



Policy and Resources Committee

Date: THURSDAY, 16 MARCH 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	The Rt. Hon. The Lord Mayor,
Deputy Roger Chadwick (Ex-Officio Member)	Alderman Andrew Parmley
Henry Colthurst	Dhruv Patel (Ex-Officio Member)
Alex Deane	Alderman Baroness Scotland (Ex-Officio Member)
Sheriff & Alderman Peter Estlin	Deputy Dr Giles Shilson
The Lord Mountevans	Deputy Tom Sleigh
Stuart Fraser	Sir Michael Snyder
Marianne Fredericks	Deputy John Tomlinson
George Gillon	Michael Welbank (Chief Commoner) (Ex-Officio Member)
Deputy the Revd Stephen Haines (Ex-Officio Member)	Alderman Sir David Wootton
Christopher Hayward (Ex-Officio Member)	
Wendy Hyde	

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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 16 February 2017.

For Decision
(Pages 1 - 14)
 - b) To note the draft public minutes of the Public Relations and Economic Development Sub-Committee meeting held on 16 February 2017.

For Information
(Pages 15 - 20)
 - c) To note the draft public minutes of the Projects Sub-Committee meeting held on 17 February 2017.

For Information
(Pages 21 - 32)
 - d) To note the draft public minutes of the Courts Sub-Committee meeting held on 9 February 2017.

For Information
(Pages 33 - 38)
4. **APPOINTMENT OF SUB-COMMITTEE CHAIRMEN**
Report of the Town Clerk.

For Decision
(Pages 39 - 42)
5. **COMMITTEE TERMS OF REFERENCE AND COMPOSITION**
Report of the Town Clerk.

For Decision
(Pages 43 - 52)
6. **BUSINESS TRAVEL SCHEME - APPROVED LIST OF EVENTS**
Report of the Town Clerk.

For Decision
(Pages 53 - 60)

7. **POLICY INITIATIVES FUND AND COMMITTEE CONTINGENCY**
Report of the Chamberlain.
For Decision
(Pages 61 - 72)
8. **CENTRAL GRANTS PROGRAMME 2017-18 FUNDING**
Report of the Chief Grants Officer.
For Decision
(Pages 73 - 76)
9. **CONSERVATIVE PARTY CONFERENCE**
Report of the Director of Communications.
For Decision
(Pages 77 - 78)
10. **THINK TANK REVIEW AND MEMBERSHIPS 2017**
Report of the Director of Communications.
For Decision
(Pages 79 - 84)
11. **BATTLE OF IDEAS FESTIVAL - 2017 SPONSORSHIP**
Report of the Director of Communications.
For Decision
(Pages 85 - 86)
12. **PARTNERSHIP WITH INTERNATIONAL BUSINESS AND DIPLOMATIC EXCHANGE**
Report of the Director of Economic Development.
For Decision
(Pages 87 - 90)
13. **DRAFT HIGH LEVEL BUSINESS PLAN FOR TOWN CLERK'S DEPARTMENT**
Report of the Town Clerk.
For Information
(Pages 91 - 96)
14. **LONDON LOCAL GOVERNMENT PENSION SCHEME CIV LTD - FUNDING**
Report of the Chamberlain.
For Information
(Pages 97 - 100)
15. **DECISIONS TAKEN UNDER DELEGATED AUTHORITY OR URGENCY POWERS**
Report of the Town Clerk.
For Information
(Pages 101 - 106)
16. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**
17. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT**

18. **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

19. **NON-PUBLIC MINUTES**

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

- a) To agree the non-public minutes of the meeting held on 16 February 2017.

For Decision
(Pages 107 - 110)

- b) To note the draft non-public minutes of the Courts Sub-Committee meeting held on 9 February 2017.

For Information
(Pages 111 - 114)

- c) To note the draft non-public minutes of the Projects Sub-Committee meeting held on 17 February 2017.

For Information
(Pages 115 - 130)

- d) To note the draft non-public minutes of the Hospitality Working Party meeting held on 16 February 2017.

For Information
(Pages 131 - 136)

- e) To note the draft non-public minutes of the Cultural Hub Working Party meeting held on 1 February 2017.

For Information
(Pages 137 - 144)

20. **ONE SAFE CITY PROGRAMME - FUNDING**

Joint report of the Town Clerk and the Commissioner of the City of London Police.

NB: This report will have been considered by the Resource Allocation Sub-Committee earlier this day.

For Decision
(Pages 145 - 152)

21. **PROJECT FUNDING UPDATE**

Report of the Chamberlain.

NB: This report will have been considered by the Resource Allocation Sub-Committee earlier this day.

For Decision
(Pages 153 - 160)

22. **BEECH STREET PROPERTY USES**

Joint report of the Town Clerk, City Surveyor and the Managing Director of the Barbican Centre.

NB: This report is also due to be considered by the Streets and Walkways and the Corporate Asset Sub-Committees and the Property Investment and Barbican Centre Boards.

For Decision
(Pages 161 - 166)

23. **ADVERTISING IN CITY AM AND CITY MATTERS**

Report of the Director of Communications.

For Decision
(Pages 167 - 170)

24. **CENTRE FOR MUSIC PROGRESS**

Joint report of the Managing Director of the Barbican Centre and the City Surveyor.

For Decision
(Pages 171 - 180)

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

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

Part 3 - Confidential Agenda (Members Only)

27. **CONFIDENTIAL MINUTES**

To consider the confidential minutes as follows:-

- a) To agree the confidential Minutes of the meeting held on 16 February 2017.

For Decision

- b) To note the draft confidential minutes of the Courts Sub-Committee meeting held on 9 February 2017.

For Information

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POLICY AND RESOURCES COMMITTEE **Thursday, 16 February 2017**

Minutes of the meeting of the Policy and Resources Committee held at Committee Room - 2nd Floor West Wing, Guildhall on Thursday, 16 February 2017 at 1.45 pm

Present

Members:

Mark Boleat (Chairman)
Simon Duckworth (Deputy Chairman)
Deputy Catherine McGuinness (Deputy Chairman)
Hugh Morris (Deputy Chairman)
Deputy Douglas Barrow
Deputy John Bennett
Alderman Charles Bowman
Deputy Roger Chadwick (Ex-Officio Member)
Alex Deane
Sheriff & Alderman Peter Estlin
Stuart Fraser
Marianne Fredericks
George Gillon
Deputy the Revd Stephen Haines (Ex-Officio Member)
Christopher Hayward (Ex-Officio Member)
Wendy Hyde
Vivienne Littlechild (Ex-Officio Member)
Deputy Edward Lord
Jeremy Mayhew
Andrew McMurtrie (Ex-Officio Member)
Wendy Mead
Deputy Joyce Nash
Deputy Dr Giles Shilson
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
Caroline Al-Beyerty	- Deputy Chamberlain
Carolyn Dwyer	- Director of Built Environment
Paul Wilkinson	- City Surveyor
William Chapman	- Private Secretary and Chief of Staff to the Lord Mayor
Neal Hounsell	- Acting Director of Community and Children's Services
Bob Roberts	- Director of Communications

Commander Richard Woolford	- City of London Police
Richard Jeffrey	- Assistant Comptroller and City Solicitor
Nigel Lefton	- Remembrancer's Department
Simon Murrells	- Assistant Town Clerk
Peter Lisle	- Assistant Town Clerk
Giles French	- Assistant Director of Economic Development
Nick Bodger	- Town Clerk's Department
Ian Hughes	- Department of the Built Environment
Simon Latham	- Town Clerk's Department
Angela Roach	- Principal Committee and Members Services Manager

1. APOLOGIES

Apologies were received from Henry Colthurst and Dhruv Patel.

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

The following declarations were made:-

- The Chairman declared an interest in item No. 11 as a member of the Advisory Council of the European Policy Forum. He also advised that he had recently been appointed Chairman of Link, the body responsible for running ATMs across the UK;
- Catherine McGuinness declared an interest in item No. 6 as member of the Council of St Paul's Cathedral;
- Christopher Haywood declared an interest in item No. 23 as a member of the Advisory Council of the UK/Sichuan Business Association; and
- Wendy Mead also declared an interest in item No. 23 as a member of the Advisory Council of the UK/Sichuan Business Association and as Chief Commoner Elect.

3. MINUTES

- 3a. The public minutes of the meeting held on 19 January 2017 were agreed, subject to Deputy Joyce Nash being added to the list of Members present.
- 3b. The draft public minutes of the Resource Allocation Sub-Committee meeting held on 19 January 2017 were noted.
- 3c. The draft public minutes of the joint meeting of the Resource Allocation and Efficiency and Performance Sub-Committees with Committee Chairmen held on 19 January 2017 were noted.

3d. The draft public minutes of the Members Privileges Sub-Committee meeting held on 19 January 2017 were noted.

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

The Committee considered a report of the Town Clerk concerning amendments to Standing Orders in order to clarify the governance arrangements for the disposal of property and enable the Corporate Asset Sub-Committee to be part of the decision making process for the disposal of operational property which had been declared surplus to requirements.

RESOLVED - that approval be given to the following amendments to Standing Orders (highlighted in italics/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.

5. **CROSSRAIL RECOGNITION - PLAQUES**

The Committee considered a report of the Town Clerk concerning the design and location of recognition plaques at three Crossrail stations.

RESOLVED – that approval be given to the plaque design, locations and wording which recognised the City of London's contribution to the construction of Crossrail (the Elizabeth Line).

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

The Committee considered a report of the Town Clerk concerning the provision of financial support to assist with the restoration of the bells at St Paul's Cathedral.

A Member questioned the safety of the bells. Whilst officers were of the view that the restoration complied with any health and safety at work requirements the Head of Culture and Visitor Development undertook to look into the matter.

RESOLVED – that approval be given to the provision of £30,000 to St Paul’s Cathedral for the restoration of the City Corporation’s tenor bell, to be met from the Committee’s 2017/18 Contingency Fund.

7. FREEMEN’S SCHOOL MASTER PLAN - PHASE 2 MAIN HOUSE

The Committee considered a report of the Headmaster of the City of London Freemen’s School seeking delegated authority for the approval of the detailed design proposals (Gateway 4 of the projects procedure) for the refurbishment of the Main House at the School and the outline options for the 2016 Masterplan (Gateway 3).

RESOLVED – that the approval of the following be delegated to the Town Clerk in consultation with the Chairmen and Deputy Chairmen of the Board of Governors of the City of London Freemen’s School, the Policy and Resources Committee and the Projects Sub-Committee:-

1. the Gateway 4 report - preferred option detailed design for the Main House refurbishment project, subject to approval by the Court of Common Council; and
2. the Gateway 3 report - outline options for the 2016 Masterplan to allow suitable planning progress in tandem with the Main House work.

8. ASSETS OF COMMUNITY VALUE - LISTING REVIEW PROCEDURE

The Committee considered a report of the Director of the Built Environment proposing the creation of a Listing Review Procedure in relation to Assets of Community Value.

A Member questioned whether it was appropriate for a senior officer to review a decision taken by Members. Several Members supported this and expressed concern about the lack of Member involvement in the review process. During further discussion Members questioned:-

- whether it was possible to include one or two Members on the review panel;
- whether the inclusion of an independent Member(s) of the Standards Committee might be more appropriate;
- what the City Corporation was legally obliged to do; and
- the process adopted by other authorities.

The Chairman advised that the procedure had to meet legal requirements. He suggested that, pending the receipt of more detailed information and in order not to delay matters unduly, the approval of the review procedure be delegated to the Town Clerk in consultation with the Chairman and Deputy Chairman. Members supported his suggestion.

RESOLVED – That the approval of the Listing Review Procedure for Assets of Community Value be delegated to the Town Clerk in consultation with the Chairman and Deputy Chairman.

9. **SPECIAL EVENTS ON THE HIGHWAY 2017/2018**

The Committee considered a report of the Director of the Built Environment concerning major events taking place on City's highways during 2017.

RESOLVED – That the events as set out in the report be supported and that it be noted that a review was planned for Standard Chartered Great City Race and the City of London Mile Run Fast events for 2018.

10. **FUTURE CITY AND SMART CITY UPDATE**

The Committee considered a report of the Director of the Built Environment concerning the preparation of a statement on the City Corporation's vision and ambitions for Future City and the creation of a smart city that was competitive, innovative, resilient and connected.

RESOLVED – That:-

1. the recent progress made and future initiatives expected to help deliver the place elements of the City's emerging mission statement, vision and ambitions for Future City be noted;
2. the Initial Strategy for a Smart and Innovative City as summarised in paragraphs 8-10 of the report be noted;
3. the proposed Smart City Initiatives for 2017 as set out in paragraphs 17-20 of the report be approved;
4. a sum of £200k for the interim funding of the programme of smart city initiatives for 2017 be approved. The funds would be met from the department's 2016/17 local risk projected underspend and carried forward in to 2017/18; and
5. it be noted that it was intended to seek funding for additional permanent staff to progress the smart city agenda longer term.

11. **THINK TANK MEMBERSHIP**

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

Members were advised that arrangements were being made for the Corporate Affairs Team to now fall within the remit of the Director of Communications. It was therefore suggested that the report be deferred to enable the Director to contribute to the review. It was noted that the Public Relations and Economic Development Sub-Committee had also considered the report earlier this day and had supported the suggestion, subject to the approval of any subscriptions

which needed to be renewed in the interim being delegated to the Town Clerk in consultation with the Chairman and Deputy Chairman.

RESOLVED – That the report be deferred for further work, subject to the approval of any subscriptions to think tanks which needed to be renewed in the interim being delegated to the Town Clerk in consultation with the Chairman and Deputy Chairman.

12. CITY WEEK 2017

The Committee considered a report of the Director of Economic Development concerning the proposed sponsorship of City Week 2017, an annual gathering of the international financial services community which aimed to bring together policy makers and senior industry representatives.

RESOLVED – a sum of £26,000 be provided from the Policy Initiatives Fund for 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.

13. PARTY CONFERENCES 2017

The Committee considered a report of the Director of Economic Development reviewing the arrangements for the 2016 party conferences and setting out proposals for participating in the conferences in 2017.

A Member referred to the current arrangements for engagement at the conferences and questioned whether a more moderate sized event at the Conservative Party Conference would have better results than the proposed small dinner. It was agreed that the matter should be referred to the Public Relations and Economic Development Sub-Committee for further investigation and that the outcome be reported back.

RESOLVED – That:-

1. the City Corporation continues hosting events at the Liberal Democrat, Labour and Conservative conference, with slight changes to the format as referred to in the report, subject to officers re-examining the arrangements for the Conservative Party Conference and bring back a new proposal to the Public Relations and Economic Development Sub-Committee; and
2. activities at the SNP conference be extended.

14. INTEGRATED COMMISSIONING FOR HEALTH AND SOCIAL CARE

The Committee considered a report of the Acting Director of Community and Children's Services concerning the integrated commissioning of health and social care and the creation of an Integrated Commissioning Board which would comprise members of the City Corporation as well as the NHS City and Hackney Clinical Commissioning Group Governing Body.

In response to comments on the complexity of the proposal, the Chairman of the Health and Social Care Scrutiny Committee advised that the proposed commissioning model had been looked at in detail and that being joined up would in her view improve outcomes for patients.

RESOLVED – That approval be given to:-

1. the City of London Corporation entering into a single integrated commissioning arrangement (a commissioning Board) with the City and Hackney Clinical Commissioning Group as set out in the report;
2. the establishment of an Integrated Commissioning Sub-Committee of the Community and Children's Services Committee;
3. the establishment of the Transformation Board; and
4. the funding arrangement to pool budgets.

15. **HIGH-LEVEL BUSINESS PLANS**

15a. Town Clerk's Corporate and Member Services Business Plan

The Committee considered the Town Clerk's and Member Services Business Plan.

The Chairman advised that the Public Relations and Economic Development Sub-Committee had considered the high-level business plan for the Economic Development Office and had made a number of comments which would be considered by officers. In essence it felt that whilst the structure of the business plan was much better, it was work in progress. Members supported this view.

RESOLVED – that the content of the Plan be noted.

15b. Remembrancer's Business plan

The Committee considered the Remembrancer's Business Plan.

RESOLVED – that the content of the Plan be noted.

15c. Economic Development Business Plan

The Committee considered the Economic Development Office Business Plan.

RESOLVED – that the content of the Plan be noted.

16. **LOCAL GOVERNMENT FINANCE BILL**

The Committee considered a joint report of the Chamberlain and the Remembrancer concerning the provisions of the Local Government Finance Bill.

It was noted that the Bill would enable 100% of business rates to be retained within local government, subject to the establishment of a mechanism for its distribution among councils.

RESOLVED – That the report be noted.

17. **GREAT FIRE OF LONDON - EVALUATION REPORT**

The Committee considered an evaluation report of the Director of Culture, Heritage and Libraries on the outcome of the high-profile events which took place to commemorate the 350th anniversary of the Great Fire of London.

Members noted that the events commissioned by Artichoke had been very successful. The associated activities commissioned by the Museum of London and the London Metropolitan Archive such as the Great Fire website, the *Fire! Fire!* Exhibition and the Great Fire Mindcraft game were also largely successful.

RESOLVED – That the report be noted.

18. **PROMOTING THE CITY - UPDATE**

The Committee considered a progress report of the Director of Economic Development on the changes which had been implemented following the Promoting the City review in 2016.

RESOLVED – that the report be noted.

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

The Committee considered an outcome report (Gateway 7 of the projects procedure) of the City Surveyor concerning the Guildhall, Great Hall Level Access project.

In answer to a question about the length of time it had taken to evaluate the project, the City Surveyor advised that in future all project reviews would be completed within three months of the completion of a project.

RESOLVED – that the lessons learned be noted and the project be closed.

20. **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.

21. DECISIONS TAKEN UNDER DELEGATED AUTHORITY OR URGENCY POWERS

The Committee considered a report of the Town Clerk reporting action taken since its last meeting.

RESOLVED – that it be noted that approval was given to the following:-

1. the allocation of £673,800 to meet the cost of highway improvements at Queen Victoria Street, Bucklersbury and Walbrook 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) in relation to the Bloomsbury Development;
2. the provision of £70,000 to sponsor the first year of operation of a Social Mobility Employer Index being launched by the cross party Social Mobility Commission (£60,000 in sponsorship plus £10,000 to cover a launch event in June). The cost was 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;
3. to delegating responsibility for signing a memorandum of understanding to the Director of Community and Children's Services in relation to the integrated governance arrangements for the North East London Sustainability and Transformation Plan; and
4. the release of funding (in instalments) of up to £5.398m to take the Museum of London Relocation project to the end of RIBA Stage 1 by July 2017.

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

There were no questions.

23. ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT

The Committee considered the following items of urgent business:-

Wendy Mead withdrew from the meeting whilst the following item was discussed.

Global Innovation and Enterprise Fair in Sichuan China – Visit by the Chief Commoner Elect

The Committee considered a report of the Director of Economic Development proposing the Chief Commoner Elect's attendance at the Global Innovation and Enterprise Fair in Sichuan, China from 8-12 May 2017 following an invitation from the Mayor of Chengdu. It was noted that the cost was being met by the hosts.

Several Members expressed concern about the visit and were keen to ensure that the City Corporation was not committed to anything resulting from it.

Arguments were also advanced on:-

- whether it was appropriate for the Chief Commoner Elect to attend the Fair;
- the mechanism for approving invitations such as this in future; and
- the repercussions of withdrawing attendance at this stage.

After further discussion, and on balance, the Committee supported the Chief Commoner Elect accepting the invitation to attend the Fair in Sichuan.

RESOLVED – that approval be given to the Chief Commoner Elect attending at the Global Innovation and Enterprise Fair in Sichuan, China from 8-12 May 2017.

Traffic Congestion

The Chairman advised that a small group of Members was being formed to act as an informal sounding board and assist in driving forward measures to address traffic congestion in the City. He stated that it was anticipated that the group would include the Chairmen of the relevant service committees. The Chairman of the Planning and Transportation added that congestion was a major issue which needed to be tackled with urgency and that he was therefore supportive of the creation of an informal sounding board.

During discussion Members expressed support for the proposal and reference was made to the importance of the group having a business focus and to the high level of pollution in London.

George Gillon

The Chairman advised that George Gillon had indicated that he did not intend to stand for re-election to the Court of Common Council and as a consequence this might be his last meeting of the Committee. The Chairman thanked Mr Gillon on behalf of the Committee for the contribution he had made to the work of the Committee and the City Corporation over the years. This was warmly endorsed by the Committee.

24. 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.

Item Nos.	Paragraph(s) in Schedule 12A
25 - 32	1, 3 and 7

Part 2 – Non-Public Agenda

25. NON-PUBLIC MINUTES

25a. The public minutes of the Committee meeting held on 19 January 2017 were approved.

25b. The draft non-public minutes of the joint meeting of the Resource Allocation and Efficiency and Performance Sub-Committees with Committee Chairmen held on 19 January 2017 were noted and the recommendations contained therein supported.

25c. The draft non-public minutes of the Resource Allocation Sub-Committee meeting held on 19 January 2017 were noted

25d. The draft non-public minutes of the Members Privileges Sub-Committee meeting held on 19 January 2017 were noted.

26. BARBICAN CENTRE - SECURITY

This item was withdrawn.

27. GUILDHALL IMPROVEMENT PROJECT

The Committee considered an outcome report (Gateway 7) of the Director of the Built Environment concerning the North Wing and Old Library elements of the Guildhall Improvement Project.

RESOLVED – that the lessons learned be noted and the project be closed.

28. STRATEGIC PROPERTY REVIEWS

The Committee received annual progress reports of the City Surveyor concerning the following property estates:-

28a. Strategic Property Review

RESOLVED – that the report be noted.

28b. City Fund Strategic Review

RESOLVED – that the report be noted.

28c. City's Estate Strategic Review

RESOLVED – that the report be noted and the recommendations agreed.

28d. Bridge House Estates Strategic Review

RESOLVED – that the report be noted.

29. POLICE ACCOMMODATION STRATEGY

29a. Wood Street - Phase 2

The Committee considered and approved a joint issues report (Gateway 3) of the City Surveyor, Chamberlain and Commissioner of the City of London Police concerning the redevelopment of the Wood Street Police Station.

29b. General Update Summary

The Committee considered and agreed a joint report of the City Surveyor, Chamberlain and the Commissioner of the City of London Police which delegated the approval of all Gateway reports for the Police Accommodation Strategy which arose during the City's election recess period to the Town Clerk, in consultation with the relevant Chairmen and Deputy Chairmen.

It was noted that items 29c and 29d had been withdrawn.

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

There were no questions.

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

The Committee considered the following item of urgent business:-

Cross-Cutting Security Enhancement Project

The Committee considered and agreed a joint report of the City Surveyor and the Chamberlain concerning the cross-cutting security enhancement project.

Part 3 – Non-Public Confidential Agenda

With the exception of the relevant officers only, all officers withdrew from the meeting whilst the following item was considered.

32a. REORGANISATION OF MANSION HOUSE AND THE CENTRAL CRIMINAL COURT

The Committee considered and agreed a report of the Town Clerk concerning the proposed reorganisation of the staffing structure of Mansion House and the Central Criminal Court.

With the exception of the Principal Committee and Members Services Manager and the Director of Human Resources, all remaining officers withdrew from the meeting whilst the following item was considered.

32b. REASONABLE ADJUSTMENT FOR A CHIEF OFFICER

The Committee considered and agreed a report of the Director of Human Resources concerning a proposed adjustment to a Chief Officer's working conditions.

The meeting ended at 3.25pm

Chairman

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

Thursday, 16 February 2017

Minutes of the meeting of the Public Relations and Economic Development Sub (Policy & Resources) Committee held at the Guildhall EC2 at 12.00 pm

Present

Members:

Mark Boleat (Chairman)
Deputy Catherine McGuinness (Deputy Chairman)
Keith Bottomley
Anne Fairweather
Stuart Fraser
Wendy Hyde
Edward Lord
Jeremy Mayhew

Officers:

John Barradell	-	Town Clerk and Chief Executive
Bob Roberts	-	Director of Communications
Giles French	-	Assistant Director of Economic Development
Eugenie De Naurois	-	Head of Corporate Affairs
Emma Sawers	-	Economic Development Officer
Sheldon Hind	-	Communications Team
Henry Tanner	-	Communications Team
Nigel Lefton	-	Remembrancer's Office
Angela Roach	-	Principal Committee and Members Services Manager

1. APOLOGIES FOR ABSENCE

Apologies for absence were received from Hugh Morris and Doug Barrow.

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

The Chairman declared an interest in item No. 4 as a member of the Advisory Council of the European Policy Forum.

3. MINUTES

The public minutes of the meeting held on 6 October 2016 were approved.

4. THINK TANK MEMBERSHIP

The Sub-Committee considered a report of the Director of Economic Development concerning the City Corporation's future membership of think tanks.

Members were advised that arrangements had been made for the Corporate Affairs Team to now fall within the remit of the Director of Communications. It was therefore suggested that the report be deferred to enable the Director to contribute to the review. The Chairman supported this and suggested that the approval of any subscription that needed to be renewed in the interim be delegated to the Town Clerk in consultation with the Chairman and Deputy Chairman.

RESOLVED – That it be recommended to the Grand Committee that the report be deferred for further work, subject to the approval of any subscriptions to think tanks which needed to be renewed in the interim being delegated to the Town Clerk in consultation with the Chairman and Deputy Chairman.

5. **PARTY CONFERENCES 2017**

The Committee considered a report of the Director of Economic Development reviewing the arrangements for the 2016 party conferences and setting out proposals for participating in the conferences in 2017.

RESOLVED – That it be recommended to the Grand Committee that:-

1. the City Corporation continues hosting events at the Liberal Democrat, Labour and Conservative conference, with slight changes to the format; and
2. activities at the SNP conference be extended.

6. **HIGH LEVEL BUSINESS PLAN - ECONOMIC DEVELOPMENT OFFICE**

The Committee considered a report of the Director of Economic Development submitting the High Level Business Plan for his office.

The Sub-Committee noted that as part of improving the business planning process the challenge for officers had been to distil their departmental business in no more than two pages. Members acknowledged that the format of the business plan had improved, including its direction of travel. Nevertheless, the plan would benefit from the inclusion of more detail to explain the top-line objectives.

During detailed discussion Members raised the merits of including the following activities:-

- Brexit, particularly given its importance and the volume of work being undertaken by the City Corporation to support its outcomes;
- the City Corporation's relationship with London government;
- the impact of the devolution of powers to London;
- the relationship with external partnership organisations such as TheCityUk.

The Assistant Director of Economic Development noted the comments and pointed out that an additional plan sat below the high level one. He undertook to ensure that the inclusion of any detail that supported the overview was adequate.

RESOLVED – that subject to the above-mentioned comments it be recommended to the Grand Committee that the High Level Business Plan be approved.

7. UPDATE AND FORWARD LOOK ON THE ACTIVITIES OF THE INTERNATIONAL REGULATORY STEERING GROUP (IRSG)

The Sub-Committee considered a report of the Director of Economic Development on the work of the International Regulatory Strategy Group (IRSG).

Several Members commended the work of the IRSG and noted that it was now a highly sought after organisation. The Assistant Director of Economic Development added that the industry had held together better than anticipated on Brexit. The IRSG was working with other organisations on an international basis and work was currently being undertaken on how to retain and attract investment in the industry in the medium to long term.

Reference was made to the Sub-Committee providing input to the IRSG via Chairman of the Sub-Committee and it was noted that this should be the Chairman of the Policy and Resources Committee.

RESOLVED – That the work of the IRSG Council as set out in the appendix to the report be noted.

8. GOVERNANCE OF DIGITAL COMMUNICATIONS

The Sub-Committee considered a report of the Director of Communications concerning the governance and editorial control of the City Corporation's website and digital platforms.

The Sub-Committee agreed that the website needed to be improved particularly in terms of its content and navigation. The City Corporation should not be afraid to invest in order to achieve what was needed.

RESOLVED – That:-

1. overall responsibility for the content and design of all the City Corporation's websites and digital platforms rest with the Director of Communications;
2. the Communications Team oversee and regulate all digital output (as the office had ultimate responsibility for all communication originating from the City Corporation); and

3. all digital assets including the intranet, apps and social media be included in the arrangement.

9. **COMMUNICATIONS UPDATE**

The Sub-Committee considered a report of the Director of Communications updating it on the future structure of the Communications Team.

Reference was made to the City Corporation's officer spokespeople. The Sub-Committee was advised that this was usually the role of relevant Members. In response to a suggestion to increase the number of Member spokesmen, the Sub-Committee was reminded that not everyone was suited to the role and that whilst Members coming forward was welcomed, there were risks associated with this.

RESLOVED – That the report be noted.

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

There were no questions.

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

There were no urgent items.

12. **EXCLUSION OF THE PUBLIC**

RESOLVED – That under Section 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	Paragraph
13	3

Part 2 - Non-Public Agenda

13. **NON-PUBLIC MINUTES**

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

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

There were no questions.

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

There were no items of urgent business.

The meeting closed at 12.45pm

Chairman

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PROJECTS SUB (POLICY AND RESOURCES) COMMITTEE

Friday, 17 February 2017

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

Present

Members:

Sir Michael Snyder (Chairman)	Christopher Hayward
Mark Boleat	Deputy Catherine McGuinness
Keith Bottomley	Deputy John Tomlinson
Deputy Roger Chadwick	James Tumbridge
Marianne Fredericks	

Officers:

Peter Lisley	-	Town Clerk's Department
Christopher Braithwaite	-	Town Clerk's Department
Jennifer Ogunleye	-	Town Clerk's Department
Arshi Zaman	-	Town Clerk's Department
Giles French	-	Economic Development Office
Emma Sawers	-	Economic Development Office
Caroline Al-Beyerty	-	Chamberlain's Department
Christopher Bell	-	Chamberlain's Department
Sean Green	-	Chamberlain's Department
Adrian Moody	-	Chamberlain's Department
Kevin Mulcahy	-	Chamberlain's Department
Paul Wilkinson	-	City Surveyor
Chris Hartwell	-	City Surveyor's Department
Simon Glynn	-	Department of the Built Environment
Steve Presland	-	Department of the Built Environment
Iain Simmons	-	Department of the Built Environment
Mike Kettle	-	Community and Children's Services Department
Mike Saunders	-	Community and Children's Services Department
Jamie Bottono	-	Open Spaces Department
Jeremy Dagley	-	Open Spaces Department
Martin Falder	-	Open Spaces Department
Patrick Hegarty	-	Open Spaces Department
Martin O'Regan	-	City of London Police
Commander Richard Woolford	-	City of London Police
Sue Williams	-	City of London Freeman's School
Jonathan Poyner	-	Barbican Centre
Jim Turner	-	Barbican Centre

1. APOLOGIES

Apologies for absence were received from Jeremy Mayhew, Hugh Morris and Graham Packham.

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

Mark Boleat, Chris Hayward and Deputy Catherine McGuinness declared interests in relation to agenda items 33 and 34 as Board members of the City of London Academy Trust.

3. MINUTES

RESOLVED – That the public minutes and summary of the meeting held on 31 January 2017 are approved as an accurate record.

4. GATEWAY APPROVAL PROCESS

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

5. STRATEGIC ENGAGEMENT MANAGEMENT SYSTEM - GATEWAY 2 PROJECT PROPOSAL AND GATEWAY 3/4 OPTIONS APPRAISAL

The Sub-Committee received a report of the Town Clerk which proposed a Project to implement a strategic engagement management system, to allow the Corporation to manage relationships between Senior Members and key external stakeholders. The project sought to ensure more coordinated engagement at a strategic, senior, business and political level.

The Chairman explained that, following discussion at callover, the Town Clerk had agreed to withdraw this report and submit a further report to the Sub-Committee's next meeting, which would provide more certainty regarding the proposed costs of the project and its integration with other systems.

RESOLVED – That the Sub-Committee agrees that the report be withdrawn.

6. 22 BISHOPSGATE - GATEWAY 2 PROJECT PROPOSAL

The Sub-Committee considered a report of the Director of the Built Environment which proposed a project to design, develop and implement new public realm options around the new building at 22 Bishopsgate and in the wider vicinity of the site.

RESOLVED – That the Sub-Committee:

- a) agrees that the project proceed to the next Gateway on the Regular route; and
- b) approves the allocation of £100,000 from the S106 agreement to progress the project to the next gateway, as set in section 2 of the report.

7. **SHOE LANE QUARTER PUBLIC REALM ENHANCEMENTS - PHASE 2 - GATEWAY 4 DETAILED OPTIONS APPRAISAL**

The Sub-Committee considered a report of the Director of the Built Environment which sought approval of the preferred option for the proposed public realm, highway and security improvement works in the area around the London Development Project in the Shoe Lane Quarter, to enable the project to move to Gateway 5 and progress the detailed design.

RESOLVED – That the Sub-Committee:

- a) Approves the proposed public realm, highway and security improvements (as shown in Appendix 2 to the report) to be progressed to detailed design;
- b) Approves further investigation to reopen Shoe Lane north to northbound traffic;
- c) Approves the departures from standard for public realm elements;
- d) Authorises Officers to enter into any legal agreements required to progress the highway works as proposed, including entering into a Section 8 Agreement with TfL;
- e) Agrees an increase in budget of £555,872, to complete detailed design as shown in Appendix 4;
- f) Delegates authority for any adjustments between elements of the £1,021,872 required budget to the Director of the Built Environment, in conjunction with the Chamberlain's Head of Finance, provided the total approved budget of £1,021,872 is not exceeded; and
- g) Notes that public engagement on the proposals follows this report and the results will be reported at Gateway 5.

8. **NEWGATE STREET/WARWICK LANE SAFETY IMPROVEMENTS - GATEWAY 4 OPTIONS APPRAISAL AND GATEWAY 5 AUTHORITY TO START WORK**

The Sub-Committee considered a report of the Director of the Built Environment which sought approval to commence work with the preferred option of the Newgate Street/Warwick Lane Safety Improvements project. The preferred option was to introduce traffic signals at the Newgate Street/Warwick Lane junction to control all movements, including the introduction of pedestrian green/red man facilities throughout.

The Chairman commented that a key to the project's success would be the timing of the traffic signals, to ensure that the delay to vehicle traffic was minimised. The Chairman also welcomed the proposals to seek to re-introduce the right turn from Warwick Lane in future.

RESOLVED – That the Sub-Committee:

- a) Approves Option 4, subject to the project obtaining TfL scheme approval;
- b) Approves the procurement approach and the proposed way forward;
- c) Approves a budget allocation of £90,000 to be funded from LIP allocation for 2016/17;

- d) Approves, subject to approval by the Planning and Transportation Committee, an additional £60,000 from the LIP grant for 2017/18 to be allocated to this project.

9. **11-19 MONUMENT STREET - GATEWAY 4 OPTIONS APPRAISAL AND GATEWAY 5 AUTHORITY TO START WORK**

The Sub-Committee considered a report of the Director of the Built Environment which sought approval to commence work with the preferred option for the project to accommodate the development at 11-19 Monument Street. The preferred option was for functional changes to accommodate the development, as well as environmental enhancements in the project area, including the raising of the southern section of Fish Street Hill and relocation of parking, the re-surfacing of Pudding Lane, and the relocation or introduction of street furniture and trees.

A Member commented that it would be vital that the TfL hoarding at the top of Fish Street Hill was removed on time by TfL. A Member commented that Director of the Built Environment was seeking to expedite this.

RESOLVED – That the Sub-Committee approves:

- a) The implementation budget of £964,358, fully funded from the 11-19 Monument Street S278 and S106 Agreements and 20 Fenchurch Street S106 Agreement, including any interest and indexation accrued (as set out in Section 5 and Appendix 3 of the report);
- b) That the budgets be adjusted to reflect the tables in Appendix 1 of the report;
- c) Budget adjustments, if required, between work, staff costs and fees to facilitate the completion of the project, providing the overall budget is not exceeded; and
- d) The advertisement and implementation of the necessary traffic order changes required, subject to the outcome of the statutory consultation requirements.

10. **ST ALPHAGE GARDENS ENHANCEMENT - GATEWAY 5 AUTHORITY TO START WORK**

The Sub-Committee considered a report of the Director of the Built Environment which sought approval to commence works on the project to enhance St Alphage Gardens. The works include significantly improved access arrangements, including a new staircase into the lower gardens, extension of the raised churchyard into the public highway, new seating, lighting, soft landscaping and historic interpretation of the former Church of St Alphage.

The Chairman commented that the project should have sought alternatives to the use of the City Corporation's Highway Term Contractor (JB Riney), to ensure that the use of JB Riney was the most efficient and effective solution.

RESOLVED – That the Sub-Committee:

- a) Approves the commencement of the project to be delivered by the City's Highway Term Contractor in line with the outline programme as detailed in section 3 of the report;
- b) Approves the budget as set out in section 5 and Appendix 3 of the report;
- c) Approves that any underspend from the evaluation stage is to be spent on implementation.
- d) Delegates authority for any adjustments between elements of the budget to the Director of the Built Environment, in conjunction with the Chamberlain's Head of Finance, provided the total approved budget is not exceeded.

11. ST BOTOLPH, BISHOPSGATE - BALL COURT IMPROVEMENTS - ISSUE REPORT (GATEWAY 2)

The Sub-Committee considered a report of the Director of Open Spaces which sought approval for proposals to ensure the provision of dedicated time for the use of the ball court at St Botolph Bishopsgate by young people, as required by the Section 106 funding and the key objectives of the project.

A Member asked for confirmation that funding the post of youth worker was an appropriate use of the Section 106 funding. The Director of Open Spaces explained that the Comptroller and City Solicitor had been consulted and had confirmed that this was an appropriate use of the funding.

RESOLVED – That the Sub-Committee:

- a) approves the funding of the post of youth worker employed by the Church, at a maximum cost of £100,000 to be funded from the Heron Tower S106 agreement allocation for the Church of St Botolph without Bishopsgate.
- b) approves the spending of the balance of the Heron Tower S106 agreement allocation for the Church of St Botolph without Bishopsgate, including indexation, on improvements to the Churchyard as outlined in this report and estimated at £88,000.

12. MIDDLESEX STREET ESTATE, PETTICOAT TOWER - REPLACEMENT OF WINDOWS AND BALCONY DOORS - GATEWAY 3/4 OPTIONS APPRAISAL

The Sub-Committee considered a report of the Director of Community and Children's Services which sought approval for the preferred option for the project for the replacement of the windows and balcony doors to flats in Petticoat Tower on the Middlesex Street Estate.

RESOLVED – That the Sub-Committee:

- a) Notes the budget of £787,500.
- b) approves Option 2 to replace the existing windows and doors with an equivalent layout with double glazing for progress to procurement and to Gateway 5.
- c) Approves the £14,000 funding required for staff resources and specialist surveying and CDM services required to reach next Gateway, as detailed at section 21 of the Options Appraisal.

13. PETTICOAT TOWER STAIRWELL PANELS - GATEWAY 3/4 OPTIONS APPRAISAL

The Sub-Committee considered a report of the Director of Community and Children's Services which sought approval to develop the preferred option for the project to replace stairwell panels at Petticoat Tower. The preferred option was to install an aluminium-framed Glazed Curtain Wall System (a floor to ceiling glazed curtain wall system similar to surrounding buildings), which had been recommended by a number of suppliers.

RESOLVED – That the Sub-Committee:

- a) Notes the budget of £429,000
- b) Approves Option 3 to proceed to Procurement and Gateway 5.
- c) Approves funding of £35,839 as detailed at section 20 of the options appraisal, for:
 - o £18,000 resources required to reach next gateway.
 - o Retrospective approval of £13,354 associated with the installation of the scaffolding and debris netting under Health & Safety requirements.
 - o The on-going costs for the hire of scaffolding up to Gateway 5.

14. CONCRETE TESTING & REPAIRS - BARBICAN ESTATE, GOLDEN LANE ESTATE & MIDDLESEX STREET ESTATE - GATEWAY 4 OPTIONS APPRAISAL

The Sub-Committee considered a report of the Director of Community and Children's Services which sought approval to develop the preferred option for the project of concrete testing and repairs at the Barbican Estate, Golden Lane Estate and Middlesex Street Estate. The preferred option was to establish a planned programme of repairs at a competitively tendered rate based on the testing results

The Chairman commented that the report only included one option to deliver the project. He agreed that there was no alternative but to conduct the concrete repairs and the potential style of the repairs was limited by the listed status of the building involved. He commented that he would, however, have expected to see a range of options regarding the manner in which the repairs could be delivered, to ensure that the option which was proposed was the most appropriate.

RESOLVED – That the Sub-Committee:

- a) Approves Option 1 to proceed to Procurement and Gateway 5.
- b) Notes the estimated total project budget of £2,275,000, of which £905,000 is designated for the Barbican Estate and £1,370,000 designated for Golden Lane and Middlesex Street Estates.
- c) Approves a budget of £18,400 to reach the next Gateway.
- d) Agrees that the project be transferred from the complex approval track to the regular approval track.

15. **CITY OF LONDON POLICE MUSEUM - GATEWAY 7 OUTCOME REPORT**

The Sub-Committee considered a report of the Town Clerk which provided information of the outcomes from the project to design and build a reimagined and modern City of London Police Museum.

A Member commented that the lesson learnt regarding the challenges in creating appropriate signage to the Museum was a key finding and commented that it was important that this was fed in to similar projects in future.

RESOLVED – That the project be closed.

16. **PROJECT GOVERNANCE ARRANGEMENTS FOR TRANSPORTATION AND PUBLIC REALM PROJECTS**

The Sub-Committee considered a joint report of the Chamberlain and the Director of the Built Environment which clarified how Members were given oversight and made funding allocation decisions from the various sources of external funding used to deliver infrastructure projects by the Transportation and Public Realm Division of the Department for the Built Environment.

A Member commented that it would be beneficial to include the cost thresholds for the various parts of the Projects Procedure within the report and Briefing Note, to ensure that this was clear to all readers of the report.

The Chairman asked for clarification regarding how the prioritisation and planning of projects would be communicated to the Projects Sub-Committee. The Director of the Built Environment explained that a report regarding the proposed projects would be submitted to the Sub-Committee on a six-monthly basis. The next instance of this report was due to be submitted to the Sub-Committee's May 2017 meeting.

The Chairman commented that he had previously identified some minor works projects within the Additional Works Programme for additional scrutiny, to ensure that the value for money approaches supported by the Sub-Committee were embedded into those works. The Chairman requested that he be provided with an update regarding these works.

RESOLVED – That the Sub-Committee notes the report and the governance arrangements outlined in the Briefing Note, circulated with the report, subject to the inclusion of information regarding the cost thresholds for the Projects Procedure.

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

There were no questions.

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

There were no items of urgent business.

19. **EXCLUSION OF THE PUBLIC**

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

Item No.	Paragraph No
20-50	3

20. NON-PUBLIC MINUTES

The Sub-Committee approved the non-public minutes of the meeting held on 31 January 2017 as an accurate record.

21. MICROSOFT LICENSING RENEWAL AND OFFICE 365 IMPLEMENTATION - GATEWAY 3/4 OPTIONS APPRAISAL AND GATEWAY 5 AUTHORITY TO START WORK

The Sub-Committee considered and approved a report of the Chamberlain which sought approval to develop the preferred option and to commence works on the project to renew the Corporation's Licencing Agreement with Microsoft and implement Office 365.

22. IT TRANSFORMATION - WIDE AREA NETWORK (WAN) REPLACEMENT - GATEWAY 3/4 OPTIONS APPRAISAL AND GATEWAY 5 AUTHORITY

The Sub-Committee considered and delegated authority to the Town Clerk to approve a report of the Chamberlain which sought approval to develop the preferred option and commence works on the project to replace the Wide Area Network for the Corporation and Police.

23. IT TRANSFORMATION - JOINT NETWORK REFRESH PROGRAMME - ISSUE REPORT (GATEWAY 4/5)

The Sub-Committee considered and delegated authority to the Town Clerk to approve a report of the Chamberlain which sought additional funding for the Joint Network Refresh Programme.

24. POLICE ACCOMMODATION STRATEGY - GENERAL UPDATE SUMMARY

The Sub-Committee considered and approved a joint report of the City Surveyor, Chamberlain and Commissioner which provided an update regarding the Police Accommodation Strategy and sought delegated authority to determine matters in relation to this during the election recess period.

25. CUPOLA HOUSE, 209-212 TOTTENHAM COURT ROAD, LONDON WC1 - GATEWAY 2 PROJECT PROPOSAL

The Sub-Committee considered and approved a report of the City Surveyor which proposed a project to refurbish Cupola House, 209-212 Tottenham Court Road.

26. OLD SWAN STAIRS, SWAN LANE ESSENTIAL REPAIRS TO THE FLOOD DEFENCE WALL - GATEWAY 2 PROJECT PROPOSAL

The Sub-Committee considered and approved a report of the City Surveyor which proposed a project for essential repairs to the flood defence wall at Old Swan Stairs, Swan Lane.

27. **TRIG LANE STAIRS AND CASTLE YARD WHARF ESSENTIAL REPAIRS TO THE FLOOD DEFENCE WALL - GATEWAY 2-4 PROJECT PROPOSAL AND OPTIONS APPRAISAL**
The Sub-Committee considered and approved a report of the City Surveyor which proposed a project and sought approval to develop the preferred option for repairs to the flood defence wall at Trig Lane Stairs and Castle Yard Wharf.
28. **RELOCATION OF CITY'S SALT STORE FROM SMITHFIELD MARKET - GATEWAY 2 PROJECT PROPOSAL**
The Sub-Committee considered and delegated authority to the Town Clerk to approve a report of the City Surveyor which proposed a project to relocate the City's salt store from Smithfield Market.
29. **ST LAWRENCE JEWRY - ISSUE REPORT (GATEWAY 2)**
The Sub-Committee noted a report of the City Surveyor which provided an update on the St Lawrence Jewry project.
30. **CITY OF LONDON FREEMEN'S SCHOOL - MAIN HOUSE (2008 MASTERPLAN) GATEWAY 4 DETAILED DESIGN AND 2016 MASTERPLAN GATEWAY 3 OPTIONS OUTLINE - REQUESTS FOR DELEGATED AUTHORITY**
The Sub-Committee considered and approved a report of the Headmaster, City of London Freemen's School which sought delegated authority to the Town Clerk to approve the development of the preferred option for the Freemen's School Main House (2008 Masterplan) project and to develop options for the 2016 Masterplan.
31. **123/124 NEW BOND STREET - REDEVELOPMENT BEHIND RETAINED FAÇADE - CITY'S ESTATE - GATEWAY 4C DETAILED DESIGN**
The Sub-Committee considered and approved a report of the City Surveyor which sought approval to develop the preferred option for the project for the redevelopment of the 123/124 New Bond Street.
32. **CITY OF LONDON SCHOOL FOR GIRLS REFURBISHMENT PROGRAMME - ISSUE REPORT (PHASE 1: GATEWAY 6; AND PHASE 2: GATEWAY 4)**
The Sub-Committee considered and approved a report of the Headteacher of the City of London School for Girls which provided an update regarding Phase 1 of the project for the refurbishment of the City of London School for Girls and sought approval for the preferred option for Phase 2 of the project.
33. **CITY OF LONDON PRIMARY ACADEMY SOUTHWARK - REQUEST FOR DELEGATED AUTHORITY (GATEWAY 4 ISSUE REPORT)**
The Sub-Committee considered and approved a joint report of the City Surveyor and Director of Community and Children's Services which sought delegated authority for the Town Clerk to approve an Issue report in relation to the City of London Primary Academy Southwark project.
34. **PROVISION OF ADDITIONAL PRIMARY SCHOOL PLACES AND SOCIAL HOUSING ON THE FORMER RICHARD CLOUDESLEY SCHOOL SITE,**

GOLDEN LANE, EC1 - REQUEST FOR DELEGATED AUTHORITY (GATEWAY 4C)

The Sub-Committee considered and approved a joint report of the City Surveyor and Director of Community and Children's Services which sought delegated authority for the Town Clerk to consider a Gateway 4c report regarding the project for the redevelopment of the former Richard Cloudesley School site on Golden Lane.

35. LORD MAYOR'S STATE COACH - REQUEST FOR DELEGATED AUTHORITY (GATEWAY 5 AUTHORITY TO START WORK)

The Sub-Committee considered and approved a report of the City Surveyor which sought delegated authority for the Town Clerk to consider a Gateway 5 report regarding the project for the renovation of the Lord Mayor's State Coach.

36. CITY OF LONDON SCHOOL SUMMER WORKS 2016 - REQUEST FOR DELEGATED AUTHORITY (GATEWAY 6)

The Sub-Committee considered and approved a report of the City Surveyor which sought delegated authority to the Town Clerk to consider an issue report in relation to the City of London School Summer Works project.

37. BRIDGE MASTER'S HOUSE - ISSUE REPORT (GATEWAY 5) - REMODELLING OF RETAIL UNITS - REQUEST FOR DELEGATED AUTHORITY

The Sub-Committee considered and approved a report of the City Surveyor which sought delegated authority to the Town Clerk to consider an Issue report regarding the Bridge Master's House – Phase 2 project.

38. JUBILEE RETREAT - VODAFONE / ORION HARRIERS RUNNING CLUB - CHANGE OF PROVIDER OF STAFF WELFARE FACILITIES - ISSUE REPORT (GATEWAY 3/4)

The Sub-Committee considered and approved a report of the Director of Open Spaces which sought approval for a change of provider for the staff welfare facilities at Jubilee Retreat.

39. SKATEBOARDING (ST. PAUL'S CHURCHYARD) - ISSUE REPORT

The Sub-Committee considered and approved a report of the Director of the Built Environment which sought approval to make permanent versions of the temporary furniture which had been installed to reduce skateboarding in the area surrounding St Paul's Cathedral.

40. TOWER BRIDGE - REPLACEMENT OF HEATING SYSTEM SERVING THE HIGH LEVEL WALKWAYS AND TOWERS - GATEWAY 3/4 OPTIONS APPRAISAL

The Sub-Committee considered a report of the Director of Open Spaces which set out the options and sought approval to develop the preferred option for the project to replace the heating system serving the high level walkways and towers at Tower Bridge.

41. COMMISSION A DESIGN TEAM TO PROGRESS DELIVERY OF 600+ UNITS ON HOUSING ESTATES - GATEWAY 2 PROJECT PROPOSAL

The Sub-Committee considered and approved a report of the Director of Community and Children's Services which proposed a Project to commission a design team to progress delivery of in excess of units on housing estates.

42. **PROPOSED BARBICAN PODIUM WATERPROOFING, DRAINAGE AND LANDSCAPING WORKS - PHASE 2 - GATEWAY 2 PROJECT PROPOSAL**

The Sub-Committee considered and approved a report of the Director of Community and Children's Services which proposed a project to undertake waterproofing, drainage and landscaping works to the podium level at the Barbican estate.

43. **GOLDEN LANE COMMUNITY CENTRE AND ESTATE OFFICE SITUATED AT THE BASE OF GREAT ARTHUR HOUSE - GATEWAY 3/4 OPTIONS APPRAISAL**

The Sub-Committee considered and approved a report of the Director of Community and Children's Services which set out the options and sought approval to develop the preferred option for the project to reconfigure and redevelop Golden Lane Community Centre and Estate Office situated at the base of Great Arthur House.

44. **FIRE ALARM RENEWAL - SILK STREET AND JOHN HOSIER ANNEX - REQUEST FOR DELEGATED AUTHORITY (GATEWAY 3/4 OPTIONS APPRAISAL)**

The Sub-Committee considered and approved a report of the Principal of the Guildhall School of Music and Drama which sought delegated authority to the Town Clerk to consider a report in relation to the project to renew the fire alarms at Silk Street and John Hosier Annex of the Guildhall School of Music and Drama.

45. **GUILDHALL SCHOOL OF MUSIC AND DRAMA - RENEWAL GENERAL ELECTRICAL AND DIMMER INSTALLATION SILK STREET THEATRE - GATEWAY 5 AUTHORITY TO START WORK**

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

46. **BARBICAN CAMPUS PROGRAMME: AMBER AND RED PROJECTS**

The Sub-Committee noted a report of the Managing Director of the Barbican Centre which provided an update of the projects which were being undertaken by the Barbican Centre.

47. **OPEN SPACES PROGRAMME - RED, AMBER, GREEN REPORT UPDATE**

The Sub-Committee noted a report of the Director of Open Spaces which provided an update of the projects which were being undertaken by the Open Spaces Department.

48. TRANSPORTATION AND PUBLIC REALM PROGRAMME: AMBER AND RED PROJECTS

The Sub-Committee noted a report of the Director of the Built Environment which provided an update of the projects which were being undertaken as part of Transportation and Public Realm Programme.

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

There were no questions.

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

There were three items of urgent business.

The meeting closed at 11.45 am

Chairman

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

COURTS SUB (POLICY AND RESOURCES) COMMITTEE

Thursday, 9 February 2017

Minutes of the meeting of the Courts Sub (Policy and Resources) Committee held at the Guildhall EC2 at 10.30 am

Present

Members:

Deputy Catherine McGuinness (Chairman)	Michael Hudson
Alderman Sir David Wootton (Deputy Chairman)	Sheriff & Alderman William Russell
Nicholas Bensted-Smith	James de Sausmarez
Nicholas Hilliard	John Scott

Officers:

John Barradell	-	Town Clerk and Chief Executive
Peter Lisle	-	Assistant Town Clerk
Richard Horner	-	Town Clerk's Department
Simon Latham	-	Town Clerk's Department
Gemma Stokley	-	Town Clerk's Department
Caroline Reeve	-	Corporate HR
Michael Cogher	-	Comptroller and City Solicitor
Paul Double	-	City Remembrancer
Nigel Lefton	-	Remembrancer's Department
Peter Young	-	City Surveyor's Department
Nia Morgan	-	City Surveyor's Department
Charles Henty	-	Secondary and Under Sheriff of London and High Bailiff of Southwalk

1. APOLOGIES

Apologies for absence were received from Sheriff & Alderman Peter Estlin, Adam Richardson and Alderman Alison Gowman (observer).

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

John Scott declared a non-pecuniary interest stating that he currently served as a JP in the City's Courts.

3. PUBLIC MINUTES

The public minutes of the meeting held on 2 December 2016 were considered and approved as a correct record.

MATTERS ARISING

Terms of Reference and Frequency of Meetings (page 2) – The Town Clerk reported that the Sub Committee's amended terms of reference had been submitted to the Policy and Resources Committee and that these were approved at their January 2017 meeting.

4. **EXTERNAL REPAIR WORKS AT MAGISTRATES COURT - GATEWAY 1&2 PROJECT PROPOSAL**

The Sub Committee considered a report of the City Surveyor regarding a Gateway 1&2 Project Proposal for External Repair Works at the City Magistrates Court.

The City Surveyor reported that the project proposal encompassed a number of building, repairs and maintenance works identified as being required for completion in 2018/19 at the City Magistrates Court in order to keep the premises functioning as is.

The City Surveyor went on to report that the external works required on the City Magistrates Court had previously been postponed to await the completion of the nearby Bloomberg development. However, it was now proposed that these works be brought forward, something which the Projects Sub Committee had agreed to at their meeting last month.

The Chairman highlighted that there would be further discussion around a wider strategy for the future of the City Magistrates Court in the non-public session of the meeting. However, the proposed building, repairs and maintenance work detailed within the report would be required regardless of any future decision.

The City Surveyor reported that the only possible area of the works that could be aborted was the roof replacement as, if the building were to be sold at any point in the future, the purchaser may want/need to construct additional floors.

In response to a question, the City Surveyor reported that current works around Bank would be taken into account in the phasing of any future works to be carried out on the City Magistrates Court once the full scope and costs of the works required was known.

RESOLVED – That, the Sub-Committee agree with the recommendation that the Project proceed to the next Gateway on the Regular route.

5. **MOBILE PHONE POLICY UPDATE**

The Sub Committee considered a joint report of the Secondary of London and the Comptroller and City Solicitor providing Members with further clarification as to the risk of permitting mobile phones and other smart technology into the public galleries at the Central Criminal Court.

The Secondary stated that this report further highlighted the risks of permitting mobile phones or other smart technology into the public galleries at the Central Criminal Court. These included not only huge reputational risks but also the risk of contempt of court proceedings.

The Committee were informed that an added difficulty was that the public viewing galleries at the Central Criminal Court were raised and situated off-centre meaning they were not in direct view of the well of the Court or Court staff.

The Comptroller and City Solicitor reported that the recommendation that the current policy in this area should be maintained was in line with the rules followed by HMCTS. He added that the policy would apply to mobile phones as well as other forms of smart technology and recordable devices.

The Recorder reported that he had had the opportunity to feed in to this report at various stages and felt that it was correct for this Sub-Committee to now take a final view on this.

The Secondary reminded Members that the original policy paper had been put to the Sub Committee for consideration in October 2016 and so it was therefore proposed that this be reviewed further in October 2017 and, thereafter, on an annual basis.

RESOLVED – That, the current position of retaining the prohibition of mobile phones and other recordable devices in the public galleries remains until reviewed in October 2017.

6. FACILITIES MANAGEMENT REVIEW UPDATE

The Sub Committee received a joint report of the Secondary of London and the Town Clerk updating Members on departmental progress in relation to the Corporation's Strategic Asset Management – Facilities Management (FM) Review Project.

The Secondary reminded the Sub Committee that the Central Criminal Court had been the first department selected to undertake an FM Review. He went on to state that, as a result of the review, it was not recommended that security at the site be contracted out at present.

With regard to the site's boiler maintenance staff, the Secondary reported that the quote received from Interserve had raised some concerns around cost. The Assistant Town Clerk reported that he had discussed the issue with the Secondary and was of the view that this needed to be speedily resolved. Members were informed that one of the current maintenance staff was set to retire this Summer and that, if the service needed to be kept in-house, recruitment to this position would need to be commenced as soon as possible. He stated that a further report would be submitted to the Sub Committee on this matter or would be dealt with under Urgency procedures if necessary.

In-house cleaning services had also formed part of the review and Members were informed that the FM Review Team were now some outstanding issues, particularly around the non-core cleaning activities currently undertaken by the cleaning team, and how these might be accurately costed.

In response to questions, the Secondary confirmed that all contractors on site at the Central Criminal Court all underwent police checks as a minimum.

In response to questions regarding the request made to HMCTS to agree to the security staff uplift recommended by the 2016 Police Review of the CCC's security services and their lack of response to date, the Secondary confirmed

that he was due to meet with HMCTS representatives on this shortly. Members were firmly of the view that the City Corporation should make no commitment to solely fund this should a decision from HMCTS not be forthcoming.

The Chairman confirmed that all staff at the CCC (both City Corporation and those employed by contractors) were paid the London Living Wage as a minimum.

RESOLVED – That, Members note the report.

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

Sub Committee Visit

The Town Clerk confirmed that the Sub Committee’s visit to the City Magistrates Court would take place on Thursday, 2 March and that a detailed itinerary would be supplied to members once this had been agreed with the Court.

The Town Clerk went on to confirm that further visits to the other City Courts would be arranged later this year, after the March election period.

8. ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT

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

9. EXCLUSION OF THE PUBLIC

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

Item No(s).	Paragraph No(s).
10	3 & 7
11	7
14	1

10. NON PUBLIC MINUTES

The non-public minutes of the meeting held on 2 December 2016 were considered and approved as a correct record.

11. SECURITY UPDATE - CENTRAL CRIMINAL COURT

The Sub Committee received a report of the Secondary of London updating Members on progress in increasing security measures in the Central Criminal Court (CCC) in both physical and staffing elements.

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

A Member questioned if the Sub-Committee could also be briefed on the utilisation and works requirements at the Mayor’s and City of London Court.

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

There were no additional, urgent items of business for consideration in the non-public session.

14. STAFFING UPDATE

The Sub-Committee considered and approved a report of the Town Clerk & Chief Executive setting out proposals for the reorganisation of Mansion House and the management of the Central Criminal Court.

The meeting closed at 11.30 am

Chairman

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Committee: Policy & Resources Committee	Date: 16 March 2017
Subject: Appointment of Sub-Committee Chairmen	Public
Report of: Town Clerk	For Decision
Report authors: Simon Murrells, Assistant Town Clerk	

Summary

This report concerns the process for appointing chairmen of sub-committees. There is no hard or fast rule and Members felt that the rather ad-hoc approach taken by the various Committees would benefit from greater consistency across the board. In light of this, the Policy & Resources Committee decided that when a Chairman of a Grand Committee does not wish to be the chairman of a sub-committee, a convention is adopted whereby the Chairman submits his or her nomination for chairman of the sub-committee to the Grand Committee for approval. Where no specific Member is nominated by the Chairman of the Grand Committee, the selection process would be by election from all eligible Members of the Grand Committee.

This proposal was promulgated to the various Committees and was met with a mixed response. It was also discussed at the all-Member informal meeting on 9 February, with differing views being expressed. The Policy Chairman agreed that the issue should be reconsidered. To assist Members, set out are several options for Members to consider, including retaining the status quo, implementing the convention proposed by this Committee for Grand Committee Chairmen to nominate the chairman of the sub-committees, election of chairmen of sub-committees by the Grand Committee and election of Sub Committee chairmen by the sub-committee itself.

At the informal meeting of all Members in February, it was suggested that the introduction of term limits for chairmen of sub-committees should also be considered and the views of Members are sought on that matter.

Recommendations

It is **recommended** as follows:

- a) that further consideration be given to the implementation of a new convention for the appointment of chairmen of sub-committees, namely, when a Chairman of a Grand Committee does not wish to be the chairman of a sub-committee a convention is adopted whereby the Chairman submits his or her nomination for chairman to the Grand Committee for approval. Where no specific Member is nominated by the Chairman of the Grand Committee, the selection process would be by election from all eligible Members of the Grand Committee;

- b) that consideration be given to the introduction of term limits for sub-committee chairmen.

Report

Background

1. This report concerns the recent review of the process for appointing chairmen of sub-committees.
2. The current arrangements for selecting the chairmen of sub-committees is for that to be determined by the relevant Grand Committee and quite often it can be the Chairman of the Grand Committee who takes on the responsibility, depending on circumstances. If not, it is usual practice for the sub-committee to decide, most often by election from amongst its membership. There is no hard or fast rule and Members felt that the rather ad-hoc approach taken by the various Committees would benefit from greater consistency across the board
3. In light of this, in December 2016 the Policy Committee proposed the introduction of a convention for the selection of sub-committee chairmen to ensure consistency across all Committees. The convention provides that, when a Chairman does not wish to be the chairman of a sub-committee and wishes a specific member to be appointed, the Chairman shall submit his or her nomination for chairman to the Grand Committee for approval. A resolution to that effect was circulated to all relevant Committees asking for the convention to be endorsed.
4. The Policy Committee based its decision on the following principles:
 - it should be accepted practice for the Chairman of a Grand Committee to chair any Sub-Committee appointed by it;
 - where the Chairman of a Grand Committee does not wish to chair a sub-committee, the Chairman should be able to nominate another Member of the Grand Committee with the necessary experience and qualities, for approval to fulfil that role; and
 - where no specific Member is nominated by the Chairman of the Grand Committee, the selection process would be by election from all eligible Members of the Grand Committee.
5. The Chairman of the Finance Committee was particularly supportive of the P&R recommendation. Under his Chairmanship of Finance, he has been able to propose and to gain support for some significant changes in the way sub-committees operate and who chairs them. These changes have enabled more Members to play a more valuable part in, and to contribute to, the Committee's overall work, whilst also recognising that sub-committees should be servants of the Grand Committee's policies and priorities. Any changes should not get in the way of these two objectives.

6. It was noted at the informal meeting that the Policy & Resources Committee would take another look at the position. In addition, several Members asked for consideration to also be given to whether terms limits should be introduced for Chairmen of sub-committees, as they are for Chairmen of Grand Committees.

Options for Chairmanship of sub-committees

7. There are several options open to Members to consider for how Chairmen should be selected for sub-committees, including the following:
 - i) Retain the status quo. Currently, a Grand Committee has the option of choosing who should take the chair of a sub-committee that it appoints. In a number of cases that is the Chairman of the Grand Committee but not always. Grand Committees can also decide to leave such matters to the sub-committee who usually select their Chairman through a process of election. This has been the position for a number of years.
 - ii) Adopt the convention agreed by the Policy & Resources Committee in December, as described in paragraphs 3 and 4 above. This provides for a process whereby the Chairman of a Grand Committee does not wish to chair a sub-committee and has instead identified another Member for that role with the necessary experience and qualities. In those circumstances, the Chairman would submit his or her nomination to the Grand Committee for approval. Where no specific Member is nominated by the Chairman of the Grand Committee, the selection process would be by election from all eligible Members of the Grand Committee who would nominate themselves.
 - iii) Grand Committees to appoint all sub-committee chairmen. In this case, when sub-committees are appointed (which they are annually), the Grand Committee would be asked to decide at that stage who should take the chair. This could be the Chairman of the Grand Committee or by inviting eligible Members of the Grand Committee to nominate themselves, followed by an election if there is more than one candidate.
 - iv) Sub-committees to appoint their own chairmen. In this case, the question of chairmanship would be left entirely to the sub-committee to decide, usually by election. Whilst this is an option, it should be noted that there are a number of sub-committees where Members may consider it appropriate, because of the nature of the business ie: it is sensitive or strategic, for the Chairman of the Grand Committee to be the chairman. In those circumstances, imposing such a rigid rule may not serve the City Corporation's best interests as it does not allow for any flexibility.
8. It should also be noted that the Chief Commoner automatically chairs several sub-committees including the Privileges Sub-Committee.

Term Limits

9. At the informal meeting of all Members reference was made to the possibility of introducing terms limits for chairmen of sub-committees. Currently there are no restrictions on the number of terms (or years) that a Member can serve as chairman of a sub-committee as there are for Grand Committees (there are, however, conventions affecting the chairmanship of the Property Investment Board, Financial Investment Board and Social Investment Board, all of which report directly to the Court of Common Council). Standing Orders provide for the Chairmanship of most Grand Committees to be no more than three years with three exceptions - the Policy & Resources and Finance Committees where the term is a maximum of five years and the Police Committee where the term is no more than four years.
10. Members' views are sought on whether term limits should be introduced for chairmen of sub-committees and, if so, what the term should be eg: three years. If Members decide to introduce a term limit, it would be prudent, where the Chairman of the Grand Committee chairs the sub-committee, for any limit to correspond with the term of chairmanship of the relevant Grand Committee.
11. Members should bear in mind that in a number of cases sub-committees are appointed to give more detailed consideration to certain topics and, over time, chairmen can develop an expertise and considerable knowledge of the area. This does, however, need to be balanced against the need for others to be given opportunities to serve and to bring fresh skills and experience to the work of the sub-committee. The loss, through the imposition of a term limit, of an experienced chairman does not necessarily mean that individual and their knowledge of a particular topic need be lost to the sub-committee.

Conclusion

12. The proposed convention agreed by the Policy & Resources Committee for appointing chairmen of sub-committees has been met with mixed views and at the recent informal meeting of all Members it was noted that the Committee would look again at the matter. This report asks Members to review the position and sets out some options that could be considered. It also asks Members for a view on whether a term limit should be introduced for chairmen of sub-committees and, if so, what that term should be.

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Agenda Item 5

Committee: Policy and Resources	Date: 16 March 2017
Subject: Committee Terms of Reference and Compositions	Public
Report of: Town Clerk	For Decision
Report Author: Angela Roach, Principal Committee and Members Services Manager	

Summary

1. The Policy and Resources Committee is responsible for the City Corporation's governance arrangements including committee terms of reference and composition and therefore any material changes need to be considered by this Committee prior to terms of reference being considered by the Court of Common Council in April.
2. This report therefore focuses on the suggested changes which are considered to be of a material nature and not minor changes such as the insertion of a word for greater clarity.
3. The following Committees and Boards have proposed amendments to their terms of reference. The details of these amendments are set out in the appendices to this report:-
 - Culture, Heritage and Libraries Committee
 - Establishment Committee
 - Local Government Pensions Board
4. The Culture, Heritage and Libraries Committee has also requested that consideration be given to it being consulted on the future appointment of the Directors of Open Spaces and Community and Children's Services and the Assistant Town Clerk and Cultural Hub Director.
5. Local Government Pensions Board is also proposing that its constitution states that either the Chairman or Deputy Chairman must be a Member of the *Court of Common Council*, rather than stating that they must be a Common Councilman and its quorum be increased to three, to include at least one Employer representative and one Member representative
6. Whilst the Audit and Risk Management Committee was content with its terms of reference, it is proposing that, with the exception of the Chairman and Deputy Chairman, Members of the Court serving on the Committee should be subject to similar term limits as those which applied to its external Members i.e. three years.

Recommendations

7. It is recommended that approval is given to:-
- the introduction of a three year term for Members of the Court of Common Council serving on the Audit and risk Management Committee, up to a maximum of no more than nine years' service (such term limit should not apply to the Chairman, Deputy Chairman or ex-officio Members);
 - amendments to the terms of reference of the Culture, Heritage and Libraries Committee, Establishment Committee and the Local Government Pensions Board as set out in the appendices to the report and that the changes be included in the annual report to the Court of Common Council;
 - Consideration be given the Culture, Heritage and Libraries Committee being consulted on the future appointment of the Directors of Open Spaces and Community and Children's Services and the Assistant Town Clerk and Cultural Hub Director; and
 - with regard to Local Government Pensions Board the Chairmanship of the Board the constitution state that either the Chairman or Deputy Chairman must be a Member of the *Court of Common Council*, rather than stating that they must be a Common Councilman and its quorum be increased to three, to include at least one Employer representative and one Member representative.

Main Report

Background

8. The Policy and Resources Committee is responsible for the City Corporation's governance arrangements which, amongst other things, include committees. Any material changes to committee constitutions or terms of reference therefore need to be considered by this Committee prior to them being considered by the Court of Common Council in April.

Establishment Committee

9. The Committee has reviewed its terms of reference and proposes a number of amendments as set out in Appendix 1 of the report. Amongst other things the changes include making it explicit that the representative of the Finance Committee was an appointed Member, noting that it was responsible for dealing with matters relating to the Local Government Pension Scheme and ensuring the Committees monitoring responsibilities was in line with the Scheme of Delegation.

Culture Heritage and Libraries Committee

10. The Committees terms of reference have been amended to reflect the fact that the post of Director of Culture, Heritage and Libraries no longer exists. Given the new

grant giving regime, reference to the City's Miscellaneous Arts and Related Initiatives Budget has also been deleted (Appendix 2).

11. The Committee has also requested that, given the cessation of the Culture, Heritage and Libraries Department, consideration be given to the Committee being consulted on the future appointment of both the Directors of Open Spaces and the Community and Children's Services.

Local Government Pensions Board

12. The Local Government Pensions Board is a new body set up last year in accordance with the Public Service Pensions Act 2013. The Board is keen to expand its terms of reference to make it more comparable to the model constitution for Pensions Boards as set out in the Act. The suggested changes are set out in Appendix 3. Amongst other things the changes include renaming the positions as *Employer Representatives* (previously "Scheme Manager Representatives") and *Member Representatives* (previously "Scheme Member Representatives"); providing further information regarding the requirements of Board Members and the work of the Board. A minor amendment is also proposed to the Chairmanship of the Board to state that either the Chairman or Deputy Chairman must be a Member of the *Court of Common Council*, rather than stating that they must be a Common Councilman. The original phrasing would have excluded Aldermen.
13. The Board also proposes to increase its quorum to three, to include at least one Employer representative and one Member representative. This is in line with the lowest quorum among the City Corporation's other Committees.

Audit and Risk Management Committee

14. The Committee is proposing that, with the exception of the Chairman and Deputy Chairman, Court of Common Council Members on the Committee should be subject to similar term limits as those which applied to its external Members i.e. three years, up to a maximum continuous term of nine years. The Committee was of the view that the term limit should not apply to the Chairman or Deputy Chairman of the Committee for the duration of their term (and, in the case of the Chairman, for the year immediately following the end of his term as Chairman). The Committee was also of the view that this should not apply to its ex-officio Members.

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ESTABLISHMENT COMMITTEE

1. **Constitution**
A Non-Ward Committee consisting of,
 - one Alderman nominated by the Court of Aldermen
 - 15 Commoners elected by the Court of Common Council at least two of whom shall have fewer than five years' service on the Court the time of their appointment
 - a representative of the Finance Committee (Deputy Jamie Ingham Clark)
2. **Quorum**
The quorum consists of any four Members.
3. **Membership 2016/17**
ALDERMAN
2 Peter Estlin

COMMONERS

7 (3) The Revd. Stephen Decatur Haines, M.A., Deputy (Chairman)
8 (3) Charles Edward Lord, O.B.E., J.P. (Deputy Chairman)
4 (4) William Harry Dove, O.B.E., J.P., Deputy
3 (1) Mark Boleat.
8 (4) Sylvia Doreen Moys
6 (4) Angela Starling
4 (3) Kevin Malcolm Everett, D.Sc., Deputy
2 (2) Randall Anderson, *for three years*
4 (2) Nigel Kenneth Challis
4 (2) Richard David Regan, O.B.E., Deputy
6 (2) Elizabeth Rogula
2 (2) Philip John Woodhouse
4 (1) Jeremy Paul Mayhew, M.A., M.B.A., *for three years*
30 (1) Joyce Carruthers Nash, O.B.E., Deputy
20 (1) Barbara Patricia Newman, C.B.E.

together with the ~~ex-officio Member~~ representative of the Finance Committee referred to in paragraph 1.

4. **Terms of Reference**
 - (a) The Establishment Committee has specific authority to deal with or make recommendations to the Court of Common Council where appropriate on all matters relating to the employment of City of London Corporation employees where such matters are not specifically delegated to another Committee. These matters include:-
Conditions of employment;
Local Government Pension Scheme ~~Superannuation~~ (apart from investments);
Workforce planning;
Wages, salaries structure, job evaluation, staff grading and remuneration of Senior Officers;
Organisation reviews;
Employee relations;
Joint consultation;
Learning and employee development;
Recruitment and selection;
Discipline, dismissal, redundancies in line with the appropriate stages in policy etc;
Occupational health, safety and wellbeing ;
 - NB. The exception to this rule is, whilst the support staff in the City of London Police come within the purview of this Committee, the uniformed Police come under the Police Committee.
 - (b) To approve:-
 - (i) Reports of Heads of Departments recommending changes to senior management posts of Grade I and above which need the approval of the Court.
 - (ii) The structure and application of Job Evaluation Schemes and any amendments thereto.
 - (c) To approve and promulgate Human Resources policies and practices so that the City of London Corporation can recruit, retain and motivate its employees and carry out its functions to the highest standards of quality and cost effectiveness;

- (d) To instigate and promulgate organisational reviews of departments and to approve their reports and comments on proposed changes in organisation to ensure that **staff manpower** resources are deployed in an efficient and effective manner.
- (e) To make amendments to:-
- (i) the general terms and conditions of employment which are contained in the employee handbook, such as working hours, annual leave, **pension**, ~~superannuation~~ leave of absence, allowances, **family friendly** ~~parental leave~~ provisions, and sick pay;
 - (ii) those procedures which form part of the contract of employment to include the grievance, disciplinary, capability, ~~harassment~~ and appeals procedures, ~~the learning and employment development scheme~~, motor car, and motorcycle assisted purchase scheme ~~and the staff suggestion scheme~~.
- (f) To appoint seven members (including the representative of the Finance Committee):-
- (i) to act as the Employer's side of the Joint Consultative Committee when meeting 8 members of the recognised unions, **UNITE** **AMICUS** and GMB for the purpose of collective consultation and negotiation on general matters relating to salaries and terms and conditions of service etc. of City of London Corporation employees up to and including Grade G but excluding teachers and City Police Officers;
 - (ii) to act as the Employer's side of the Senior Management Joint Consultative Committee when meeting representatives of senior management of grades H and above, including High and Table Officers, for the purpose of collective consultation and negotiation on general matters relating to salaries and terms and conditions of service, etc;
- (g) To increase Judges' salaries if they follow the recommendations of the Top Review Board and are approved by the Lord Chancellor.
- (h) To increase the salary of the Coroner if it follows the recommendations of the Joint Negotiating Committee for Coroners.
- (i) To consider submissions of the Board or Boards of Governors relating to teaching staff, which, inter alia, may have to be finally submitted to the Court of Common Council.
- (j) To approve any increase in the salaries for teachers at the three City Schools if they are in excess of that recommended by the School Teachers' Review Body and any proposed changes to the basic salary structure or restructuring of the common pay spine for teachers.
- (k) To approve:-
- (i) the learning and employee development policy, strategy and budget;
 - (ii) the Health and Safety and Occupational Health **and Wellbeing** policies and strategies.
- (l) To be the service Committee for the following Departments:-
Town Clerk's (Policy and Democratic Services, including Corporate HR)
Comptroller and City Solicitor's
- (m) To be responsible for the appointment of the Coroner (and see (h) above).
- (n) In accordance with the Scheme of Delegation, to receive details of:
- i) ~~redundancies and early retirements~~
 - ii) ~~professional fees and annual subscriptions~~
 - iii) Market Forces Supplements
 - iv) Long Service Awards
 - v) ~~payment to an officer of an honorarium, gratuity or payment for extra services~~
 - vi) ~~the extension of service of an officer who has reached retirement age or for an extension of sick leave of an officer whether on full or half pay~~
- (o) To be responsible for the monitoring and control of overtime, sickness absence, **recruitment and retention** changes to staffing resources, **workforce profile**, ~~equal opportunities~~ job evaluation and the termination of employment.
- (p) To have oversight of the City of London Corporation's policies and practices in respect of equality and inclusion, including the implementation of the Equality Act 2010 and other relevant legislation.
- (q) dealing with requests for grants to support staff welfare initiatives from funds under the Committee's control, as allocated by the Resource Allocation Sub (Policy and Resources) Committee

Culture, Heritage and Libraries Committee

4. Terms of Reference

To be responsible for:-

- (a) the City Corporation's activities and services in the fields of culture, heritage and visitors including the development of relevant strategies and policies, reporting to the Court of Common Council as appropriate;
- (b) the management of the City's libraries and archives, including its functions as a library authority in accordance with the Public Libraries and Museums Act 1964 and all other powers and provisions relating thereto by providing an effective and efficient library service;
- (c) the management of the Guildhall Art Gallery and all the works of art belonging to the City of London Corporation;
- ~~(d) the appointment of the Director of Culture, Heritage and Libraries;~~
- (d) the management and maintenance and, where appropriate, furnishing the City Information Centre, the Monument, the Roman **Villa and** Baths (Lower Thames Street) and the visitor and events elements of Tower Bridge;
- (e) matters relating to the City's obligations for its various benefices;
- (f) the upkeep and maintenance of the Lord Mayor's State Coach, the semi-state coaches, the Sheriff's' Chariots and State Harness;
- (g) cart marking;
- (h) the development and implementation of a strategy for the management of Keats House (registered charity no. 1053381) and all of the books and artefacts comprising the Keats collection, in accordance with the relevant documents governing this charitable activity;
- ~~(i) overseeing the City's Miscellaneous Arts and Related Initiatives Budget, including any individual funding requests above £2,000, annual budget requests and any future review of the fund;~~
- (j) the management of Guildhall Library Centenary Fund (registered charity no. 206950);
- (k) making recommendations to the Court of Common Council regarding the Cultural Strategy, the Visitor Strategy and other corporate strategies, statements or resolutions relating to any of its functions, following consultation with the Policy & Resources Committee;
- (l) responsibility for the production and publication of the official City of London Pocketbook;
- (m) appointing such Sub-Committees and/or Consultative Committees as are considered necessary for the better performance of its duties including the

following areas:-

- Benefices
- Keats House

(n) to be responsible for grants in relation to the 'Inspiring London Through Culture' programme for culture and arts from funds under the Committee's control.

LOCAL GOVERNMENT PENSIONS BOARD

1. Constitution

A Non-Ward Committee consisting of,

- Three ~~Scheme Manager~~ *Employer* Representatives, of which;
 - Two will be Members of the Court of Common Council (who may not be Members of the Investment Committee, Financial Investment Board or Establishment Committee);
 - One will be an Officer of the Corporation, nominated by the Town Clerk and Chief Executive; and
- Three ~~Scheme~~ Member Representatives, selected by an appointment method determined by the Town Clerk and Chief Executive.

In addition, the Board has the power to appoint one co-opted member (with no voting rights) as an independent advisor to the Board, should the Board require further technical guidance.

2. Quorum

The quorum consists of any ~~two~~ *three* Members, including one ~~Scheme Manager~~ *Employer* Representative and one ~~Scheme~~ Member Representative.

3. Membership 2016/17

Three ~~Scheme Manager~~ *Employer* Representatives

- 1 (1) Ian David Luder, J.P., Alderman (Chairman)
- 1 (1) James Richard Tumbridge (Deputy Chairman)
Jon Averbs, Port Health and Public Protection Director

Three ~~Scheme~~ Member Representatives

Christina McClellan (*appointed for a four year term expiring February 2020*)
Yvette Dunne (*appointed for a four year term expiring February 2020*)
Martin Newnham (*appointment for a four year term expiring June 2020*)

together with the co-opted Member referred to in paragraph 1 above, if required.

Each Board Member should endeavour to attend all Board meetings during the year. In the event of consistent non-attendance by any Board member, then the tenure of that membership should be reviewed by the other Board members in liaison with the Scheme Manager.

Board Members must be satisfied that they:

- are conversant with the legislation and associated guidance of the Local Government Pension Scheme (LGPS);
- are conversant with documents recording policy about the administration of the LGPS by the City of London Corporation;
- Have knowledge and understanding of the law relating to pensions and any other matters which are prescribed in regulations, including undertaking appropriate training to develop this knowledge;
- conduct themselves in line with the seven principles of public life;
- do not have any conflict of interest with their role on the Pensions Board.

4. Terms of Reference

In line with the requirements of the Public Services Pensions Act 2013 for the management of the City of London Corporation's Pension Scheme, to be responsible for:

a) assisting the Scheme Manager (the City of London Corporation) in the following matters:

- Securing compliance with the scheme regulations and other legislation relating to the governance and administration of the scheme and any statutory pension scheme that it is connected to;
- Securing compliance with requirements imposed in relation to the scheme and any connected scheme by the Pensions Regulator; and
- Other such matters as the scheme regulations may specify.

b) Securing the effective and efficient governance and administration of the LGPS for the City of London Pension Fund

The Pension Board will ensure it effectively and efficiently complies with the code of practice on the governance and administration of public service pension schemes issued by the Pension Regulator.

The Pension Board will also help ensure that the City of London Corporation Pension Fund is managed and administered effectively and efficiently and complies with the code of practice on the governance and administration of public service pension schemes issued by the Pension Regulator.

The Pension Board shall meet sufficiently four times per year during 2017 and three times per year thereafter.

5. Chairmanship

Any Member of the Board will be eligible to be Chairman. However, to allow reporting to the Court of Common Council, either the Chairman or Deputy Chairman must be a ~~Common-Councilman~~ *Member of the Court of Common Council*.

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Agenda Item 6

Committee: Policy & Resources Committee	Date: 16 February 2017
Subject: Business Travel Scheme – Recognised Events	Public
Report of: Town Clerk	For Decision
Report Author: Chris Braithwaite, Senior Committee and Members Services Officer	

Summary

The purpose of this report is to confirm the schedule of recognised events (conferences etc.) attended by Members and Officers for inclusion within the Business Travel Scheme. This schedule lists those events which Members and Officers are permitted to attend without requiring further specific Committee approval. Travel and accommodation at these events is still required to be in accordance with the provisions of the Business Travel.

Periodic approval of this schedule by this Committee is required in accordance with Standing Order No. 42.

The schedule of events has been reviewed by the Chief Officer Summit Group. It supported the addition of the following to the schedule of recognised events:-

- LGC Investment Summit
- Wildlife Enforcers Conference (WEC) (Police/Border Force) Seminar
- Society of Heads Conference
- Annual Conference of Standards Committees
- European Cities Marketing Expert Meeting
- Association of Charitable Foundations – Annual Conference

Recommendations

The Committee is recommended to approve the schedule of recognised events that may be attended by Members and Officers set out at Appendix A for inclusion within the Business Travel Scheme.

Main Report

Background

1. Standing Order No. 42 deals with attendance at events by Members and Officers and reads as follows:-

42. Conferences

(1) Members and Officers are authorised to attend events (ie. conferences, congresses, seminars, meetings, exhibitions etc.) on behalf of the City of London Corporation in accordance with the Business Travel Scheme.

(2) The Business Travel Scheme:

(a) forms part of the Financial Regulations;

(b) defines the various categories of travel on official business;

(c) includes a schedule of recognised events attended by Members and/or Officers approved by the Policy & Resources Committee.

2. Paragraph (2)(c) introduced the concept of a schedule of recognised events, to be approved this Committee, that forms part of the Business Travel Scheme.

Business Travel Scheme

3. The Business Travel Scheme regulates business travel on behalf of the City and is one of the specific responsibilities of the Finance Committee under its terms of reference.
4. The Scheme provides a clear framework against which attendance at events involving travel can be regulated. Business trips are categorised according to the profile/significance of events and the approval process for attendance at events in each category is set out. Typically, any business travel which involves Members requires approval in advance from the relevant Spending Committee. The Scheme includes an exception to this rule for the Lord Mayor and the Chairman of Policy and Resources, given the nature of their travel.
5. The Scheme provides for a schedule of recognised events, to be approved periodically by this Committee. Subject to sufficient funds being available, further approvals are not required for attendance by Members and Officers at events included in this schedule.
6. The cost of attendance is typically met either from the relevant Department's Local Risk Budget. In the event that there is not sufficient provision within that budget, funding would need to be sought from the Finance Committee's contingency fund.

Recognised Events

7. A list of proposed recognised events for inclusion with the Business Travel Scheme is set out at Appendix 1. The last time this was approved by your Committee was in September 2014. The Schedule of recognised events has been reviewed by the Chief Officer Summit Group and the following annual events have been added to the list of approved events:-

Committee(s)	Event	Venue	No. of Attendees¹
Finance	LGC Investment Summit	UK	Two officers
Port Health & Environmental Services (Heathrow Animal Reception Centre)	Wildlife Enforcers Conference (WEC) (Police/Border Force) Seminar	UK	One Officer
Board of the Governors of the City of London Freemen's School	Society of Heads Conference	UK	Head Teacher
Standards	Annual Conference of Standards Committees	UK	Up to two Members One officer
Culture, Heritage & Libraries	European Cities Marketing Expert Meeting	Europe	One officer
City Bridge Trust	Association of Charitable Foundations – Annual Conference	UK	(in 2016) Chairman, Chief Grants Officer and several CBT officers

8. The events meet one or more of the following criteria:-
- they are regularly attended by Members
 - they are attended by Officers accompanying Members
 - they are events which are regularly attended by Officers which typically require overseas travel.
9. Once agreed, Members and Officers will be able to attend the listed events without the need for further specific approval from Committees. Travel for these events will still need to be undertaken in accordance with the Business Travel Scheme.
10. The specific Members who attend each event are typically agreed either by the relevant Spending Committee or by the Chairman and Deputy Chairman thereof.

Unscheduled Events

11. Occasionally, invitations or opportunities will arise during the year to attend events, considered by Committees or Chief Officers to merit representation by the City Corporation, but which are not included in the approved schedule.

¹ Unless already approved at Court or Committee level, the names of Members attending events will be agreed by the Chairman and Deputy Chairman of the relevant Committee.

12. The provisions of Standing Order No. 42 apply to such events and, therefore, attendance must be approved and undertaken in accordance with the Business Travel Scheme. These are set out in the table below.

	Party Including		
	Members	Officers of Grade I and Above	Solely Officers of Grade H and below
Category 1 (Overseas travel involving Government representatives, or senior business, financial or cultural leaders)	Spending Committee	Spending Committee	N/A (Travel of this level would necessarily involve Members of Chief Officers)
Category 2 (all other travel)	Spending Committee	Town Clerk*	Chief Officer

*Approval for the Town Clerk's travel should be considered by the Chamberlain.

Conclusion

13. Standing Order No. 42 focuses directly on the Business Travel Scheme as the means of regulating attendance at events. The inclusion of a schedule of recognised events, periodically approved by this Committee, ensures that the Scheme provides an appropriate level of control in relation to this issue. It is appropriate that this is reviewed on a regular basis. This has been reviewed by the Summit Group, and Members are requested to consider and approve the schedule of recognised events.

Appendices

Appendix 1 – Schedule of Recognised Events

Contact:

Chris Braithwaite

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

020 7332 1427

Christopher.braithwaite@cityoflondon.gov.uk

SCHEDULE OF RECOGNISED EVENTS

Committee(s)	Event	Venue	No. of Attendees²
Policy & Resources	Local Government Association Conference	UK	One or two Members One officer
Policy & Resources / Planning & Transportation	MIPIM (Marché International des Professionels de L'Immobilier)	France	Four Members Eight officers
Finance	Chartered Institute of Public Finance & Accountancy Conference	UK	One or two Members Up to two officers
Finance	LGC Investment Summit	UK	Two officers
Finance	National Association of Pension Funds Conference	UK	One officer
Port Health & Environmental Services	The Chartered Trading Standards Institute Conference (Annual)	UK	two Members plus up to four Officers; Officers - 3 from the Trading Standards Team plus 1 from the Animal Health Team
Port Health & Environmental Services	Chartered Institution of Wastes Management Conference	UK	One Member Two officers
Port Health & Environmental Services	Local Authority Recycling Advisory Committee Conference	UK	Two officers
Port Health & Environmental Services (Heathrow Animal Reception Centre)	International Air Transport Association (IATA) Live Animals Board (twice a year)	International	One Officer (fully funded by IATA)

² Unless already approved at Court or Committee level, the names of Members attending events will be agreed by the Chairman and Deputy Chairman of the relevant Committee.

Committee(s)	Event	Venue	No. of Attendees²
Port Health & Environmental Services (Heathrow Animal Reception Centre)	International Pet Air Transport Association (IPATA) Conference (Annual)	International	Two Officers
Port Health & Environmental Services (Heathrow Animal Reception Centre)	Animal Transport Association (ATA) Conference (Annual)	International	One Officer
Port Health & Environmental Services (Heathrow Animal Reception Centre)	Wildlife Enforcers Conference (WEC) (Police/Border Force) Seminar (Annual)	UK	One Officer
Port Health & Environmental Services (Open Spaces)	Institute of Cemetery & Crematorium Management Conference	UK	One officer
Police	Joint Conference of Association of Chief Police Officers & Association of Police & Crime Commissioners (Summit)	UK	Two Members Two officers
Police	Association of Police & Crime Commissioners (APPC) Annual General Meeting	UK	Two Members One officer
Markets	World Union of Wholesale Markets (two meetings per year)	Varies but usually outside the UK	One Member One officer
Board of the Governors of the City of London Freeman's School	Society of Heads Conference	UK	Head Teacher
Boards of Governors of the City Schools	Association of Governing Bodies of Independent Schools – AGM	UK	Up to three Members (one from each Board)

Committee(s)	Event	Venue	No. of Attendees²
Boards of Governors of the City Schools	Association of Governing Bodies of Independent Schools - Conferences/seminars through the year	UK	Board Members as appropriate (depends on subject matter)
Community & Children's Services	Chartered Institute of Housing Conference	UK	Two Members Two Officers
Community & Children's Services	National Children & Adult Services Conference	UK	Two Members Two Officers
Community & Children's Services	Public Health England Conference	UK	Two Members One Officer
Standards	Annual Conference of Standards Committees	UK	Up to two Members One officer
Culture, Heritage & Libraries	International Council on Archives Conference (once a year)	Varies but usually outside the UK	Up to two officers
Culture, Heritage & Libraries	Archives & Records Association UK & Ireland Conference (once a year)	UK or Ireland	Up to two officers
Culture, Heritage & Libraries	International Council of Archives Section on Local Municipal and Territorial Archives Conference/Meeting (once a year)	Europe	One officer
Culture, Heritage & Libraries	International Conservation Conference (once every four years)	Varies but usually outside the UK	Up to two officers
Culture, Heritage & Libraries	European Cities Marketing Expert Meeting (once a year)	Europe	One officer
City Bridge Trust	Association of Charitable Foundations – Annual Conference	UK	(in 2016) Chairman, Chief Grants Officer and several CBT officers

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Committee: Policy and Resources	Date: 16 March 2017
Subject: Policy Initiatives Fund/Committee Contingency	Public
Report of: Chamberlain	For Decision
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 £81,600 and £152,200 respectively.
6. In previous years any unused provisions in both the Policy Initiatives Fund and the Committee contingency are rolled forward to the following financial year. It is proposed that your Committee agree to continue this practice and rollover any unused balances (currently amounting to £233,800) to help mitigate the impact of meeting the cost of anticipated initiatives in 2017/18.

Recommendations

7. It is recommended that:
- the contents of the schedules are noted; and
 - the unused provisions in 2016/17 are carried forward to 2017/18

Contact:
Ray Green
020 7332 1332
ray.green2@cityoflondon.gov.uk

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 02/03/17</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>DESCRIPTION</u>	<u>RESP OFFICER</u>	<u>ALLOCATION</u>	<u>ACTUAL PAID</u>	<u>BALANCE</u>	<u>NOTES</u>
<u>DATE</u>			£	TO 02/03/17 £	TO BE SPENT £	
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	18,000	0	
Urgency	Think Tank Membership 2017: Renewal of COL's membership to European Policy Forum (EPF - £7,500); Institute for Public Policy Research (IPPR - £6,300); Local Government Information Unit (LGIU - £10,000) & Reform (£9,000) Promoting the City	DED / DOC	32,800	26,495	6,305	
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	38,750	6,250	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	75,000	10,000	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 02/03/17 £	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 Communities	DED	25,000	0	25,000	3 year funding: £100,000 in 2017/18 & 2018/19	
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	10,000	0	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	35,977	18,923	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	
16/02/17	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	63,000	0	63,000	In addition, £7,000 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 02/03/17 £	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 (IFSFW) - 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
			1,437,400	1,187,974	249,426	
	BALANCE REMAINING		81,600			
	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

81,600

Less possible maximum allocations from this meeting

0

0

Balance

81,600

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 02/03/17 £	<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	10,350	14,650	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	22,458	2,542	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	87,306	2,694	

<u>ALLOCATIONS FROM CONTINGENCY</u>					<u>STATUS OF BALANCE</u>	
<u>COMMITTEE</u> <u>DATE</u>	<u>DESCRIPTION</u>	<u>RESP</u> <u>OFFICER</u>	<u>ALLOCATION</u> £	<u>ACTUAL</u> <u>PAID</u> TO 02/03/17 £	<u>BALANCE</u> <u>TO BE SPENT</u> £	<u>NOTES</u>
17/03/16	Lord Mayor's Show Fireworks: City of London Corporation to hold a public fireworks display following the LM's Show. Funding to cover all aspects of the planned display including the fireworks display itself, and all the traffic management, public safety and crowd and related events management issues.	DOC	125,000	123,074	1,926	
17/11/16	Co-Exist House: City of London Corporation to fund a learning institution and centre in London dedicated to promoting understanding of religion and to encourage respect and tolerance	DED	20,000	20,000	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	
	BALANCE REMAINING		450,800	298,379	152,421	
	TOTAL APPROVED BUDGET		152,200			
	ANALYSIS OF TOTAL APPROVED BUDGET		603,000			
	ORIGINAL PROVISION		300,000			
	APPROVED BROUGHT FORWARD FROM 2015/16		303,000			
	TOTAL APPROVED BUDGET		603,000			

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

KEY TO RESPONSIBLE OFFICER:-

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

CAROLINE AL-BEYERTY - DEPUTY CHAMBERLAIN

POLICY AND RESOURCES COMMITTEE - CONTINGENCY

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

Caroline Al-Beyerty
Deputy Chamberlain

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Committee Resource Allocation Sub-Committee Policy and Resources Committee	Dated: 16 th March 2017
Subject Central Grants Programme (CGP) Resourcing and Management Fee 2017/2018	Public
Report of: Chief Grants Officer	For Decision
Report author: Scott Nixon, Head of Projects, City Bridge Trust	

Summary

In October 2016, the Policy and Resources Committee received a report and endorsed an approach which allowed City Bridge Trust (CBT) to second staff in to manage the CGP until 31st March 2017; and agreed an interim resource of up to £41,000 to support the Central Grants Unit (CGU) during this time (equivalent to 10% of the CGP's total budget allocation).

As this was a pilot project, it was agreed that a follow up report would be submitted to this Committee in March 2017 to approve the staffing and resources for 2017/2018 and the management fee for the CGP. This was to allow time for one pilot grant-round to take place per funding theme and therefore for a more accurate assessment of resource requirements to be captured and presented to this Committee.

During the four month period (October 2016 to January 2017) a time recording system has been implemented by the CGU so that each individual grant programme can be recharged for the actual time and resource spent by CBT Officers.

Members are asked to agree that the CGU can recharge up to £60,000 to manage the CGU over a 12 month period (1 April 2017 - 31 March 2018). This figure takes into account the fact that six grant rounds will be delivered in 2017/2018 (as opposed to four in the six month pilot) and that additional grant monitoring and evaluation costs will be incurred during 2017/2018. The management fee to be charged to each of the four grant-giving committees will be kept within a 10% to 15% of their grants budget allocation.

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

Recommendations

- a) To agree to continue to second staff from CBT to manage the CGP, for a one year period (April 2017 – March 2018).
- b) To agree that the CGU can recharge up to £60,000 to manage the CGU over this 12 month period.
- c) To note that an evaluation report of the CGU pilot will be submitted to this Committee in December 2017 to agree the 2018/2019 delivery approach.

Main Report

Background

1. In March 2016, the Resource Allocation Sub-Committee and the Policy and Resources Committee received a report outlining the work that had been undertaken to date to implement the recommendations of the Effectiveness of Grants Service Based Review (SBR). The aim of the review was to increase the strategic impact of grant-making, ensure that the grants are managed more efficiently and effectively, improve the consistency and quality of the customer experience and so bring consequential reputational benefits. The report recommended a consolidated CGP be implemented (while maintaining principal funding streams separately e.g. CBT activities and this Committee's Policy Initiatives Fund).
2. In order to manage the CGP effectively a new CGU was proposed to manage all grant applications, monitoring and evaluation processes and Committee reporting procedures.
3. It was agreed that the CGU would be co-located within CBT in order to facilitate consistency of approach and harmonise service standards. The Chief Grants Officer, whose responsibility includes the grant-making activities of CBT, maintains an overview of the CGU, with relevant input from the Head of Charity and Social Investment Finance within the Chamberlain's Department.
4. In October 2016, Members of this Committee received a report and endorsed an approach which allowed CBT to second staff in to manage the CGP until 31st March 2017; and agreed an interim resource of up to £41,000 to support the CGU during this time (equivalent to 10% of the CGP's total budget allocation).
5. It was agreed that a full report would be submitted to this Committee in March 2017 to approve the staffing and resources for 2017/2018 and the management fee for the CGP. This was to allow a decision on resourcing to be based on a more accurate assessment of resource requirements with some grant rounds having been delivered.

Current Position & CGP Management Fee proposal 2017/2018

6. At the time of this report, only two of the four grant rounds will have taken place for the 2016/2017 programme. The remaining two grant-giving Committees will have convened to award funds by the end of March 2017.
7. Between October 2016 and January 2017 (4 months of the agreed pilot), based on the CBT officer time recording system /overheads incurred, £18,000 of the agreed maximum of £41,000 will be recharged by the CGU to the CGP. Therefore, based on current forecasts, it is expected that approximately £32,000 would be charged for the first 6 month pilot.
8. The number of grant rounds to take place in 2017/2018 has been provisionally agreed by each grant-giving committee, as laid out below:

Funding theme	Number of grant rounds*
Inspiring London through Culture	2
Stronger Communities	1
Enjoying Open Spaces and the Natural Environment	1
Education and Employment	2

*Note: If all the funds available within this financial year are not distributed in the agreed number of grant rounds, an additional grant round may be implemented at the request of the grant-giving committee.

9. The funding available for 2017/2018 will be less than that in 2016/17 (which benefited from a significant carry forward of funding from previous years). Therefore, the CGU will ensure that as high a proportion of the available funds as possible is distributed as grants in 2017/18 without compromising the agreed due diligence processes and procedures of the CGU.
10. Additional time will be required by the Senior Grants Officer in 2017/2018 to monitor and evaluate grants awarded in the previous financial year.
11. The gross budget for the CGP, prior to the deduction of CGU management fee, in 2017/2018 is shown below.

Grant Themes - Sum available including carry forward.	2017/18
Stronger Communities	63,931*
Inspiring London through Culture	84,931
Open Spaces	42,331*
Stronger Communities - Combined Relief of Poverty (1073660)	7,696
Education and Employment - City Educational Trust Fund (290840)	191,991
Education and Employment - Combined Education Charity (290129)	45,666
Total grants budgets including carry forward	436,547

* The Stronger Communities and Enjoying Green Spaces and the Natural Environment figures provided are based on maximum amounts that could be awarded based on the applications received to-date. These figures will be updated after the grant-giving committees have assessed the applications.

12. It is assumed that the Chamberlain in consultation with the Chairman and Deputy Chairman of the Resource Allocation Sub-Committee will approve the carry forward of any City's Cash underspend from 2016/2017.
13. To support these grant rounds, it is proposed that the Senior Grants Officer continue to be seconded in from CBT until 31st March 2018. The expertise and management time of the Chief Grants Officer and Head of Charity and Social Investment Finance will also be drawn upon.
14. During this period the time recording system will continue to be implemented by the CGU so that each individual grant programme can be recharged for the actual time and resource spent by CBT officers. CBT will backfill their grants team to ensure there is no adverse impact on its own resources and delivery of CBT's activities in furtherance of Bridge House Estates' (1035628) charitable purposes and policy objectives.
15. Members are asked to agree that the CGU can recharge up to £60,000 to manage the CGU over a 12 month period (1 April 2017 - 31 March 2018). This figure takes into

account the fact that six grant rounds will be delivered in 2017/2018 (as opposed to four in the six month pilot) and that additional grant monitoring and evaluation costs will be incurred during 2017/2018.

16. Based on experience to-date, the management fee to be charged to each of the four grant-giving committees should be kept within a 10% to 15% of their grants budget allocation.
17. Should the time spent by the CGU exceed the approved cap, a proposal to increase the management fee will be submitted to the Chairman and Deputy Chairman of the Policy and Resources Committee to approve by delegated authority (and, if agreed, will be deducted from the CGP budget allocation for financial year 2017/2018); and, in the case of each of the charities affected, that decision will be taken having regard to the efficient and effective administration of those charities and that the City Corporation has an obligation as the trustee in each case to act in the best interests of the charity.
18. Similarly, should the time and resource requirements of the CGU decrease over time, the level of staffing, resource and the associated management fee will be reduced accordingly by the Chief Grants Officer.

Background Papers

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

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Committee Policy and Resources	Dated: 16032017
Subject: Recommendations for City Corporation dinner format at the 2017 Conservative Party Conference	Public
Report of: Bob Roberts, Director of Communications	For Decision
Report author: Colton Richards, Corporate Affairs Officer	

Summary

Subsequent to discussion at the meeting of the Policy and Resources Committee on 16 February, this report provides an opportunity for Members to approve proposals for the format of the City Corporation dinner format at the 2017 Conservative Party Conference in Manchester. The dinner will likely take place on Monday 2 October.

Recommendation

1. There are three options for the dinner format at the 2017 Conservative Party Conference – a large dinner, in line with dinners the City Corporation has hosted at party conferences in recent years, a small private dinner and a medium-sized dinner.
 - **Option 1: Small roundtable dinner:**
 - Limits the number of possible attendees which risks excluding many key stakeholders who are used to attending.
 - Limits the number of key members and officers who can attend.
 - Potential for a highly focused discussion and an opportunity to relay key City Corporation messages.
 - **Option 2: Medium-sized dinner**
 - Retains a reasonable balance between Members, key officers and external attendees.
 - There is still potential for a focused discussion and opportunities to relay key City Corporation messages.
 - Risk of excluding a number of key stakeholders.
 - **Option 3: Large dinner**
 - Ensures attendance from a wide range of key stakeholders who regularly attend this City Corporation event.
 - Allows for better member and officer representation.
 - Provides increased opportunities to strategically engage with and influence key political and business stakeholders.
 - Difficult to maintain one sole focused discussion on a key issue.

Conclusion

2. Members are asked to approve recommendations for the City of London Corporation's dinner at the 2017 Conservative Party Conference. The recommendation is to follow Option 3. We believe the most effective engagement at the Conservative party conference, both in terms of quality and quantity is through organising and hosting a large dinner. The Policy chairman can use the opportunity to share the City Corporation's key messages to a number of political and business

stakeholders. This also enables key members and targeted officers to engage and promote the City Corporation's activities.

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Committee(s) Policy & Resources	Dated: 16 Mar 2017
Subject: Think tank review and memberships, 2017-18	Public
Report of: Director of Communications	For Decision
Report author: Eugenie de Naurois, Head of Corporate Affairs	

Summary

1. 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. This builds on our long-standing programme of working closely with over 35 think tanks over the past 15 years, with the City Corporation being a member of nine. 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.

2. 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 interests 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 continues its membership of eight think tanks, ceases membership of one think tank and becomes a member of one more think tank as follows:-
 - Centre for the Study of Financial Innovation
 - Chatham House
 - European Policy Forum
 - Institute for Public Policy Research
 - Local Government Information Unit
 - The New Local Government Network
 - Reform
 - Whitehall and Industry Group
 - Legatum Institute (this will be a new membership)

This will mean the City Corporation will be a member of nine think tanks.

Recommendation

Members are asked to agree to:

1. The updated approach to working with think tanks which will be based on proactively searching out opportunities aligned to the City Corporation's priorities.
2. Agree for the City of London Corporation to pay for corporate membership of the nine think tanks listed below at a total cost of **£78,800**, to be met from your Committee's Policy Initiatives Fund 2017/18 categorised under the Events section of the Fund and charged to City's Cash:
 - Centre for the Study of Financial Innovation
 - Chatham House
 - European Policy Forum
 - Institute for Public Policy Research
 - Local Government Information Unit
 - The New Local Government Network
 - Reform
 - Whitehall and Industry Group
 - Legatum Institute (this will be a new membership)
3. Agree to discontinue the corporate membership of:
 - Foreign Policy Centre
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 with 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 eleven to nine.
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. The City Corporation is a corporate member of nine 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 City Corporation is a corporate member 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 (WIG)** - a charity which helps leaders in all sectors in the UK come together to discuss mutual challenges, and find 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.

7. An earlier version of this report was discussed at the meetings of the Policy & Resources Committee and Public Relations & Economic Development Sub Committee on 16th February. It was agreed that the report be deferred to this meeting in order to enable the Director of Communications to contribute to the review, due to the Corporate Affairs team moving from the Economic Development Office to the Communications Team. It was agreed that approval of any subscriptions which needed to be renewed in the interim should be delegated to the Town Clerk in consultation with the Chairman and Deputy Chairman.

The following memberships were paid for 2017 under this delegated authority, from the Policy Initiatives Fund 2016/17:

- European Policy Forum - £7500
- IPPR - £6300
- Local Government Information Unit - £9995
- Reform - £9000

Proposals

8. Following the review it is clear that the City 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.
9. 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.

10. In terms of memberships, these offer an effective means of supporting think tanks and accessing benefits. Payment is due within the next year to all these think tanks in order to renew the City Corporation's membership for 2017/2018 (where membership is by financial year) or 2018 (where membership is by calendar year). 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 eight think tanks for 2017/18 and 2018 for a total cost of **£68,800**:

- a. Centre for the Study of Financial Innovation - £5,000 (2017/18)
 - b. Chatham House - £14,000 (2017/18)
 - c. European Policy Forum - £7,500 (2018)
 - d. IPPR - £6,300 (2018)
 - e. Local Government Information Unit - £10,000 (2018)
 - f. New Local Government Network - £12,000 (2017/18)
 - g. Reform - £9,000 (2018)
 - h. WIG - £5,000 (2017/18)
11. It is proposed that the City Corporation also becomes a corporate member of the **Legatum Institute** Business Forum, for a cost of **£10,000** per year. The Legatum Institute is a public policy organisation which works to promote economic prosperity worldwide and which publishes the annual Legatum Prosperity Index. One of its recent areas of focus has been UK trade policy following the EU referendum. The Legatum Institute Business Forum organises regular roundtables with Government ministers and other senior politicians. We believe that corporate membership would provide good opportunities for the City Corporation to build on its engagement with Government, particularly on international trade policy and opportunities.
12. It is proposed that the City Corporation discontinues its membership of the Foreign Policy Centre for 2017/18. While we intend to continue to work with the Foreign Policy Centre on specific projects or events, the review has highlighted that the cost of membership outweighs the benefits.

Corporate & Strategic Implications

13. 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.
14. Renewing the membership of these 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

15. It is proposed that the required funding of **£78,800** is drawn from your Policy Initiatives Fund 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 2017/18 amounts to £469,300 prior to any allowance being made for any other proposals on today's agenda.

Conclusion

16. Adopting a new approach to think tanks will strengthen the City Corporation's political engagement programme, and allow it to contribute more effectively to

the debate. Maintaining these nine think tank memberships for 2017/18 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(s): Policy and Resources	Dated: 16032017
Subject: Sponsorship of the 2017 Battle of Ideas Festival	Public
Report of: Director of Communications	For Decision
Report author: Colton Richards, Corporate Affairs Officer	

Summary

The Battle of Ideas Festival is organised by the Institute of Ideas (IoI), an organisation founded in 2000 to provide a forum committed to open and robust public debate. The IoI organises intelligent public debates on ‘controversial’ topics. It is not associated with any political party.

The proposal is to sponsor the 2017 Battle of Ideas festival, organised by the IoI, which will take place on 28-29 October at the Barbican Centre. The event has established itself as London’s major intellectual festival. The IoI would seek £25,000 for the sponsorship statuses of *Economy Champion* and *Debate Partner*.

Sponsorship will provide the City Corporation with the opportunity to shape the event’s agenda by suggesting relevant topics to be addressed and by providing speakers. The City Corporation will have the chance to engage in debates and demonstrate a public commitment to thought-leadership. This will also be an excellent opportunity to raise the City Corporation’s profile among a wider audience.

Recommendation(s)

The Committee is asked to agree to provide £25,000 from the Policy Initiatives Fund 2017/18 categorised under ‘Events’ and charged to *City’s Cash* to sponsor the Battle of Ideas Festival, taking place on 28-29 October 2017.

Main Report

Background

1. This is the second time the City Corporation would work with the IoI, having sponsored the successful 2016 Battle of Ideas festival. However, the Barbican Centre has hosted the event since 2012. The IoI provides a forum committed to open and robust public debate on ‘controversial’ topics.

Proposals

2. The proposal is to sponsor the 2017 Battle of Ideas weekend festival, organised by the IoI, which will take place on 28-29 October at the Barbican Centre. This is the event’s twelfth year and it has established itself as London’s major intellectual festival. It brings into the City a diverse range of international speakers and several thousand people from all walks of life.

3. Over 400 speakers took part in the 2016 Battle of Ideas. They included the founder of Editorial Intelligence Julia Hobsbawm, leading barrister, Martin Howe QC, director of the think-tank *British Future*, Sunder Katwala, former Deputy Mayor of London for Education and Culture, Munira Mirza, leading economist Vicky Pryce and several prominent Members of Parliament. The Chairman of Policy and Resources took part on a panel and spoke at the closing reception. The Managing Director of the Barbican, Sir Nicholas Kenyon, was also a speaker.
4. This year's programme is yet to be finalised but proposed topics, which the City Corporation would shape, include 'Solving the Productivity Puzzle', 'City after Brexit', 'Can technology save the economy?' and 'Globalisation – villain or scapegoat?'
5. As *Debate Partner* the City Corporation would input into programming three to four debates, with nominated City of London Corporation speakers, on key areas of interest to the City. This would demonstrate a commitment to thought-leadership in a public arena.
6. The City Corporation would be credited in all publicity materials as *Economy Champion*: online and in print. Sponsorship would include complimentary VIP tickets for relevant speakers and 10 representatives for the weekend, which would include admittance to the festival drinks reception. The City Corporation would also be invited to address delegates at the Saturday morning Welcome Address or evening reception.
7. For the 2016 Battle of Ideas, sponsorship gave the City Corporation the opportunity to invite 50 students from the City Corporation's schools and academies. This opportunity is available again this year.
8. The Festival attracts an audience the City Corporation does not regularly engage with: students, post-graduates and researchers, professionals, teachers and academics. Sponsorship will be an excellent opportunity to raise the City Corporation's profile with the latter.

Implications

9. It is proposed that the required funding of £25,000 is drawn from the Policy Initiatives Fund 2017/18 and categorised under Events and charged to *City's Cash*. The current uncommitted balance in the 2017/18 Fund is £469,300 prior to any allowance being made for any other proposals on today's agenda.

Conclusion

10. The proposed sponsorship of the 2017 Battle of Ideas accords well with the role the City Corporation plays in promoting debates on issues that affect the City and linking its work to its schools and academies.

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Committee	Dated:
Policy and Resources – For decision	16 March 2017
Subject: Partnership with International Business and Diplomatic Exchange (IBDE) 2017-2019	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 formalise its relationship with the International Business and Diplomatic Exchange (IBDE) and develop a programme of activity together for 2017-2019. The IBDE is an independent, not for profit, non-political membership organisation that brings together the business and diplomatic community in London to promote international trade and investment flows. This partnership will allow for the City Corporation to shape the overall programme of the IBDE and be an important advocacy forum for members of the Corporation to engage with on topics of relevance to their areas of interest and expertise. The bespoke programme of activity to be developed together as part of the partnership agreement will be designed to communicate the key City Corporation priorities to the business and diplomatic community in London.

Recommendation

Members are asked to agree to provide £77,000 (£50,000 to fund a two year partnership plus a maximum budget of £22,000 for hosting a total of 8 events to take place over two years at the Guildhall) from the (Policy Initiatives Fund) 2017/18, categorised under 'Events' and charged to City's Cash. Greater engagement by the City of London Corporation with the diplomatic and business community supports its economic development objectives.

Main Report

Background

The IBDE is an independent, not for profit, non-political membership organisation promoting dialogue between the London based diplomatic community to international business representatives as well as engaging with academia. It organises a programme of high level events (seminars, round tables, breakfasts etc) promoting international trade and investment flows across a range of sectors including the financial and professional services, energy, infrastructure and Information and Communications Technology (ICT).

Currently the Chairman of this committee is a member of the advisory board of the IBDE. However engagement to date by the City Corporation with the IBDE has been on an ad hoc basis

Detail

1. As the IBDE is currently setting its priorities and programme of activities for 2017-18, this is a timely moment for the City of London Corporation to formalise its engagement with IBDE. The City Corporation will retain its seat on the IBDE's advisory board and be able to suggest speakers for events in the IBDE's upcoming calendar of activities.
2. The partnership of the IBDE is designed to respond to calls from members to have more opportunities to engage with the business and diplomatic community. Partnership of IBDE provides a ready-made network and programme of events on relevant themes. It is proposed that if approved, the Corporation's membership of IBDE be presented to the members after the election as part of their induction and as part of member development activity. In return for partnership of the IBDE, the Corporation will also receive a number of free passes to allow members of the Corporation to attend IBDE events.
3. External communications – engagement with embassies: IBDE will organise a series of events bespoke to the needs of the Corporation which will build on our external engagement and support our objective to maintain the City Corporation as a credible voice for the City.
4. The range of potential themes for events to be developed as part of a bespoke programme:
 - 'EU market access post Brexit'- an opportunity to test some policy positions with representatives of the UK's EU neighbours and provide an opportunity to hear concerns from different parts of the EU about how loss of access to the City would impact them.
 - 'Global Britain' – events to be developed to focus on dialogue with diplomatic and business representatives of particular regions where the UK could potentially increase exports and investments e.g. Latin America, ASEAN, GCC, Commonwealth, East Asia, TPP countries etc.
 - 'Trust' – How the City can both demonstrate its value to citizens (across Europe and the wider world) and address reputational concerns
 - 'Growth agenda' – events focusing on new and growing areas of opportunities such as fintech, where strong collaborative relationships for the City with the EU and the rest of the world will enhance opportunities.

Detail of the bespoke programme of activity to be developed following consultation across the City Corporation

Implications

5. It is proposed that the required funding of £50,000 is drawn from the Policy Initiatives Fund 2017/18, categorised under 'Events' and charged to City's Cash which covers £25,000 for 2017-18 and £25,000 for 2018-19 (2 year partnership), In addition a budget of maximum £11,000 per annum for 2017-18 and £11,000 in 2018-19 should be foreseen to host events at the Guildhall, is drawn from the Policy Initiatives Fund over the next two years budget. The current uncommitted

balance in the 2017/18 Fund is £469,300 prior to any allocation being made for any other proposals on today's agenda.

6. In order to ensure that this agreement works well for the City Corporation, firm performance indicators should be agreed in advance with IBDE. In addition, internal mechanisms should be put in place to ensure that relevant members of the Corporation are made aware of IBDE events of relevance to their experience and The City Corporation-IBDE relationship and that overall the full benefit of the partnership with IBDE is exploited by members.

Conclusion

7. The proposed engagement of the City Corporation with the IBDE supports the role the City Corporation plays in promoting debates on issues that affect the City and the financial services industry. Partnership with the IBDE will provide a forum for high-level interaction with an international business and diplomatic audience, supporting the City Corporation's economic development programme, as well as address a key member development objective.

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Committees	Dated:
Policy and Resources Committee	16 March 2017
Subject: Draft High Level Business Plan for Town Clerk's Department	Public
Report of: The Town Clerk	For Information
Report author: Paul Debusse, Head of Business Support	

Summary

Business plans are reviewed annually. This report presents, in draft, the high level goals and ambitions of the Town Clerk's Department, for the year 2017-18.

The Town Clerk's Department incorporates the following functional areas:

- Corporate and Member Services
- Economic Development
- Media and Communication
- Corporate Human Resources
- Elections
- Resilience and Community Safety
- City Bridge Trust
- Cultural Services
- London Metropolitan Archives
- Central Criminal Court

The Department is also responsible for leading and coordinating major cross-cutting programmes such as the Cultural Hub and One Safe City programme.

Revised departmental business planning documentation is being introduced to respond to Member requests for 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 as draft, prior to the Common Council elections in March.

The draft template for these high-level plans has been developed through consultation with Chief Officers, their business planners, and Service Committee Chairmen. Members are invited to comment both on the format and the content of 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 Department 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 Head of Corporate Strategy and Performance. The aim is for all the work carried out by or supported by the Corporation to contribute to one overarching goal. This will be achieved by:
 - Identifying the overarching goal and specific outcomes relating to it in the refreshed Corporate Plan;
 - Ensuring that all the work carried out by departments, including projects and development plans, is included in their business plans and contributes to delivery of the outcomes in the refreshed Corporate Plan;
 - Laying a "golden thread", such that everything we do and develop is captured within appropriate departmental business plans, team plans, and individual work plans;
 - Developing a culture of continuous improvement, challenging ourselves about the effectiveness of what we do and the value we add.
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. How plans are presented is likely to develop during this time.
3. Work has started on preparing the refreshed corporate plan, based on draft ambitions identified by the People, Place and Prosperity Strategic Chief Officer Steering Groups. These ambitions are now being edited to form the basis of the refreshed Corporate Plan. The draft Corporate Plan will be shared with staff and Members (post the Common Council elections) for further development. It is then proposed that it be further developed through engagement externally with partners and stakeholders. Officers aim to seek full Member approval of the Corporate Plan before the start of the 2018/19 financial year.
4. In the meantime, revised departmental business planning documentation is being introduced to respond to Member requests for consistency of presentation across the organisation, and a desire to see a succinct statement of key ambitions and objectives for every department.
5. In the initial phase, departments have been asked to produce a high-level departmental plan, to a standard two-page 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 with Chief Officers, their business planners, and Service Committee Chairmen. As well as key information on ambitions, budget and planned outcomes, the template requires departments to include information on their plans for cross-departmental and departmental projects, development of the department's capabilities, and a horizon-scan of future opportunities and challenges. 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.

6. Following the elections in March, Chief Officers will present their high-level plans to their Service Committees for approval, supported by more detailed plans for 2017/18, in the previously used format but now with all activity, including projects and development, included. These plans will then be used by Resource Allocation Sub Committee 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.

Town Clerk's Department

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

- Corporate and Member Services
- Economic Development
- Media and Communication
- Corporate Human Resources
- Elections
- Resilience and Community Safety
- City Bridge Trust
- Cultural Services
- London Metropolitan Archives
- Central Criminal Court

The Department is also responsible for leading and coordinating major cross cutting programmes such as the Cultural Hub and One Safe City programme.

Conclusion

8. This report presents an early draft of the high level business plan for the Town Clerk's Department in order that Members can feed into the plans at an early stage, prior to the elections. Members are invited to comment on the format as well as the content of the plan. 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 Department Draft High Level Business Plan

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We lead, co-ordinate and ensure the resilience, good governance, reputation and promotion of the City of London Corporation

Our ambitions are:

- The City of London Corporation is known to be relevant, reliable, responsible and radical in how it goes about governing a thriving City for the benefit of its stakeholders.
- Ensure that the City's communities live and work in a safe and resilient place.
- Ensure that business has access to the skills it needs now and in the future.
- Transform the perception and experience of the City as a destination.
- Tackle disadvantage in London and make it a fairer place to live and work.

What we do is:

1. Provide strategic direction, monitor performance against desired outcomes and ensure alignment of all activities with Corporate Plans
2. Promote high standards of governance for Members and officers, throughout the organisation.
3. Promote the resilience of the organisation.
4. Deliver democratic services, which meet the needs of elected Members, our Committees and the City's electorate.
5. Lead and monitor cross cutting Corporate Programmes
6. Maintain the City Corporation as a credible voice for the City.
7. Create and deliver clear, consistent messaging across the City Corporation.
8. Provide Organisational development, design, change support & workforce planning.
9. Promote Health, Safety and Wellbeing for all staff, including Occupational Health.
10. Provide information and library services for the City's communities through the Guildhall Library, City Business Library, City Information Centre, Visitor Services and the London Metropolitan Archive.
11. Award grants to charitable organisations across Greater London.
12. Provide a secure and reliable environment at the Central Criminal Court for Her Majesty's Courts and Tribunals Service.

Our budget is:

Division	£000
Corp & Member Services(1,2,4,5)	3,689
Community Safety and Resilience (3)	695
Economic Dev (6)	6,867
Media & Communication (7)	1,789
Corporate HR (8,9)	2,925
Cultural Services (10)	5,677
City Bridge Trust operational (11)	1,472
Central Criminal Court (12)	828
Total Operational Budget	23,942

Our top line objectives are:

To –

- Drive and coordinate the delivery of our corporate ambitions and desired outcomes.
- Ensure that there are plans in place to provide support and assistance to the City's Communities in the event of an incident.
- Influence policy and regulatory issues affecting the City of London Corporation.
- Provide a responsive, forward thinking HR service for the City Corporation.
- Optimise the quality of and access to the City Corporation's cutting edge cultural offer.
- Promote responsible business and build trust in and value for the City.
- Increase the quality and impact of our charitable funding
- Grow the social investment market

What we'll measure:

- External and internal stakeholders are satisfied with the quality of our products and variety of services they receive.
- Surveys of representative groups show that people feel safer within the City.
- City of London is seen as a valued and trusted partner in widening access to employment and finance.
- Levels of grant spend against each of the CBT's funding priorities and impacts.

Programmes and Projects

- Refresh and enhance the City of London Corporation's Corporate Plan
- Oversee a review of the security of the City of London Corporation's operational estate.
- Deliver a comprehensive induction and Member development programme.
- Lead the development and delivery of the Cultural Hub programme.
- Coordinate the One Safe City programme.
- Deliver a new Visitors Strategy and Cultural Strategy for the City (2017-22) by July 2017.
- Refresh the HR structure to align to the HR Business Plan and introduce new methods of service provision.
- Agree the City Bridge Trust Strategy for 2018-2023 based on the strategic review.

How we plan to develop our capabilities this year

- Manage and embed change across the Department.
- Roll out a Strategic Engagement Management System (SEMS) and a replacement Customer Relationship management solution for the Joint Contact and Control Room.
- Enhance retention and improve succession planning by ensuring 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.
- Increase capacity for process re-engineering, programme and project management.

What we'll measure:

- The Corporate Plan is enhanced and refreshed by March 2018. The new plan clearly describes the organisation's vision and key ambitions.
- The security review recommends best practice and actions, which improve security and help to make our operational property a safer place to visit and work.
- The success of the Member induction and development programme will be ascertained by surveying the participants.
- The benefits of the Cultural Hub programme begin to be recognised; the projects are delivered within the allocated resources and on time.
- The One Safe City Programme delivers a new Joint Contact and Control Room and the desired outcomes within planned resources and timescales.
- New HR structure aligns with the ambitions in the HR Business Plan and delivers the desired outcomes within budget constraints.
- Successful launch and implementation of the City Bridge Trust's Strategic Review for 2018-2023.

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.
- 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.
- Increase levels of impact by focusing on deploying the right interventions for the right challenges
- Have in place a clear talent and succession plan for the whole City Corporation
- Implement the 2018-2023 City Bridge Trust's Funding Strategy.

Committee: Policy & Resources	Date: 16 March 2017
Subject: London LGPS CIV Ltd - Funding	Public
Report of: The Chamberlain	For Information
Report author: Kate Limna – Corporate Treasurer	

Summary

At your meeting on 24 September 2015 it was agreed that the City as a shareholder in the London LGPS CIV Ltd (the London CIV) would adopt the new Articles of Association, enter into the shareholder agreement and that the Financial Investment Board would meet the cost of regulatory capital of £150,000 by way of subscription for B shares from the Pension Fund. It also agreed that *“any subsequent costs such as the annual service charge and additional regulatory capital be the subject of a further report for consideration by the Committee.”*

This report advises Members that the Pensions CIV Sectoral Joint Committee, which your Chairman chairs, has agreed the London CIV's budget proposals for 2017/18 and the medium term financial strategy for the years through to March 2022. Based on these proposals the annual service charge per authority is £25,000 per annum for the planning period and that from 2017/18 a Development Funding Charge will be introduced. This charge will initially be set at £75,000 per annum (per authority) declining year on year to £10,000 in 2021/22 and covers the investment needed to develop the London CIV's fund offering and organisational infrastructure. Both the service charge and the Development Funding Charge will be met from the pension Fund.

Recommendation

Members are asked to note the service charge and development funding charge for 2017/18 and the on-going charges through to 2021/22.

Main Report

Background

1. On 6 March 2014 the Court of Common Council endorsed, at the recommendation of the Policy & Resources Committee and the Finance Committee, the establishment of a London Local Government Pensions Scheme Collective Investment Vehicle (CIV) in the form of an authorised contractual scheme (ACS) and the incorporation of a private company limited by shares to act as the Authorised Contractual Scheme Operator (ASC Operator). It was also agreed that the City of London would become a shareholder in the ASC Operator and contribute £1 to the ACS Operator as initial capital for an ordinary share in the company.

2. The Court agreed also that a representative body – a ‘Pensions CIV Sectoral Joint Committee’ - be established pursuant to the existing London Councils Joint Agreement, to act as the representative body for those local authorities that resolved to participate in the CIV. At its meeting on 11 December 2014, the Policy & Resources Committee nominated the Chairman of the Committee as the City of London Corporation’s representative on the London Councils’ Pensions CIV Sectoral Joint Committee with the Chairman of the Financial Investment Board as the deputy representative. The City’s representative chairs the Pensions CIV Joint Committee.
3. At your meeting on 24 September 2015 approval was given to the following:
 - (i) that the City Corporation as a shareholder in the London LGPS CIV Limited would adopt the new Articles of Association and enter into the shareholder agreement
 - (ii) recommend that the Financial Investment Board meet the cost of regulatory capital of £150,000 by way of subscription for B shares from the Pension Fund and
 - (iii) any subsequent costs such as the annual service charge and additional regulatory capital be the subject of a further report for consideration by the Committee.
4. The London CIV was originally established to allow local authorities to benefit from economies of scale through reduced investment management fees, whilst providing for the first time the ability for local authorities to invest in additional types of asset classes, such as direct investment in infrastructure. Participation was on a voluntary basis.
5. However, in the July 2015 budget, the Chancellor announced that it was the Government’s intention to invite administering authorities of England and Wales to bring forward proposals for pooling the Local Government Pension Scheme (LGPS) investments to deliver significantly reduced costs, whilst maintaining investment performance. The initial indications were for 5-6 pools of investments of £25-30bn. The London CIV is now one of these pools.

Current Position

6. All 33 London authorities are now part of the London CIV and under the Shareholders Agreement budget proposals for 2017/18 and the medium term financial strategy for the years through to March 2022 has to be agreed by the Pensions CIV Sectoral Joint Committee.
7. At its meeting on 8 February 2017 the Pensions CIV Sectoral Joint Committee agreed the budget proposals for 2017/18 and the future strategy. This included setting the annual service charge (per authority) at £25,000 per annum for the planning period and introducing a Development Funding Charge (DFC). This will be introduced from 2017/18 and initially set at £75,000 per annum (per authority) declining year on year to £10,000 (per authority) in 2021/22.

8. The DFC will cover the investment needed to develop the London CIVs fund offering and organisational infrastructure. The DFC level will be set through the annual planning process and proposed to the shareholders when the Annual Budget for each financial year is set. It will be invoiced in two parts with 66% (£50,000 for 2017/18) of the charge invoiced in April with the remaining 33% (£25,000) to be invoiced in December of each financial year, with the December invoice being adjusted according to the prevailing budget and business needs.
9. Both the annual service charge and the Development Funding Charge will be met by the Pension Fund.

Conclusion

10. The City of London Pension Fund is a shareholder in the London LGPS CIV Ltd and as such will meet its financial obligations as set out in paragraph 6 above.

Appendices

None

Background Papers

- Report of the Policy & Resources Committee to the Court of Common Council - *London Councils: London Local Government Pension Scheme (LGPS) Collective Investment Vehicle* – 6 March 2014
- Report of the Policy & Resources Committee - *London Councils' Pensions CIV Sectoral Joint Committee - City of London Corporation Membership* – 11 December 2014
- Report of the Finance and Policy & Resources Committee – *London Councils: London LGPS Collective Investment Vehicle – Funding* – 13/22 January 2015
- Report of the Policy & Resources Committee & Financial Investment Board– *London Councils: London LGPS CIV Ltd – Funding* - 24 September 2015/Urgency

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Committee: Policy and Resources	Date: 16 March 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:-
 - 2017/18 Pay Policy Statement.
 - The approval of the Listing review Procedure in relation to Assets of Community Value;
 - The renewal of Think Tank Memberships;
 - Central London Work & Health Programme - Procurement Stage 1; and

Recommendation

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

Main Report

2. Since the last meeting of the Committee approval was given under the urgency procedures, Standing Order No. 41(a), as follows:-

2017/18 Pay Policy Statement

Approval was given to the 2017/18 Pay Policy Statement to ensure that the City Corporation meets the requirements of the 2011 Localism Act. Sections 39(1) and (2) of the Act requires a Statement to be approved by a resolution of the local authority to come into force and that approval must be obtained by the end of 31 March in the year the Statement is published. This means that the Statement needed to be considered by the Court at its meeting on 9th March in order to comply with legislation. Whilst the Establishment Committee considered and recommended the Statement for approval at its meeting on the 14th February, due to officer oversight the report was omitted from the agenda of last meeting of the Committee.

To ensure that the City Corporation remained compliant the approval of the 2017/18 Pay Policy Statement was sought under the urgency procedures. The revised Pay Policy included updates to the pay award for 2016 as well as the

removal of two posts from the Senior Management Group, adjustments to Grade A and the changes to payments for Apprentices to London Living Wage.

3. Approval was also given under delegated authority, Standing Order No. 41(b), as follows:-

Listing Review Procedure – Asset of Community Value

4. At the last meeting the Committee delegated the approval of the Listing Review Procedure to the Town Clerk in consultation with the Chairman and Deputy Chairman. It followed the Committee's concerns about adopting a procedure which enabled an officer to review a decision made by Members and its desire to have Members included in the process. The Committee was also keen to have details of the legal position on the matter and the arrangements currently operated in other local authorities.
5. Approval has subsequently been given to:-
 - the draft Listing Review Procedure for ACV;
 - the Chamberlain being designated as the Reviewing Officer; and
 - the Town Clerk being given responsibility for the designation of any other appropriate officer to undertake listing reviews as well as nominating the office to provide administrative and policy support to the Chamberlain as reviewing officer.
6. The approval was based on the Comptroller and City Solicitor's confirmation that Members were not able (under the statutory provisions governing the review of an ACV) to undertake a review when requested by an owner of such property.
7. *The Assets of Community Value (England) Regulations 2012* (made under the Localism Act 2011) sets out the procedure by which an owner of land which has been listed as an ACV may request that the local authority carry out a review of its decision to list the land as an ACV (Regulation 10 and Schedule 2). The Act and Regulations require that listing reviews must 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 and states as follows:-

Localism Act 2011

92 Review of decision to include land in list

....(6) Regulations under subsection (5) may (in particular) include—

....(b) provision requiring **the decision on the review to be made by a person of appropriate seniority who was not involved in the original decision;**

The Assets of Community Value (England) Regulations 2012

Schedule 2 - Procedure for reviews

3. In the following provisions of this Schedule, “the review” means a listing review or a compensation review.

4. **An officer of the authority of appropriate seniority who did not take any part in making the decision to be reviewed (“the reviewer”) shall carry out the review and make the review decision.**

Therefore there was no power in the legislation for Members to make the review decision.

8. The Comptroller and City Solicitor also advised that in some authorities the power to make the original listing decision had been delegated to officers. Whilst this is not the case for the City, the legislation does not distinguish between authorities where the initial decision may be made by a committee and those where it may have been delegated to officers.
9. There is also no power for the reviewing officer to make the **decision** with Members at the review hearing or for Members to participate with the reviewing officer’s decision-making as part of the written representations procedure. The decision is one for the officer alone (in Kensington and Chelsea it appears to have been delegated to the Director for Strategy and Local Services and in Hackney it is the Corporate Director, Finance & Resources Directorate). However, the current draft procedure for the City allows the reviewing officer discretion to receive **representations** from other parties at an oral hearing or as part of the written representations procedure, and that could include Members, at the officer’s discretion.

Renewal of Think Tank Memberships

10. Approval was given to the membership of the four think tanks set out below being renewed for 2017 as follows:-
 - EPF – £7,500
 - IPPR - £6,300
 - Reform – £9,000
 - LGIU - £9,995

The total cost of the renewal (£32,795) is to be met from the Committee’s Policy Initiative Fund for 2016/17, categorised under the events section of the Fund and charged to City’s Cash.

11. You might recall that at the last meeting the Committee deferred consideration of a review of the City Corporation’s membership of think tanks pending the implementation of the Corporate Affairs team coming under the remit of the Communications team. In the meantime, it was agreed that the renewal of any subscription requiring approval in the interim should be approved by the Town Clerk in consultation with the Chairman and Deputy Chairman.

12. The Director of Communications subsequently advised that four memberships were due for renewal now - the European Policy Forum (EPF), Institute for Public Policy Research (IPPR), Reform and the Local Government Information Unit (LGIU). The Corporate Affairs team also confirmed that, in terms of the City Corporation's relationship with the think tanks, a political balance was being maintained.

Central London Work and Health Programme – Procurement Stage 1

13. At its meeting on 19 January 2017, the Policy Committee agreed to the City Corporation becoming the Accountable Body for the Central London sub-region of the London Work and Health Programme (WHP), a national contract for employment support. As part of this, the approval of following was delegated to the Town Clerk in consultation with the Chairman and Deputy Chairman:-

- The City Corporation becoming the lead authority for a pan-London joint procurement process for the first stage of WHP, subject to a joint contracting agreement sharing liabilities across all authorities. This phase of the procurement process would be on behalf of the Central London Forward (CLF) Boroughs plus the London Borough of Hackney, Haringey, Tower Hamlets and Lewisham and those that fell under the sub-regional partnerships of Local London, West London Alliance and South London Partnership;
- commencing procurement of the WHP in Central London on behalf of CLF member authorities; together with the boroughs of Hackney, Haringey, Tower Hamlets and Lewisham; and
- the City Corporation becoming a 'Co-Financing Organisation' for the European Social Fund in London subject to a successful funding application.

14. Approval was subsequently given to the City Corporation:-

- i. undertaking the procurement of the WHP in Central London on behalf of CLF member authorities; together with the boroughs of Hackney, Haringey, Tower Hamlets and Lewisham;
- ii. undertaking the Supplier Selection - SQ phase (previously known as PQQ stage) for WHP on behalf of the four London sub-regional lead authorities, including the London Boroughs of Ealing, Croydon and Redbridge;
- iii. entering into the required legal arrangements in relation to recommendations 1 and 2 above, including:-
 - the Memorandum of Understanding (MOU) with Department of Works and Pension regarding funding being devolved to Central London;
 - the written agreement with the Lead authorities of the other London sub-regions, to manage the SQ stage of the procurement process for WHP; and

- the amended joint venture agreement for CLF, to include the boroughs of Hackney, Haringey, Tower Hamlets and Lewisham and to include governance for WHP.
- iv. becoming a Co-Financing Organisation for the European Social Fund in London, subject to a successful funding application and procurement of a service provider for the Central London WHP; and
- iv. the Comptroller and City Solicitor making any minor required adjustments on draft legal documentation in relation to recommendation 3.

Elements of this also require the approval of the Finance Committee and the Court of Common Council.

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