – For Information Policy and Resources – For Information	05/12/2016 13/12/2016 16/02/2017
Subject: Great Fire 350: Monitoring and Evaluation	Public
Report of: David Pearson, Director of Culture, Heritage & Libraries	For Information
Report author: Nick Bodger, Head of Cultural and Visitor Development	

Summary

In April 2015, the City Corporation approved sponsorship of £300,000 for one of the country's leading creative companies – Artichoke – to develop a series of high-profile spectacles to commemorate the 350th anniversary of the Great Fire of London.

This report covers the key findings of a monitoring and evaluation report by The Audience Agency, commissioned by Artichoke and the City of London Corporation, and should be read in context with the report submitted to the October meeting of the Culture, Heritage and Libraries Committee “Great Fire350: top line findings” on which it builds, revising previously estimated figures. Both reports consider the Artichoke elements of the wider Great Fire programme.

The results of these reports show that, in all areas where it has been possible to measure impact, Artichoke has exceeded the expectations of our funding objectives, delivering a moment when the City shone, generating significant economic and international PR benefit for the City and City Corporation, positively changing perceptions of the City as a place to be and engaging new audiences across events, education and training. In the current political environment, the programme has also helped to demonstrate and support the Mayor of London's message to the world that London is open.

Recommendation(s)

Members are asked to:

- Note the report

Main Report

Background

1. The Great Fire of London, which devastated the City in September 1666 and led to its almost total reconstruction, is one of the most well-known events in the City's history. It is on the National Curriculum at Key Stage (KS) 1, (5- to 7-year-olds) providing a critical way of engaging children with London's history and drives significant visitor footfall to the City. 2016 marks its 350th anniversary.
2. In April 2015, your Finance, Policy & Resources, and Culture, Heritage and Libraries Committees approved a sponsorship package of £300,000 for one of the country's leading creative companies – Artichoke – to develop a series of high-profile spectacles to commemorate the anniversary amid a longer and more wide-ranging umbrella programme of activities delivered by City

stakeholders. Under the terms of the agreement, the City Corporation was to be credited as Founding Sponsor. The Artichoke events ran from 30 August to 4 September 2016.

3. In addition to this activity and as part of our agreement, Artichoke provided a framework for the participation and promotion of 26 City providers delivering 68 events commemorating the anniversary.

Current Position

4. In response to the above, your Culture, Heritage and Libraries department, working with Artichoke, compiled a headline report about funding, footfall, PR and audience reach for Artichoke elements of the programme which was submitted to the October meeting of the Culture, Heritage and Libraries Committee.
5. Building on this and commissioned by both parties, a monitoring and evaluation report by The Audience Agency was also commissioned. The report examines audience profile and experience, their perceptions of the City in light of the events and the economic activity and impact generated by them. The key findings pages of this extensive report are attached in appendix 1, with the full report available on the City Corporation tourism intelligence website pages.
6. In relation to both reports, headlines include:
 - a. A total footfall of c. 90,000 to the Artichoke events, with the most prominent age group being the 25-34 year-old bracket (an untypical but target audience for City culture);
 - b. Of the total audience figure, 86% being from the UK with 79% from London, supporting the City Corporation's commitment to engage all Londoners in its cultural offer.
 - c. 96% of audiences agreeing that this event was good for the City's image with over a third (38%) of e-survey respondents saying their experience had positively changed their perception of the City a lot or to some extent;
 - d. Economic activity generated by the event estimated at £7.2m with an overall economic impact in the City of £2.5m;
 - e. Just under the £3m sponsorship target being achieved by Artichoke in support of the events, with £2.9m raised from 72 funders; this represents c. £9 raised for every £1 of City Corporation investment;
 - f. London & Partners secured as the lead Media Partner and a website featuring all partners' content hosted on visitlondon.com/greatfire350 attracting 200,000 visitors and 881,000 page views;
 - g. 100,000 copies of a brochure detailing all partner events achieving a final pick up rate of 92% as calculated by London Calling (75% is regarded as a successful campaign);
 - h. Event Twitter feeds achieving a total reach of just under 91m, while the accompanying Facebook campaign achieved a 3.7m reach;
 - i. 6.7m views achieved across all platforms for the burning on the Thames event (includes live streams) and just under 10m views achieved for a film of the Saturday's *Dominoes* event hosted on *Time Out's* website;

- j. Over 1000 engagements with schoolchildren and young people through primary schools workshops, pre-engagement training sessions with local youth groups and employment centres, and design cutting and construction workshops;
- k. Two Construction Skills Certification Scheme trainees offered a job and nine directly connected with prospective employers as a result of the events, with five Trainee Assistant Producer placements undertaken and 356 volunteering opportunities;
- l. Significant international PR including 415 items of coverage, of which 55 were national articles and picture stories, 39 broadcast pieces, 66 London centric stories, 25 appearing in key arts titles, and 152 in the international press; together, these generated an international reach of 101.8m with an estimated AVE of £2.2m (AVE is a standard industry measurement used to estimate the equivalent advertising value of coverage generated and refers to the cost of buying the space taken up by a particular article, had the article been an advertisement).

Corporate & Strategic Implications

- 7. As per the funding bid report received by your Committees in spring 2015, the City Corporation's funding of this event sought to:
 - a. meet the groundswell of expectation from local, London and national stakeholders for the City to mark the event and provide a framework through which they can contribute to a shared programme of activity;
 - b. ensure ownership of the Great Fire (our biggest cultural export)
 - c. provide a significant opportunity for the City Corporation to demonstrate its contribution to London as a world city on a global scale;
 - d. deliver significant economic benefits for local and London businesses;
 - e. provide an opportunity for the City's cultural providers to work together on a shared theme in a major way, delivering a legacy of networks across exponents, funders, retail and other businesses;
 - f. align with the City Corporation's own visitor, cultural and education objectives as stated in its related strategies; and
 - g. deliver legacy benefits that include:
 - i. reputational gain and a positive shift in perceptions about the City;
 - ii. profile for our education and related activities, driving audiences;
 - iii. skills for apprentices and on-going recognition of the City Corporation's contribution to the national curriculum;
 - iv. the furtherance of London's developing role as a "Smart City" and a leading voice for resilience matters; and
 - v. funding for our cultural activities through a legacy of networks and relationships.

Conclusion

8. As the headlines in this report demonstrate, the comparatively modest investment the City Corporation has made in this project has returned significant dividends and delivered all objectives.
9. Without doubt, the Great Fire 350 commemorations have delivered a moment when the City has shone, and – in the current political environment – supported the Mayor of London’s message to the world that London is open.
10. Economic prosperity is driven by culture, and culture is an essential ingredient for world cities like London. The two are inextricably linked. People want to be in a place where culture happens, where imaginations are unlocked, minds inspired and lives enriched. The Great Fire 350 programme has helped enhance the City’s and London’s reputation as such a place and, if momentum to put on such events continues, will have a lasting legacy with tangible rewards in the years to come.

Appendices

- Artichoke, London’s Burning Evaluation Report (key findings): the Audience Agency, November 2016

Background Papers

- Great Fire 350: top line findings; submitted to the Culture, Heritage and Libraries Committee on 24 October 2016

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London's Burning

A festival of arts and ideas

Produced by Artichoke

30th August-4th September 2016

Executive Summary - audience and
economic impact research report



Jacqui Fortnum, Consultant

Venus Lee, Research Assistant

November 2016

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Background

Introduction

London's Burning was a festival of art and ideas to commemorate the 350th anniversary of the Great Fire of London. The festival was part of Great Fire 350, a City-wide season of cultural events to mark this anniversary.

The festival was produced by leading arts charity Artichoke, and took place 30 August - 4 September 2016, inviting audiences to rediscover the City of London and adjacent areas through a series of art installations, performances and talks. The event offered an opportunity to contemplate the lasting impact the Fire had on the architecture, outlook and infrastructure of the City, including some of its most iconic buildings and landmarks, through a unique Artichoke perspective.

London's Burning received founding sponsorship from the City of London Corporation, an award from Arts Council England's Ambition for Excellence programme, further support from the Department of Culture, Media and Sport, and a raft of sponsors and funders.

To evaluate the impact of the programme Artichoke commissioned The Audience Agency to undertake audience research and economic impact assessment. This report sets out the findings of the research in terms of the audience and economic impact.

Research objectives

The overall objective of the audience research was to assess the success of *London's Burning* against the objectives for the programme, including:

- To understand who engaged with the programme - including demographic profiling
- To understand their motivations for attending and their experience - including perceptions and awareness in the context of the City of London location
- To assess the economic impact of the event programme - including attender spend

Other aspects of the project were evaluated by Artichoke and its partners. This included additional impact data collected through social media and press tracking.

Programme



Dominoes



Fire Garden



Holoscenes



Of all the People in all the World



London 1666

The elements of the *London's Burning* programme were:

- **Of all the People in all the World**, Stan's Café (Inner Temple, Tues 30th August-Sun 4th September)
- **Holoscenes**, Early Morning Opera (Broadgate, Thurs 1st-Sun 4th September)
- **Fires Ancient**, Martin Firrell (St Paul's, Thurs 1st-Sun 4th September)
- **Fires Modern**, Martin Firrell (National Theatre, Thurs 1st - Sun 4th September)
- **Fire Garden**, Carabosse (Tate Modern, Thurs 1st-Sun 4th September)
- **Dominoes**, Station House Opera (City of London, Saturday 3rd September)
- **London 1666**, designed by David Best (River Thames, Sun 4th September - on public view from Monday 29th September)
- **London's Burning Talks Programme** (30th August-4th September, various venues)

Methodology

Audience survey - Face-to-face

Feedback was collected by a team of researchers who carried out face-to-face interviews with attendees, from Friday 2nd - Sunday 4th September. Fieldwork was split between the eight events (excluding talks and tours), based on the expected footfall. Potential respondents were selected randomly from the crowd to ensure a representative sample. Only over 16's were interviewed.

Fieldwork locations:

- Of all the people in all the world - Inner Temple
- Fire Garden - Tate Modern
- Fires Ancient - St. Paul's cathedral
- Fires Modern - National Theatre
- Holocenes - Exchange Square, Broadgate
- Dominoes - 3 routes (fieldworkers collected information along each route)
- London 1666 - between Blackfriars and Waterloo
- Fire Food Market - Guildhall Yard

Audience survey - e-survey

A post event e-survey was sent out via Visit London's social media sites and to a mailing list of contacts collected specifically in connection with this event. To encourage a representative sample, a £100 M&S voucher prize draw was offered as an incentive.

Where the same question was asked in both the face-to-face and e-survey, the results have been aggregated. If a question was asked in only one survey, this is noted in the analysis of the results.

Audience numbers

Footfall figures were collected by event staff at *Of All the People in All the World*, *Holocenes*, and *London 1666*. Sales figures were used to calculate the attendee size of the Fire Food Market. The Audience Agency conducted head counts between Friday 2nd - Sunday 4th September, at *Fire Garden*, *Fires Ancient and Fires Modern*, and *Dominoes*.

Economic impact

The attender surveys and footfall counts also provided the necessary data to estimate the economic impact of the event as a whole, on the City of London. This was calculated using the Economic Impact Calculator, from the toolkit developed by the West Midlands Cultural Observatory.

Sample size and margin of error

597 responses were received over the course of the research, giving an overall margin of error of $\pm 4\%$. This margin of error will be larger for questions with smaller sample sizes and smaller where results deviate from 50%. Margins of error are given at the 95% confidence interval, and refer to the largest margin of error found within that question (i.e. the answer code with the response nearest to 50%; other answer codes will have smaller margins of error).

Weighting

443 surveys were collected face-to-face and 154 were completed via the e-survey. To ensure the results describe *London's Burning* as a whole, the face-to-face results have been weighted according to the audience size for the event at which it was conducted. The e-survey results have not been weighted.

Additional data

Additional data has been gathered to give a full picture of the impact of *London's Burning* over the period of the event, as follows:

- Partners provided retail and food and drink percentage index figures
- Website usage monitoring undertaken by Artichoke and London & Partners
- Media monitoring data undertaken by Artichoke and London & Partners
- Advertising value equivalency (AVE)
- Volunteer numbers and experience
- Education and Community Engagement

Headline figures

City of London and economic impact

- 90.5k visits were made to the *London's Burning* events and installations across the programme
- 80% of attenders were in the City specifically for *London's Burning* events
- 95% of attenders agreed that events like *London's Burning* are good for the City of London's image
- The festival generated an estimated £7.2m of economic activity, with an overall economic impact of £2.5m
- 72% of attenders said they had spent in the areas where they attended *London's Burning* events

Participant impacts

- 396 volunteers took part in the *London's Burning* programme
- 89% of volunteers gave the experience a rating of 7 or more out of 10
- Over half (54%) of the volunteers were new to Team London
- 62% of volunteers said that it gave them a sense of pride in contributing to their community
- Over 8000 hours of participation in the education and community engagement programme by primary school children and at-risk young people
- 2 young people offered direct employment

Audience profile

- 86% of attenders were from the UK; 79% of these were based in London.
- 83% of respondents identified as being from a White background; 55% White British and 28% as White other.
- 34% of attenders fell into the 25-34 age group
- Audience Spectrum segments: 39% highly engaged Metroculturals and 23% lower engaged Kaleidoscope Creativity. (Indicates that the programme attracted a broad range of cultural engagement levels)
- 87% of attenders rated the whole experience as 'Very Good' or 'Good'.
- 96% said that attendance made them want to see more things like this.

Press and media reach

- £2,201,589 Advertising Value Equivalent based on figures provided by Gorkana, Artichoke's clippings agency
- Potential media reach estimated at 101.8 million
- #LondonsBurning was the top trend on Twitter on Sunday 4 September
- 6.7 million views of London 1666 content, including the live streaming of the burn

Summary of key findings

Numbers and patterns of attendance

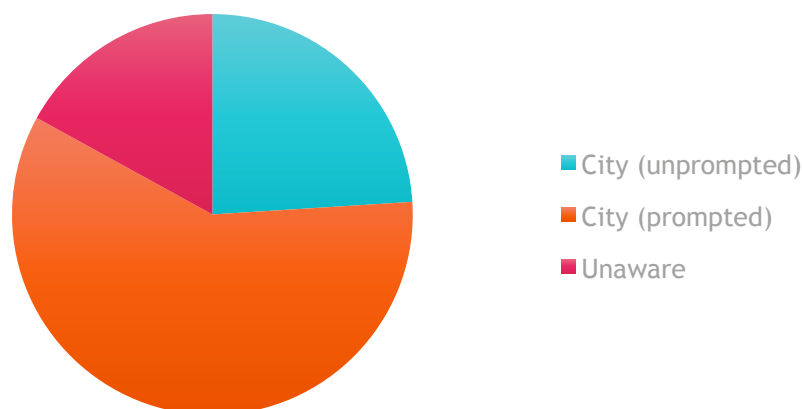
- An estimated 90,611 visits were made to the events and installations across the programme.
- *London 1666* was the most prominent event. It attracted an estimated audience of 50,000, and 68% of respondents across all events said they had seen or intended to see it.
- The overall average self-assessed dwell time of attenders was 70 minutes.

City of London awareness and impressions

- 83% of respondents knew that they were in the City of London. 23% identified the area they were in as the City unprompted.
- 80% of people at the events would not have been in the City had it not been for *London's Burning* events.
- Of visitors to London, 20% planned their trip to London specifically to attend *London's Burning* events.
- 95% of attenders said that they 'Strongly Agreed' or 'Agreed' that events like *London's Burning* are good for the City of London's image.

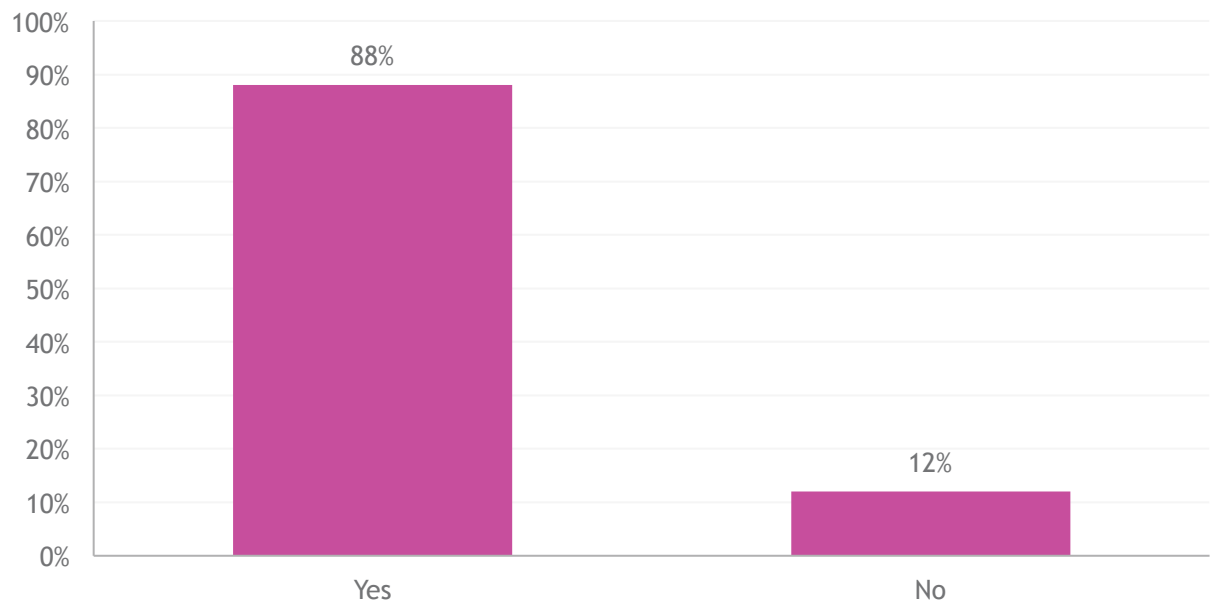
Knowledge of City of London

[Face-to-face, within City of London only] Did you know we're currently within the City of London?



Base: All respondents - 349
Margin of error: ±3%

Did you know that some/all of the events you went to took place in the City of London?

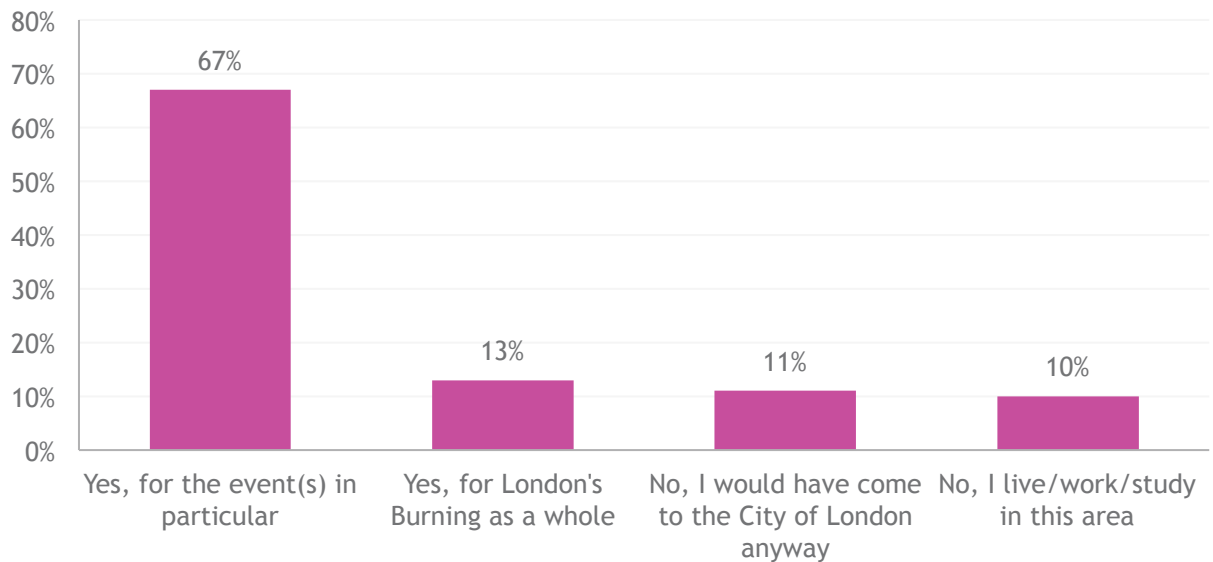


Base: All e-survey respondents - 118

Margin of error: ±6%

Visiting the City of London

Derived from: Did you plan your trip to the City of London particularly for London's Burning?

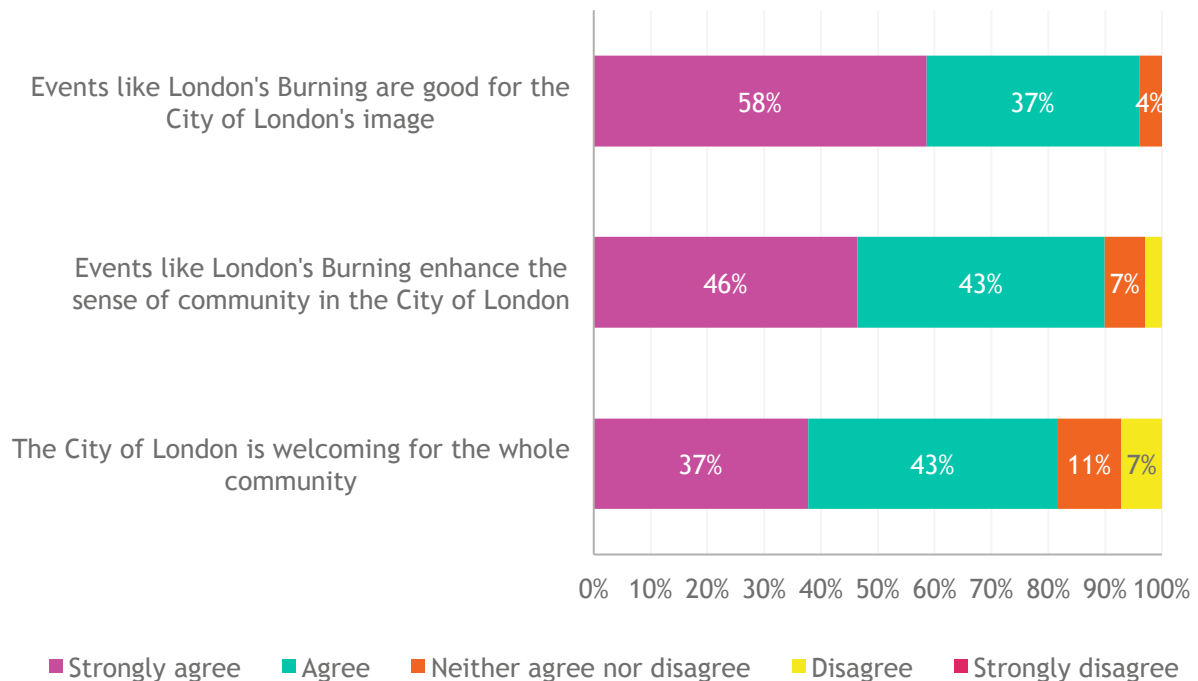


Base: All respondents - 420

Margin of error: ±3%

Experience of the City of London

Thinking about your experience of the City of London and the events which took place, to what extent would you agree or disagree with the following statements?



Base: All respondents - 452 / 451 / 452

Margin of error: ±5% / ±5% / ±4%

Volunteer participant impact

- 396 people volunteered to participate in the programme
- 3820 volunteer hours were given to the event, including 3560 for *Dominoes*
- 89% of volunteers gave the experience a rating of 7 or more out of 10
- Over half (54%) of the volunteers were new to Team London and for almost a quarter (22%) it was their first volunteer experience.
- 62% of volunteers said that it gave them a sense of pride in contributing to their community / London.

“I feel that we helped to give great joy to the people who watched the blocks fall. It was thrilling. I am very happy to have been involved.”

“Volunteering on Dominoes was such great fun - I met new people, I saw places of London I never knew and I was part of an amazing artwork!”

Education and Community Engagement

- Over 1000 instances of engagement with schoolchildren and young people
- Over 8000 hours of participation
- 18 school workshops involving a total of 520 children
- 9 pre-engagement training sessions with 132 young people
- 40 design, cutting and construction workshops with 38 young people participating
- 4 CNC cutting workshops at Machine Room with 11 young people
- 32 young people given Construction Skills Certification Scheme training
- 2 young people offered direct employment
- 9 young people connected with prospective employers

“I am from East Africa, from quite a traditional background where men make the houses and women don’t, so working on this project I feel like I am breaking barriers. My family are really supportive and are interested in what I am doing. I can't wait to show them what I've done.”

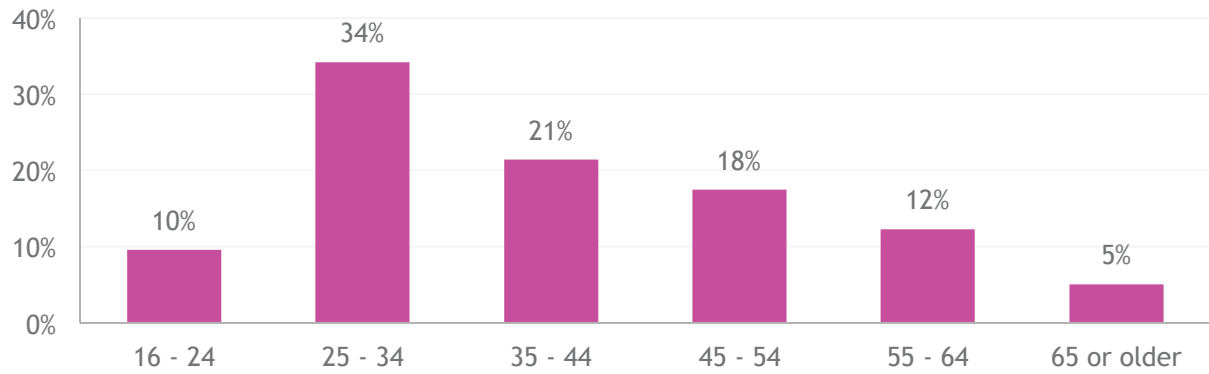
“I just wanted to say how much my class enjoyed the workshop today. Emma was fantastic and so great with the children. The children were really engaged and produced some lovely pictures”

Attender profile

- The most prominent single age group was 25-34 year olds, with over a third of respondents (34%) falling into this group.
- 83% of respondents identified as being from a White background; 55% identifying as White British and 28% as White other.
- 89% of respondents identified as having no long-term limiting disability or illness.
- The most prominent Audience Spectrum segments were the highly engaged Metroculturals (39%) and the characteristically lower engaged Kaleidoscope Creativity (23%).
- Most attenders (86%) were from the UK, and 79% of these were based in London.
- Overseas visitors accounted for 14% of respondents, with most of these being from the USA.

Age group

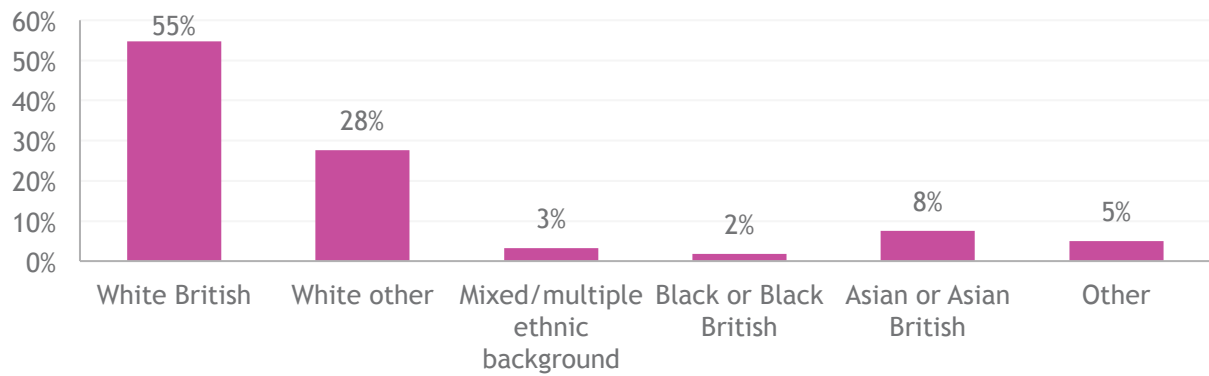
Which of the following age groups do you belong to?



Base: all respondents - 550 Margin of error: ±4%

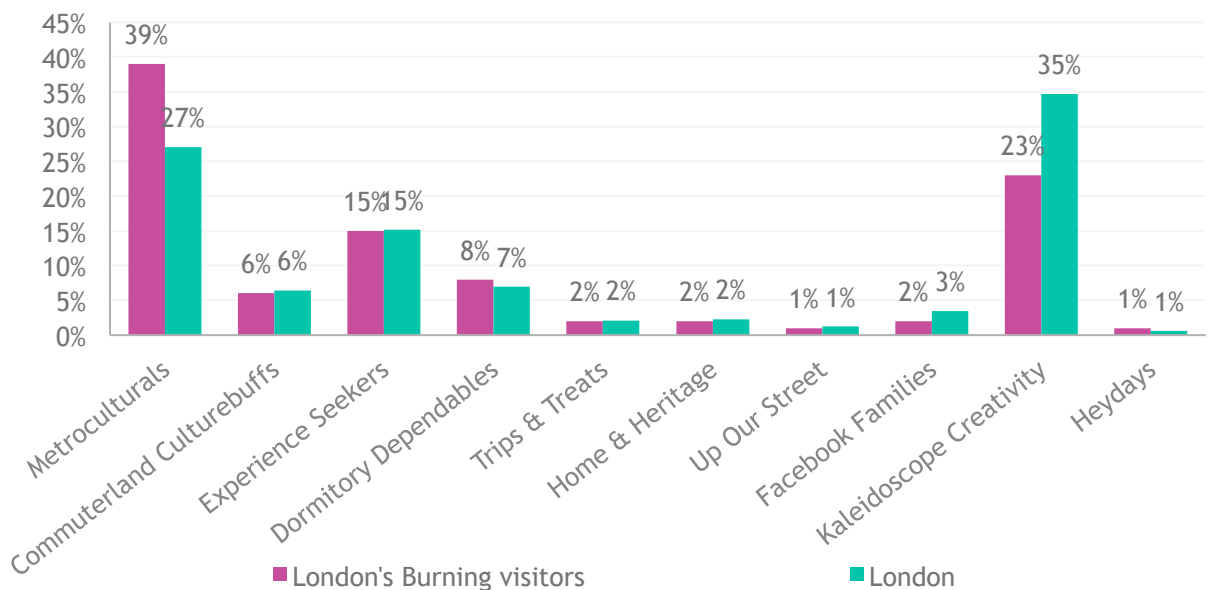
Ethnicity

What is your ethnic group?



Base: all respondents - 556 Margin of error: ±4%

Audience Spectrum profile



Base: all matched UK postcodes - 372 Margin of error: ±4%

- **Metroculturals (39%):** Highly engaged prosperous liberal urbanites. They are the most highly engaged segment, accounting for 52% of bookers in London, and often appear as the most prominent group in London audience profiles.
- **Kaleidoscope Creativity (23%):** Urban and culturally diverse they are generally characterized by low levels of engagement but, due to their prominence in the population and the greater opportunity for local engagement in London, they do appear at significant levels in London audience profiles; particularly for free, outdoor, events.

Pinpoint map - UK



Base: all valid UK postcodes - 455

[If overseas visitor] What is your country of residence?



Base: all respondents from overseas - 70

Attender experience

“I thought it was a fantastic event and would love to see ... something similar happen every year”

- Attender descriptions of their experience of *London’s Burning* were very positive. ‘Amazing’ and ‘Exciting’ were two of the most frequently used words in descriptions of the events.
- 87% of attenders rated the whole experience as ‘Very Good’ or ‘Good’
- Almost all (96%) ‘Strongly Agreed’ or ‘Agreed’ that attendance made them want to see more things like this.

Describing the event

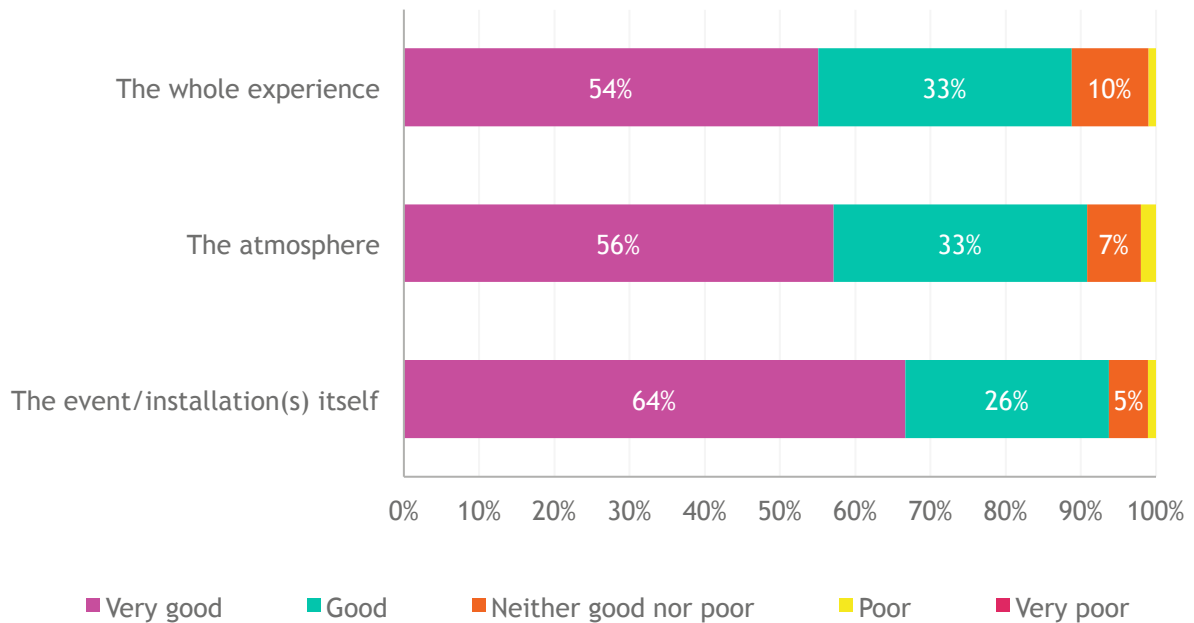
What three words would you use to describe your experience of *London’s Burning*?



Base: All respondents - 59

Rating the event

How would you rate the following?

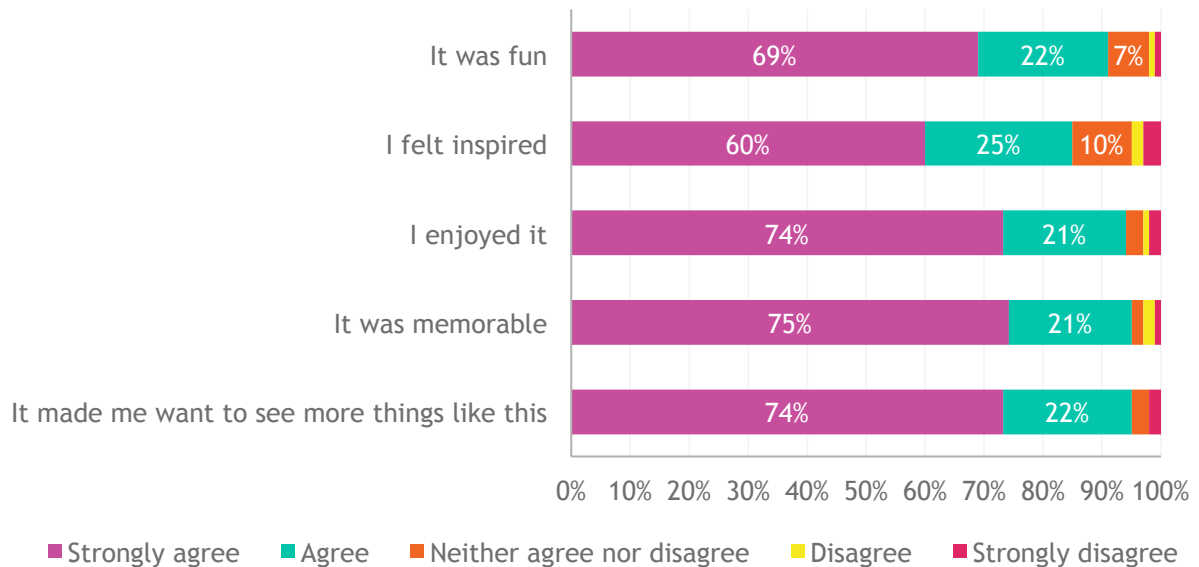


Base: All respondents - 558 / 558 / 557

Margin of error: ±4% / ±4% / ±4%

Attender experience

Thinking about the event where you spent most of your time. To what extent would you agree or disagree with the following statements?



Base: All e-survey respondents - 117 / 115 / 117 / 117 / 117

Margin of error: ±8% / ±9% / ±8% / ±8% / ±8%

Economic impact

The economic impact assessment refers to impact within the City of London as a discrete geographic area.

- The evidence suggests that *London's Burning* generated around £7.2m of economic activity, with an overall economic impact of £2.5m.
- 72% of attenders said they had spent in the areas where they attended *London's Burning* events. This included spend on local travel and accommodation, food, drink and shopping.
- The average spend was £15 per person overall.

Output - economic

Output	
Total number of participants/attendees	83,685
Total number of visits* generated by event(s) ¹	57,524
Visits generated by event(s) which involved visitors staying in paid accommodation	892
Total participant/attendee spend generated	£4,368,044
Total spend by delivery organisation(s)	£2,892,198
Total economic activity	£7,260,242
Additional attributable spend by participants/attendees ²	£2,117,697
Additional attributable spend by delivery organisation(s) ³	-£96,516
Total economic impact (before multiplier)	£2,021,181
Total economic impact (after multiplier)⁴	£2,526,476

Output - jobs

Output	
Number of volunteers that worked on the project	620
In kind contribution made by volunteers	£300.00
Number of full-time jobs created	8
Number of part-time jobs created	2
Number of full-time jobs created for local people that live within the City of London	8
Number of part-time jobs created for local people that live within the City of London	1

Total spent overall

	Total	On local travel	On accommodation	On food, drink, shopping etc.	On other purchases
Mean	£37	£4	£81	£21	£2
Median	£15	£0	£70	£10	£0
Mode	£0	£0	£0	£0	£0
<i>Total</i>	<i>596</i>	<i>596</i>	<i>596</i>	<i>596</i>	<i>596</i>

Marketing and PR

Advertising Value Equivalent

- £2,201,589 AVE based on figures provided by Gorkana, Artichoke's clippings agency

Press and media reach

- Over 400 pieces of coverage
- Potential media reach estimated at 101.8 million
- 55 National articles and picture stories
- 39 Broadcast pieces
- 66 London-centric stories
- 224 International Print and online pieces

Digital impact

London's Burning

- 340k visits from 240k users to visitlondon.com/greatfire350 and 881k page views
- 91m Twitter reach (#greatfire350 and #londonsburning)
- 3.74m Facebook reach for *London's Burning*

London 1666 films and live stream

- 6.7 million views of *London 1666* content, including the live streaming of the burn
- #LondonsBurning was the top trend on Twitter on Sunday 4 September

Marketing reach

- 65,000 *London's Burning / Great Fire* 350 brochures were produced
- 20,000 online brochures and 6,000 online *Dominoes* route maps downloaded
- The festival appeared on branded sleeves covering 20 map stations across the City of London
- Site-specific signage for installations across the City of London and at other relevant locations.

Contacts

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Committee(s)	Dated:
Policy & Resources Committee – for information	16 th February 2017
Subject: Update on <i>Promoting the City</i> activity	Public
Report of: Director of Economic Development	For Information
Report author: Giles French, Assistant Director of Economic Development	

Summary

This paper summarises the key changes and approaches that have taken place since the approval of uplift to Economic Development Office’s base budget of just over £2million a year, following the Promoting the City review by Sir Simon Fraser in July 2016.

Three new teams have been created in EDO. The objective of the Policy and Innovation Team is to respond to new challenges and secure the position of the City as a premier financial services centre for the future by supporting and promoting innovation in the financial services industry. The objective of the Regulatory Affairs Team is to provide strong leadership for the City on strategic policy and regulatory issues affecting the City. The Global Exports & Investment Team will help to deliver a comprehensive trade and investment strategy, making a significant difference to trade and investment for financial and business services in the UK.

A new regional strategy is being developed, which will aim to deliver: increased participation on international visits by firms from outside London; work with DIT to support increased investment across the UK by firms based in London; potential forum for regional infrastructure investment expertise bringing together financial services and regional or city government.

Recommendations

The Policy & Resources Committee is asked to:

- Note the update on the work of the Economic Development Office since the uplift to its base budget following the Promoting the City review in July 2016.

Main Report

Financial and Professional Services

1. Following the approval in July 2016 by the Policy and Resources Committee, a new team structure has been implemented in the Economic Development Office. This has led to the creation of three teams whose work is dedicated to the support and promotion of UK-based financial and professional services: Policy & Innovation, Regulatory Affairs and Global Exports & Investment.

2. The autumn saw an intensive period of recruitment to appoint new members of the team to provide enhanced capacity and capabilities to deliver a more ambitious work programme. Almost all of these appointments have now been made, although a new round of recruitment is about to begin to complete the Global Exports & Investment team that will lead on our relationship management with businesses.
3. Finally, we have just appointed Sherry Madera to a newly created position as City Special Adviser for Asia. This position, based on the successful model pioneered by Jeremy Browne as our Special Representative to the EU, will give additional senior leadership to promote increased exports and investment between the UK and China, as well as India and Singapore. We have allocated £500,000 a year from the approved EDO budget to for the enhanced programme for Asia.

Policy and Innovation Team

4. The new Policy & Innovation team identifies emerging innovations in products and services in the financial and professional services industry, where the City Corporation can provide support to ensure London and the UK remain the world's leading financial centre. Current activity is focused on three key areas: Green Finance, FinTech, and Cyber. Additional future activity will be identified following the implementation of a new mapping exercise that will identify early stage innovation in the sector, including automation and AI. This is to be completed in Q1 2017.
5. The City of London Green Finance Initiative (GFI) was launched in early 2016, under the Chairmanship of Sir Roger Gifford, bringing together public and private sector partners together to establish London as the leading global centre for Green Finance. Achievements in 2016 included GFI participation in COP (Conference of Parties) 22, the GFI being an element of the latest Economic & Financial Dialogue (EFD) with China, and the organising and hosting of two international conferences in London.
6. The GFI work programme for 2017/18 will include: a world-class conference in June; improved impact of participation of COP 23; programme of international media engagement; production of a report on ring-fenced green financing of infrastructure projects by government; and expanding coverage of GFI activity to all asset classes in financial service.
7. The majority of the City Corporation's FinTech activity has been delivered in partnership with Innovate Finance, through the Network Action Group (co-chaired by Alderman William Russell) that we helped to establish in 2016. Other highlights in 2016 were the collaboration with HM Treasury on the new FinTech Bridges it has established with Singapore and South Korea. This work was jointly delivered with the Export & Investment team.
8. The FinTech work programme in 2017/18 will include: strong participation in Innovate Finance Global Summit; establishing a Network Action Group (NAG) capital raising workstream; and the formal constitution of the NAG for

practitioners and government; ensure participation between established firms, start-ups, incubators and investors.

9. Our work on Cyber is still in development It will be focused on developing cyber capability and infrastructure in the UK, and position London as a market leader in products, services, policies and best practice. In doing so, we will work closely with the City of London Police, which has a prominent role in tackling Cyber-crime.
10. The new posts and additional work streams that are emerging from the Policy & Innovation Team are budgeted to cost approximately £500k a year.

Regulatory Affairs Team

11. The regulatory affairs team has been expanded as part of the new structure, and incorporates the work of the City Office in Brussels. The new team includes additional capacity for work focused on the EU; a new international strand of work, and a role dedicated to governance and standards. The team provides the majority of the City Corporation's support for the International Regulatory Strategy Group (IRSG); our engagement with EU institutions, Member State engagement led by the Special Representative to the EU, and our bilateral dialogues.
12. The work programme for 2017 is still being developed, but is likely to focus on the following key activities:
 - a. **IRSG:** current workstreams being supported by the City Corporation are Regulatory Coherence and Global Competitiveness. The Regulatory Coherence work is a direct follow up to the Third Country Regime workstream, and examines options for enabling maximum access for UK firms to the EU27 and vice versa. This will be published in February 2017. The Global Competitiveness workstream is supported by the Policy & Innovation team and is examining regulatory policy options for ensuring the long-term competitiveness of the UK as place for financial services firms to operate. The City Corporation will also support where appropriate TheCityUK-led workstreams on Third Country Regimes and Domestic Consequentials.
 - b. **IRSG Member State dialogues:** we lead and support the dialogues with France and Ireland. The Irish dialogue has workstreams on FinTech, better regulation and Capital Markets Union. The French dialogue met on 18 January and discussed transitional arrangements, 'Basel IV', the long-term vision for European Capital Markets, and FinTech.
 - c. **EU engagement:** the City Office in Brussels will continue to lead on engagement with the EU institutions and is currently hosting a programme of roundtables for UKrep and the financial services industry to discuss policy issues relating to both existing dossiers and Brexit. In the autumn of 2016, the team commissioned work by EY on the potential impact on EU Corporates of reduced market access for UK based financial services firms. This was shared with HM Treasury and the Department for Exiting the EU. Following the referendum, our EU

engagement plan was revised such that the Special Representative to the EU visited every EU 27 Member State to make the case for London as Europe's financial centre and to understand the attitudes being taken to Brexit in those countries.

- d. **International Regulatory Affairs:** the new strand of international regulatory affairs work will be mapping the international forums where regulatory policy is shaped, and developing a strategy for engagement. This may be in multinational organisations or bilaterally with relevant markets, e.g. Singapore.
- e. **Commonwealth:** an initial scoping exercise has been completed by EY, examining options for our work to support the institutions of the Commonwealth and drive export and investment opportunities in Commonwealth countries. Our Commonwealth partner organisation will be the Commonwealth Enterprise and Investment Council; working with the Department for International Trade we are identifying Commonwealth countries that are financial services priority markets and build engagement into the annual visits programme; examining a programme of activity to promote high standards in infrastructure procurement and funding.
- f. **Governance and Standards:** The work will focus on how the promotion of high standards in the UK-based industry can be used to attract investment and to promote exports in training and professional qualifications. The 'Trust agenda' that will become a work programme for the next 3-5 years led by the Mayoralty, will be supported by this work.

13. The new posts and additional work streams that are emerging from the Regulatory Affairs Team are budgeted to cost approximately £600k a year.

Global Exports and Investment Team

14. The Global Exports and Investment team is a new team dedicated to relationship management with key financial and professional services firms based in the UK, and executing the annual international programme of engagement to promote UK exports and to attract investment into the UK. The team will operate on a matrix of sectors and geographies. The team will work much more closely with the industry, as well as HM Treasury (HMT), Foreign & Commonwealth Office (FCO) and Department for International Trade (DIT), to identify priority markets. The team now has capacity to ensure proper long-term relationships with markets, and to deliver follow-up post visit. The international engagement will be underpinned by the outputs from the Policy & Innovation and Regulatory Affairs teams.

15. The team has also been negotiating partnership agreements (or MoUs) with DIT and London & Partners, establishing how we will work with one another to promote export and investment, and provide relationship management to new financial services investors in the UK. These agreements will be finalised in Q1.

16. Our China and India work programme will be supported by the Global Exports and Investment team and the Special Adviser for Asia. The Special Adviser will review our work focused on China and India, including the work and priorities of our offices in Beijing, Shanghai and Mumbai. The intention is to align the work of our London and international offices to ensure an 'end-to-end' service supporting exports and investment to and from the UK. The review will be completed in Q1. The new Global Exports & Investment Team is already working on market analysis of where we should focus on international engagement.
17. The new posts and additional work streams that are emerging from the Global Exports and Investment Team are budgeted to cost approximately £800k.

Other Work Programmes: Regional Engagement

18. Accenture has produced a report on how the City Corporation, in its entirety, can have a more effective relationship with the rest of the UK's regions and cities. This report reviewed the existing relationships, and provided an audit of what a City Corporation offer could be to those regions. The recommendations of the report are that the City Corporation has a strong offer in relation to financial and professional services and tackling economic crime via the City Police.
19. Subject to the approval by Members, the revised regional strategy will be implemented in 2017, on a phased approach. The first stage will be to identify regions or cities where the City Corporation has existing strong relations, and to begin a dialogue to understand their priorities and where we have opportunity to collaborate, and identify clear outcomes for the partnership. An analysis of potential regions or cities is currently underway.
20. The regional workstream in 2017 will aim to deliver: increased participation on international visits by firms from outside London; work with DIT to support increased investment across the UK by firms based in London; potential forum for regional infrastructure investment expertise bringing together financial services and regional or city government. In partnership with the City Police, the City Corporation could work with regional government to tackle economic crime.

Appendices

- None.

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Committees:		Dates:
Projects Sub (Policy and Resources) Committee		31 January 2017
Corporate Asset Sub (Finance) Committee		10 February 2017
Policy and Resources Committee (for information)		16 February 2017
Subject: Guildhall Great Hall Level Access	Gateway 7 Outcome Report Regular	Public
Report of: City Surveyor Report Author: Richard Litherland		For Information
<u>Summary</u>		
<p>Dashboard: Overall the project status is Green</p> <p>The approved project budget was £503k. The total outturn cost was £502k.</p> <p>The works were planned to commence in July 2011 and complete in March 2012. These dates were achieved.</p> <p>The project has previously been reported to the Guildhall Improvement Committee. As this committee has been discharged the report is presented to the Corporate Asset Sub (Finance) Committee.</p> <p><u>Recommendations</u></p> <p>It is recommended that the lessons learned be noted and the project be closed.</p>		

Main Report

1. Brief description of project	<p>To create level access into the Great Hall for disabled access. The work involved removal of concrete mushroom structures and replacement with a glass roof, and fitting new oak cladding and a gently sloping stone floor.</p> <p>The work was constrained by limited opportunity to undertake the work and the need for listed building consent.</p>
2. Assessment of project against SMART Objectives	<ol style="list-style-type: none"> 1. To design and construct an accessible entrance route to the Great Hall that meets design criteria for people with disabilities and enhances the historic setting of the location. 2. To complete the works before the 2012 London Olympics and Paralympics. 3. To minimise and manage the impact of the works on the events and activities taking place in the Guildhall.

<p>3. Assessment of project against success criteria</p>	<p>1. The design is considered very successful. It received appreciative comments from English Heritage and is regarded by the Head of Access Team as an exemplar of design for accessibility.</p> <p>2. The works were completed on time. Disabled visitors, including guests attending a Reception for Paralympic Opening Ceremony, were able to access the Great Hall from the West Ambulatory.</p> <p>3. The impact of the works were mitigated by collaborative planning with stakeholders including the Remembrancer's Department, use of murals on the site hoarding and newsletter updates posted on the staff intranet.</p>
<p>4. Key Benefits</p>	<p>1. Attractive level access for all into the Great Hall.</p> <p>2. Works completed with no adverse impact on events and occupants.</p>
<p>5. Was the project specification fully delivered (as agreed at Gateway 5 or any subsequent Issue report)</p>	<p>Yes</p>
<p>6. Programme</p>	<p>The project was completed within the agreed programme</p>
<p>7. Budget</p> <p>Final Account Verification</p>	<p>The project was completed within the agreed budget</p> <p>Verified</p> <p>This project included two works contracts undertaken by the same contractor which, at the time the final costs were ascertained, were below the value requiring verification by the Chamberlain's Financial Services Division. The final costs were verified by the City Surveyor.</p>

Review of Team Performance

<p>8. Key strengths</p>	<p>1. Successful design solutions can meet project constraints. The completed scheme was held to be an exemplar of</p>
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	<p>access for people with disabilities. Positive comments have been received from Members, visitors to the Great Hall and English Heritage.</p> <p>2. Thoughtful planning and effective engagement with stakeholders can deliver projects with challenging timescale constraints. Close liaison and co-operation with the Town Clerk's and Remembrancer's Departments enabled planned events such as Court of Common Council, a Royal visit, the Gladiators and London 2012 functions to take place. Progress update reports were posted on the intranet for staff and Members. Graphic panels prepared by the LMA were used to decorate temporary hoardings.</p>
9. Areas for improvement	The project was regarded as successful with no notable areas for improvement identified.
10. Special recognition	The key to the success of the project was the design. This should be credited to Purcell Miller Tritton, Architects.

Lessons Learnt

11. Key lessons	<p>1. The importance of good design to overcome conflicting requirements.</p> <p>2. The value of effective stakeholder engagement and project publicity.</p>
12. Implementation plan for lessons learnt	Lessons learned are being incorporated into current project work practice.

Contact

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Committee: Policy and Resources	Date: 16 February 2017
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 £92,100 and £152,200 respectively.

Recommendations

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

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POLICY AND RESOURCES COMMITTEE - POLICY INITIATIVES FUND 2016/17

<u>ALLOCATIONS FROM PIF</u>					<u>STATUS OF BALANCE</u>	
<u>COMMITTEE</u>	<u>DESCRIPTION</u>	<u>RESP OFFICER</u>	<u>ALLOCATION</u>	<u>ACTUAL PAID</u>	<u>BALANCE</u>	<u>NOTES</u>
<u>DATE</u>			<u>£</u>	<u>TO 02/02/17</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	30,000	0	
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	11,500	6,000	
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	22,000	0	

<u>ALLOCATIONS FROM PIF</u>					<u>STATUS OF BALANCE</u>	
<u>COMMITTEE</u>		<u>RESP</u>	<u>ALLOCATION</u>	<u>ACTUAL</u>	<u>BALANCE</u>	
<u>DATE</u>	<u>DESCRIPTION</u>	<u>OFFICER</u>	£	PAID TO 02/02/17 £	TO BE SPENT £	<u>NOTES</u>
15/12/16	Sponsorship of a Brexit - Related Series convened by the Institute for Government (IfG) - The City Corporation to sponsor a series of Brexit-related events in partnership with the IfG. Corporation to host two private roundtables	DED	18,000	0	18,000	
	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	187,500	62,500	3 year funding: £250,000 final payment in 2016/17.
26/03/15	City of London Advertising - continuation of placing advertisements in CityAM to promote services provided by COL	DOC	45,000	33,750	11,250	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	39,421	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	37,500	47,500	2 year funding: £100,000 in 2017/18

<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 02/02/17 £	TO BE SPENT £		
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		
19/01/17	TheCityUK: CoL's additional funding toward CityUK's rental cost	DED	25,000	0	25,000	3 year funding: £100,000 in 2017/18 & 2018/19	
	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	50,000	0	3 year funding: £50,000 final payment in 2016/17	
20/02/14	TeenTech City 2014 - 2017 - support for annual events aiming to change perceptions of STEM careers in the UK	DED	10,000	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	31,863	23,037	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	50,000	0	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	
Urgency	Social Mobility Commission: the City of London Corporation to be the sole sponsor of the Social Mobility Employer Index for its first year of operation	TC / DED	60,000	0	60,000	In addition, £10,000 for a launch event in 2017/18	

<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 02/02/17 £	TO BE SPENT £	
	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	15,040	(40)	Originally allocated from 2015/16; deferred to 2016/17
16/07/15	Sponsorship of the King's Commission on London: City of London Corporation to be one of 4-6 core outside sponsors of a two-year research project on the future challenges and issues facing London.	TC	50,000	50,000	0	2 year funding - £50,000 final payment in 2016/17
	Attracting and Retaining International Organisations					
19/09/13	International Valuation Standards Council (IVSC) - City of London to support the accommodation costs of the IVSC	CS	50,000	37,500	12,500	5 year funding - £50k per year until 2018/19
03/07/14	International Forum of Sovereign Wealth Funds (IFSWF) - City of London to support the IFSWF Secretariat locating in the City	DED	124,500	123,540	960	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
			1,401,600	1,094,365	307,235	
	BALANCE REMAINING		117,400			
	TOTAL APPROVED BUDGET		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		117,400
<u>Less possible maximum allocations from this meeting</u>		
Think Tank Memberships, 2017	25,300	
	<hr/>	25,300
Balance		<hr/> <hr/> 92,100

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 02/02/17 £	<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	20,417	4,583	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>RESP</u>		<u>ACTUAL</u>	<u>BALANCE</u>	
<u>DATE</u>	<u>DESCRIPTION</u>	<u>OFFICER</u>	<u>ALLOCATION</u>	<u>PAID</u>	<u>TO BE SPENT</u>	<u>NOTES</u>
			£	TO 02/02/17 £	£	
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	20,000.00	0	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	250,499.10	200,301	
	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>
Balance	<u><u>152,200</u></u>

Caroline Al-Beyerty
Deputy Chamberlain

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Committee: Policy and Resources	Date: 16 February 2017
Subject: Decisions taken under delegated authority or urgency powers	Public
Report of: Town Clerk	For Information
Report Author: Angela Roach, Principal Committee and Members Services Manager	

Summary

1. This report advises Members of action taken by the Town Clerk in consultation with the Chairman and Deputy Chairman, in accordance with Standing Order Nos. 41(a) and 41(b) in relation to the following:-
 - The allocation of funding in relation to the highway works as part of the Bloomberg Development;
 - Sponsorship of a Social Mobility Employer Index; and
 - The signing of a Memorandum of Understanding in relation to the governance arrangements for the North East London Sustainability and Transformation Plan.

Recommendation

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

Main Report

2. Since the last meeting of the Committee approval has been given in accordance with Standing Order No. 41(a) to the following:-

Bloomberg Development Highway Works – Allocation of Funding

3. Approval was given to the allocation of funding for highway works currently taking place as part of the Bloomberg Development as follows:-
 - £673,800 to meet the cost of highway improvements at Queen Victoria Street, Bucklersbury and Walbrook (i.e. the area around the City of London Magistrates Court). The funds were received from the Developer under S256 of the Highways Act 1980 (power to exchange land to adjust boundaries of highways) and it is therefore subject to a public notice and appeal process; and
 - £70,000 from 2016/17 City's Cash provision for new schemes for improvements to City's Estate land known as "The Grid" (i.e. private land immediately in front of the Mansion House).

4. Urgent action was taken as Bloomberg have requested that all highway improvements be delivered by 31 August 2017. In order to achieve this, the works at Bucklersbury needed to commence in February 2017. It should be noted that in the normal course of events, the recommendations relating to the allocation of the resources would have been considered by the Resource Allocation Sub-Committee and its recommendation ratified by this Committee. In the interest of efficiency and given the request for the matter to be considered urgently, approval was sought from the Grand Committee direct.

Sponsorship of the Social Mobility Employer Index

5. A Social Mobility Employer Index has been launched by the cross party Social Mobility Commission. In July 2017 Britain's businesses will be ranked on how open they are to accessing and progressing talent from all socio-economic backgrounds. Following an approach from the Commission approval was given to the provision of £70,000 (£60,000 in sponsorship plus £10,000 to cover a launch event in June) to sponsor the Index in its first year of operation. The cost is to be met from the Committee's Policy Initiatives Fund for 2016/17, categorised under the Communities section of the Fund and charged to City's Cash.
6. The Index is to be listed in a Times supplement in June. It is a benchmarking initiative targeted of 'elite' sectors which, traditionally, have low rates of social mobility – such as law, accountancy, media, banking and finance and the sciences. The Index will be managed by the Social Mobility Foundation on behalf of the Social Mobility Commission. Firms will have the opportunity to choose to take part, be entitled to remain anonymous and, if they finish outside the top list, will not be named.
7. Amongst other things sponsoring the initiative would enable the City Corporation to speak credibly at the highest levels of Government about the issue; promote its support for the regions as well as linking its support into the visits undertaken by the Lord Mayor and the Chairman of the Policy and Resources Committee.
8. Urgent action was taken as other sponsors had been approached and the Social Mobility Commission was due to consider its potential sponsor at its Board meeting in January. The City Corporation therefore needed to act quickly.

North East London Sustainability and Transformation Plan – Memorandum of Understanding (MoU)

9. In December the Committee agreed in principle to a proposal to integrate health and social care budgets and services between the City of London Corporation and the City and Hackney Clinical Commissioning Group (CCG). The proposal included integrated governance arrangements between the two bodies.
10. The proposal sits within wider changes to the way that health services are to be delivered across eight local authorities, seven CCGs and four NHS providers

across North East London. It is encapsulated in a sustainability and transformation plan (NEL STP) for the region.

11. The NEL STP recently produced interim shadow governance proposals and all NHS providers, CCGs and local authorities were asked to sign an MoU that recognised and supported the proposals. Therefore approval was given to delegating responsibility for signing the MoU to the Director of Community and Children's Services. Urgent action was taken on the delegation as the formal date for signing the MoU was the 31st January 2017.

Museum of London Relocation Funding up to July 2017

12. At its meeting on 15 December 2016, the Committee delegated authority to the Town Clerk and Chamberlain, in consultation with the Chairmen and Deputy Chairmen of the Policy and Resources and Finance Committees, to approve the release of funds to take the relocation of the Museum of London project to its next stage. This was subject to:-
 - the funds being contained within the approved cap for the project;
 - the Town Clerk and Chamberlain being satisfied that the programme and budget had not materially altered from the estimated programme and budget;
 - if the budget or programme is materially altered, the Town Clerk and Chamberlain reporting to the Policy and Resources Committee before requesting the release funds; and
 - the Town Clerk submitting a progress report on the project to the Policy Committee every six months and more frequently if necessary e.g. if the programme or budget was about to over-run.
13. Approval was subsequently given to the release of funding (in instalments) of up to £5.398m to take the project to the end of RIBA Stage 1 by July 2017.

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