Public Document Pack

Policy and Resources Committee

Date: **THURSDAY, 6 JULY 2017**

Time: **1.45 pm**

Venue: **COMMITTEE ROOM - 2ND FLOOR WEST WING, GUILDHALL**

Members:

Deputy Catherine McGuinness (Chairman)
Sir Mark Boleat (Deputy Chairman)
Simon Duckworth (Vice-Chair)
Hugh Morris (Vice-Chair)
Deputy Douglas Barrow
Alderman Sir Michael Bear
Deputy John Bennett
Deputy Keith Bottomley
Alderman Charles Bowman
Henry Colthurst
Sheriff & Alderman Peter Estlin
Marianne Fredericks
Deputy the Revd Stephen Haines (Ex-Officio Member)
Christopher Hayward
Deputy Wendy Hyde
Deputy Jamie Ingham Clark (Ex-Officio Member)
Deputy Edward Lord
Jeremy Mayhew
Andrew McMurtrie (Ex-Officio Member)
Wendy Mead (Chief Commoner)
Deputy Alastair Moss (Ex-Officio Member)
The Lord Mountevans (Ex-Officio Member)
Deputy Joyce Nash
Graham Packham (Ex-Officio Member)
Dhruv Patel (Ex-Officio Member)
Alderman Andrew Parmley, The Rt. Hon The Lord Mayor
Alderman Baroness Scotland (Ex-Officio Member)
Deputy Dr Giles Shilson
Jeremy Simons (Ex-Officio Member)
Deputy Tom Sleigh
Sir Michael Snyder
Deputy John Tomlinson
Deputy Philip Woodhouse
Alderman Sir David Wootton

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

John Barradell
Town Clerk and Chief Executive

AGENDA

Part 1 - Public Agenda

1. **APOLOGIES**

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

3. **MINUTES**
To consider minutes as follows:-

a) To agree the public minutes of the meeting held on 8 June 2017.

For Decision
(Pages 1 - 10)

b) To note the draft public minutes of the Projects Sub-Committee meeting held on 6 June 2017.

For Information
(Pages 11 - 18)

c) To note the draft public minutes of the Public Relations and Economic Development Sub-Committee meeting held on 8 June 2017.

For Information
(Pages 19 - 24)

d) To note the draft minutes of the Members Privileges Sub-Committee meeting held on 22 June 2017 and **consider the recommendations set out items 7, 8 and 9 of the minutes.**

For Decision
(Pages 25 - 30)

4. **RESOLUTION FORWARD FROM THE COURT OF COMMON COUNCIL - WARD OF ALDGATE**
To note the following resolution from the Ward of Aldgate:-

"That this Wardmote deplores the state of broadband connections for both residential and existing business customers and requires the Corporation to take urgent action to address this."

For Information

5. **CHARITY COLLECTIONS - CHANGE IN COMMITTEE TERMS OF REFERENCE**
Report of the Director of Markets and Consumer Protection.

NB: This report has been considered and agreed by both the Port Health and Environmental Services and Licensing Committees.

For Decision
(Pages 31 - 34)

6. **ORDER OF SENIORITY**
Report of the Town Clerk.

For Decision
(Pages 35 - 40)

7. **MINUTE WRITING**
Report of the Town Clerk.

For Decision
(Pages 41 - 44)

8. **RESPONSIBLE BUSINESS REVIEW (INTERNAL)**
Report of the Chamberlain

For Information
(Pages 45 - 50)

9. **MIPIM PROPERTY CONFERENCE 2017**
Joint report of the City Surveyor and the Director of the Built Environment.

NB: This report will have been considered by the Planning and Transportation Committee and is scheduled to be considered by the Property Investment Board.

For Decision
(Pages 51 - 56)

10. **CROSSRAIL WORKS**
Report of the Director of the Built Environment.

For Decision
(Pages 57 - 64)

11. **STEM AND POLICY EDUCATION PROGRAMME LEGACY**
Report of the Director of Open Spaces.

NB: This report will also be considered by the Hampstead Heath, Highgate Wood & Queen's Park Committee and the Education Board

For Decision
(Pages 65 - 72)

12. **HOMELESSNESS BUDGET PROPOSALS**
Report of the Director of Community and Children's Services.

NB: This is report is also due to be considered by the Community and Children's Services Committee.

For Decision
(Pages 73 - 82)

13. **EMPLOYABILITY STRATEGY 2017-20**
Report of the Director of Economic Development.

NB: This report will also be considered by the Education Board.

For Decision
(Pages 83 - 106)

14. **CITY OF LONDON LEARNING AND ENGAGEMENT FORUM - CULTURAL MILE LEARNING**
Report of the Chairman of the City of London Learning and Engagement Forum.

For Decision
(Pages 107 - 112)

15. **ONE CITY SOCIAL MEDIA PLATFORM**
Joint report of the Director of the Built Environment, City Surveyor and the Director of Communications.

For Decision
(Pages 113 - 120)

16. **STILL & STAR PUBLIC HOUSE -ASSET OF COMMUNITY VALUE OUTCOME OF REVIEW**
Report of the Chamberlain.

NB: This report will also be considered by the Planning and Transportation Committee.

For Information
(Pages 121 - 122)

17. **POLICY INITIATIVES FUND AND COMMITTEE CONTINGENCY**
Report of the Chamberlain.

For Information
(Pages 123 - 134)

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

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

20. **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

21. **NON-PUBLIC MINUTES**
To consider non-public minutes of meetings as follows:-

a) To agree the non-public minutes of the meeting held on 8 June 2017.

For Decision
(Pages 135 - 142)

b) To note the draft non-public minutes of the Projects Sub-Committee meeting held on 6 June 2017.

For Information
(Pages 143 - 148)

c) To note the draft non-public minutes of the Hospitality Working Party meeting held on 13 June 2017 and **consider the recommendation relating to Item 7 of the minutes.**

For Decision
(Pages 149 - 154)

d) To note the draft non-public minutes of the Members Privileges Sub-Committee meeting held on 22 June 2017 and **consider its recommendation in relation to item 22 on this agenda.**

For Decision
(Pages 155 - 158)

22. **LAVATORIES AND CLOAKROOM FACILITIES**
Report of the City Surveyor.

NB: This report has been considered by the Members Privileges and Resource Allocation Sub-Committees. It is also scheduled to be considered by the Hospitality Working Party and the Corporate Asset and Projects Sub-Committees.

For Decision
(Pages 159 - 178)

23. **PROJECT FUNDING UPDATE**
Report of the Chambelrain.

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

For Decision
(Pages 179 - 186)

24. **RING OF STEEL STABILISATION AND COMPLIANCE PROJECT**
Report of the Commissioner of the City of London Police.

NB: The report will have been considered by the Resource Allocation Sub-Committee earlier this day and is also due to be considered by the Police and Projects Sub-Committee.

For Decision
(Pages 187 - 198)

25. **ACTION AND KNOW FRAUD CENTRE -CONTRACT SERVICE BUDGET**
Report of the Commissioner of the City of London Police.

NB: this report will have been considered by the Resource Allocation Sub-Committee earlier this day. It is also to be considered by the Projects Sub-Committee and the Police and Finance Committees.

For Decision
(Pages 199 - 214)

26. **FINSBURY CIRCUS: CROSSRAIL ISSUE**
Joint report of the Director of Open Spaces, City Surveyor and Comptroller and City Solicitor.

NB: The report is due to be considered by the Open Spaces and Planning and Transportation Committees and also by the Property Investment Board

For Decision
(Pages 215 - 222)

27. **DECISIONS TAKEN UNDER DELEGATED AUTHORITY OR URGENCY POWERS**
Report of the Town Clerk.

For Information
(Pages 223 - 226)

28. **CITY OF LONDON FREEMEN'S SCHOOL - MAIN HOUSE**
Joint report of the Headmaster of the City of London Freemen's School and the City Surveyor (TO FOLLOW).

For Decision

29. **BEECH STREET PROPERTY USES**
Report of the Town Clerk (TO FOLLOW).

For Decision

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

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

Part 3 - Non-Public Confidential Agenda

32. **CONFIDENTIAL MINUTES**
To agree the non-public, confidential, minutes of the meeting held on 8 June 2017.

For Decision

33. **EU ENGAGEMENT**
Report of the Director of Economic Development (TO FOLLOW).

For Decision

POLICY AND RESOURCES COMMITTEE
Thursday, 8 June 2017

Minutes of the meeting of the Policy and Resources Committee held at Committee Room - 2nd Floor West Wing, Guildhall on Thursday, 8 June 2017 at 1.45 pm

Present

Members:
Deputy Catherine McGuinness (Chairman)
Sir Mark Boleat (Deputy Chairman)
Simon Duckworth (Vice-Chair)
Hugh Morris (Vice-Chair)
Deputy Douglas Barrow
Alderman Sir Michael Bear
Deputy John Bennett
Deputy Keith Bottomley
Alderman Charles Bowman
Henry Colthurst
Sheriff & Alderman Peter Estlin
Marianne Fredericks
Revd Stephen Haines
Christopher Hayward
Deputy Wendy Hyde
Deputy Jamie Ingham Clark (Ex-Officio Member)
Deputy Edward Lord
Jeremy Mayhew
Andrew McMurtrie (Ex-Officio Member)
Wendy Mead (Chief Commoner)
The Lord Mountevans (Ex-Officio Member)
Deputy Joyce Nash
Graham Packham (Ex-Officio Member)
Jeremy Simons (Ex-Officio Member)
Alderman Sir David Wootton
Deputy John Tomlinson

Officers:

John Barradell	-	Town Clerk and Chief Executive
Peter Kane	-	The Chamberlain
Caroline Al-Beyerty	-	Deputy Chamberlain
Carolyn Dwyer	-	Director of Built Environment
Deborah Cluett	-	Assistant Comptroller and City Solicitor
Jane Gyford	-	City of London Police
Damian Nussbaum	-	Director of Economic Development
Paul Wilkinson	-	City Surveyor
Giles French	-	Assistant Director of Economic Development
Bob Roberts	-	Director of Communications

Henry Tanner	-	Communications Office
Simon Murrells	-	Assistant Town Clerk
Peter Lisley	-	Assistant Town Clerk
Angela Roach	-	Principal Committee and Members Services Manager
Kate Smith	-	Town Clerk's Department
Bruce Hunt	-	Remembancer's Office

1. **APOLOGIES**

An apology for absence was received from Dhruv Patel, Giles Shilson, Sir Michael Snyder and Philip Woodhouse.

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

The Chairman declared an interest in items 8 and 20 as a Member of the Board of School Governors of Christ's Hospital, a Member of its Council and by virtue of her involvement with the City's Academies. Marianne Fredericks also declared an interest in those items as Chairman of the Committee of Aldermanic Almoners, Common Council Governors and Donation Governors of Christ's Hospital.

Jamie Ingham Clark declared an interest in item 22 as a veteran member of the Honourable Artillery Company.

3. **MINUTES**

3a. The public minutes of the meeting held on 4 May 2017 were approved.

3b. The draft minutes of the Public Relations and Economic Development Sub-Committee meeting held on 4 May 2017 were noted.

3c. The draft minutes of the Projects Sub-Committee meeting held on 10 May 2017 were noted.

4. **PROJECTS SUB-COMMITTEE TERMS OF REFERENCE**

The Committee considered a resolution from the Projects Sub-Committee meeting held on 10 May 2017. The Sub-Committee proposed an amendment to its terms of reference to ensure clarity in relation to the Corporate Asset Sub-Committee and the Cyclical Works Programme.

RESOLVED – that the Sub-Committee's terms of reference be amended as follows:-

Overseeing the City Corporation's programme of projects, excluding those within the remit of the *Cyclical Works Programme (although these may be called-in by the Projects Sub-Committee)* ~~Corporate Asset Sub-Committee~~, to

ensure their delivery within the parameters set by the Resource Allocation Sub-Committee.

5. **WEBSITE ENTRIES FOR MEMBERS**

The Committee considered a report of the Town Clerk concerning the website entries for Members in relation to party political affiliations.

RESOLVED – that, taking into account the City Corporation's unique position, no statement be made to the City Corporation's website pages about individual Members' party political affiliations (including any reference to whether Members consider themselves as independent). This was on the basis that Members were free to include such data in the *additional information* section of their entries.

6. **INCREASING DIVERSITY IN THE COURT OF COMMON COUNCIL - UPDATE**

The Committee considered a report of the Town Clerk updating it on the work which had been undertaken to enhance the diversity of the Court of Common Council. Amongst other things, this included a review of the timing of Committee meetings undertaken by the Chief Executive of East Sussex County Council on the Committee's behalf.

Members noted that the review had concluded that significant effort had been made on the activities progressed to enhance diversity. There had been no obvious gaps in the work undertaken to engage with the City Corporation's voters and encourage prospective candidates to stand for election.

Detailed discussion ensued on the timing of meetings and Members noted the concerns which had been expressed by some of the new Members about the current arrangements. The Committee acknowledged the change in the proportion of new Members in the last few years and it was agreed that all Members should now be consulted on the matter at the next informal meeting of the Court. In the interim, the issue should be referred back to the Town Clerk to establish the possible options to be considered.

Reference was made to the issue of remuneration and the merits of the Members' Financial Loss Scheme. It was suggested that this should also be examined and discussed by Members at the informal meeting in the autumn. A Member referred to the difficulties that Members would have in making a political decision about remunerating themselves and questioned whether independent advice should be sought.

A number of arguments were advanced for and against remuneration. It was agreed subsequently that the matter should be referred to the informal meeting of the Resource Allocation Sub-Committee for more detailed consideration and to recommend a way forward.

Attention was drawn to the possible barriers which might deter people from standing for election to Common Council. Members supported the suggestion that those who had initially expressed an interest in standing for election but subsequently decided not to should be approached to ascertain the reason for their decision.

The Committee concluded by noting that currently Members were not asked to provide information on their own diversity such as their age and ethnicity. It was suggested that a similar questionnaire to that sent to staff should also be sent to Members for completion. Members supported the suggestion.

RESOLVED – That the content of the report be noted and that:-

1. the Town Clerk be requested to give further consideration to the timing of meetings and to develop options for consideration at the next informal meeting of the Court of Common Council in November;

2. the Member's Financial Loss Scheme and the issue of remuneration be referred to the forthcoming informal meeting of the Resource Allocation Sub-Committee for more detailed consideration and to recommend a way forward;

3. officers be requested to write to those who had initially expressed an interest in standing for election but who subsequently decided not to, to ascertain the reason for their decision; and

4. in order to ascertain the demographics of the Court, a questionnaire be sent to Members, similar to that sent to staff, for completion.

7. **DEPARTMENTAL BUSINESS PLANS 2017/18**

The Committee considered a report of the Town Clerk concerning the 2017/18 business plans for the Town Clerk's Corporate and Members Services Section, the Economic Development Office and the Remembrancer's Office as well as the draft Corporate Plan for 2018-2023.

RESOLVED – that:-

1. approval be given to the high-level and detailed departmental business plans from the:-

    - Town Clerk's Department (Corporate and Member Services)
    - Economic Development Office
    - Remembrancer's Office

2. the draft Corporate Plan for 2018-23 be noted.

8. **EDUCATION FLOAT IN THE LORD MAYOR'S SHOW**

The Committee considered a report of the Town Clerk concerning the inclusion of an educational float in the 2017 Lord Mayor's Show.

The Chairman questioned the inclusion of the Christ's Hospital and King Edward Schools and also whether all the academies would be invited and was advised that the intention was to include all the City Corporation's direct family schools but not Christ's Hospital and King Edward Schools. A Member also questioned whether the provision of £10,000 funding would be sufficient to cover the cost. It was suggested that the proposed funding be agreed and that should any additional resources be required for the educational float, its approval be delegated to the Town Clerk in consultation with the Chairman and Deputy Chairman.

RESOLVED – That:-

1. approval be given to an education float being entered into the 2017 Lord Mayor's Show which included the City's family of academy and independent schools, at a cost of £10,000 to be met from the 2017/18 Policy and Resources Committee's contingency fund, and charged to City's Cash; and

2. should any additional funding be required, its approval be delegated to the Town Clerk in consultation with the Chairman and Deputy Chairman.

9. **EDUCATIONAL GRANT FUNDING**

This item was withdrawn for further work.

10. **COMMONWEALTH ENTERPRISE AND INVESTMENT COUNCIL.**

The Committee considered a report of the Director of Economic Development concerning the renewal of the tenancy agreement for the provision of office space for the Commonwealth Enterprise and Investment Council (CWEIC) within the Guildhall Complex.

RESOLVED - that £20,000 be provided from Policy Initiatives Fund for 2017/18 and 2018/19 (£10,000 each year), categorised under the *Promoting the City* section of the Fund and charged to City's Cash to assist the CWEIC in renewing its tenancy agreement.

11. **COMMONWEALTH WORK PROGRAMME**

The Committee considered a report of the Director of Economic Development concerning proposals to further engage with Commonwealth by working in partnership with the cabinet office and the Commonwealth Enterprise and Investment Council (CWEIC) on the work programme for the 2018 Commonwealth Summit and Business Forum.

The Director was heard in support of the report.

He reminded the Committee that in addition to the activities in the report, as part of its efforts to engage with the Commonwealth, the City Corporation had also agreed to become a member of the CWEIC for period of two years. This had now come to an end therefore consideration needed to be given on whether to renew membership. The Director advised that the cost of a further year's membership was £12,000 and could be met from the balance of funds previously allocated for Commonwealth engagement activities. Members supported the renewal of the City Corporation's membership of the CWEIC for a further year.

RESOLVED – that:-

1. the direction of travel of the work being undertaken in partnership with Government and the CWEIC be supported in principle and that it be noted that, as the work programme developed, further proposals detailing division of responsibility and budget estimates would be submitted to the Committee for approval; and

2. approval be given to the City Corporation renewing its membership of the CWEIC for a further year at a cost of £12,000 to be met from the unspent funds previously allocated from the Committee's contingency for engagement with the Commonwealth.

12. **REGIONAL STRATEGY**
The Committee considered a report of the Director of Economic Development concerning the proposed regional strategy for the City Corporation to engage with major UK regional centres for financial and related professional services sectors.

Members noted that the report had been supported by the Public Relations and Economic Development Sub-Committee earlier that day.

RESOLVED – that the Regional Strategy be approved.

13. **CHAIRMAN'S VISIT TO WASHINGTON DC**
The Committee considered a report of the Director of Economic Development concerning the past Chairman's visit to Washington DC in April 2017.

RESOLVED – that the report be noted.

14. **ECONOMIC DEVELOPMENT - QUARTERLY ACTIVITY UPDATE**
The Committee considered a quarterly update report of the Director of Economic Development on economic development activities for the period March to May 2017.

RESOLVED – that the report be noted.

15. **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 2017/18.

RESOLVED – That the statement be noted.

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

Minutes

A Member sought clarification on the content of committee minutes particularly for those committees operating in a quasi-judicial capacity. In her view the minutes of meetings where the decision was exposed to appeal should be noted in more detail.

Detailed discussion ensued during which, amongst other things, the following comments were made:-

- Members were reminded that the current style of the minutes had been agreed by the Court as part of the last governance review. It noted that they should be concise, that they were not verbatim and where necessary, they should give a flavour of the proceedings.

- The information used at appeal stage was usually taken from the committee report and not the minutes. The minutes were referred to only if the decision taken differed from the recommendation in the report.

- Reference was made to decisions agreed by narrow margins and a Member questioned whether Standing Orders should be changed to enable individual voting to be recorded in the minutes;

- Members questioned the merits of audio recording minutes and whether the time of arrival and departure of individual Members at meetings should also be recorded.

After further discussion, the Assistant Town Clerk undertook to report back to Committee on the above mentioned points.

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

The Committee agreed to item 25 being considered at this point in the public session on the basis that the report contained no exempt information.

Operational Property Review – Incentivisation Review

The Committee considered a resolution from the Corporate Asset Sub-Committee meeting held on 22 May 2017, together with a joint report of the Chamberlain and the City Surveyor setting out options and recommendations for incentives to encourage departments to release and rationalise surplus operational property.

A number of Members were heard in support of the recommendation and noted that, currently, there was no incentive to release surplus property and land. Departments tended to hold on to property which was surplus to requirements

in case it was needed subsequently. It was important to recognise the merits of owning fewer properties and improving the condition of those which were retained within departmental portfolios.

RESOLVED – That the resolution of the Corporate Asset Sub-Committee be noted and that:-

1. Enabling savings generated from asset rationalisation be ring fenced and channelled into new or improved retained assets for departments (as set out Option 1 – para 13 of the report);

2. Property Utilisation Targets as set out in para 19 of the report be introduced and an Operation Property Change Board be created as part of the review of the City's Corporate Property Asset Management Strategy for 2017-22;

3. More useful Management Information be developed on the utilisation, cost and suitability of assets and, to assist decision making process, shared with Chief Officers and Committees as set out in para 22; and

4. the introduction of imputed rent as set out in para 22 of the report be kept under review.

18. **EXCLUSION OF THE PUBLIC**

RESOLVED - That under Section 100(A) of the Local Government Act 1972, the public be excluded from the meeting for the following 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**
19 - 28	1, 3 and 7

Part 2 – Non-Public Agenda

19. **NON-PUBLIC MINUTES**

19a. The non-public minutes of the meeting held on 4 May 2017 were approved.

19b. The draft non-public minutes of the Projects Sub-Committee meeting held on 10 May 2017 were noted.

19c. The draft non-public minutes of the Hospitality Working Party meeting held on 5 May 2017 were noted.

20. **CHRIST'S HOSPITAL SCHOOL**

The Committee considered and noted a resolution from the Committee of Aldermanic Almoners, Common Council Governors and Donation Governors of

Christ's Hospital meeting held on 13 April 2017, expressing its concern over the Policy and Resources Committee decision on the provision of financial support.

21. **EXTENSION OF CITY OF LONDON SCHOOLS INTERNATIONALLY**
This item was withdrawn to enable the new Head of the City of London School to contribute fully to any extension proposals.

22. **POLICE ACCOMMODATION STRATEGY: GENERAL UPDATE**
The Committee considered and agreed a joint report of the City Surveyor, the Chamberlain and the Commissioner of the City of London Police, updating it on the Police Accommodation Strategy and the next steps in realising the various projects falling within it.

23. **ONE SAFE CITY PROGRAMME**
The Committee considered and approved a report of the Town Clerk and Commissioner of the City of London Police concerning the One Safe City Programme.

24. **SECURITY ENHANCEMENTS CROSS CUTTING PROJECTS**
The Committee considered and approved a report of the Town Clerk concerning the progress and increased funds required to implement the cross-cutting Security Enhancement projects.

25. **OPERATIONAL PROPERTY REVIEW**
This item was moved into the public section of the meeting and considered at item No.17.

26. **PROJECT FUNDING UPDATE**
The Committee considered and agreed a report of the Chamberlain concerning the provision of funding to enable four projects to progress to the next gateway of the projects approvals process. The projects related to:-

- Barbican Centre Concert Hall
- West Ham Park Nursery
- Lord Mayor's coach
- Snow Hill and Holborn over Thameslink Pipe Subways.

27. **SMART CITY ENERGY GRID**
The Committee considered and agreed a joint report of the Director of the Built Environment and the City Surveyor concerning a Smart City Energy Grid.

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

The Committee considered a report of the Town Clerk reporting action taken since its last meeting and noted the action taken with regard to the Security Enhancement Crosscutting Projects.

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

There were no questions.

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

The following item of urgent business was considered:-

London Bridge and Borough Market Terror Attacks

The Commissioner of the City of London Police updated the Committee on activities relating to the recent terror attacks on London Bridge and in Borough Market which had resulted in a number of fatal injuries.

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.

31. THE COURTS SERVICE

The Town Clerk was heard concerning a project relating to the Courts Service and the establishment of a Member-level working group. The Committee supported the progression of the initiative and authorised the Town Clerk to progress the matter.

The meeting ended at 3pm

Chairman

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PROJECTS SUB (POLICY AND RESOURCES) COMMITTEE

Tuesday, 6 June 2017

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

Present

Members:

Hugh Morris (Deputy Chairman)
Nicholas Bensted-Smith
Mark Boleat
Deputy Keith Bottomley
Marianne Fredericks
Christopher Hayward
Deputy Jamie Ingham Clark
Deputy Catherine McGuinness
Deputy John Tomlinson

Officers:

Peter Lisley	-	Town Clerk's Department
Chris Braithwaite	-	Town Clerk's Department
Jennifer Ogunleye	-	Town Clerk's Department
Craig Spencer	-	Town Clerk's Department
Caroline Al-Beyerty	-	Chamberlain's Department
Mona Lewis	-	Chamberlain's Department
Kevin Mulcahy	-	Chamberlain's Department
Mark Lowman	-	City Surveyor's Department
Simon Rilot	-	City Surveyor's Department
Peter Young	-	City Surveyor's Department
Simon Glynn	-	Department of the Built Environment
Paul Monaghan	-	Department of the Built Environment
Steve Presland	-	Department of the Built Environment
Jim Turner	-	Barbican Centre
Paul Murtagh	-	Community & Children's Services Department
Christopher Earlie	-	Open Spaces Department
Martin O'Regan	-	City of London Police
Pauline Weaver	-	City of London Police

1. **APOLOGIES**
   Apologies for absence were received from Sir Michael Snyder, Karina Dostalova and James Tumbridge.

2. **MEMBERS' DECLARATIONS UNDER THE CODE OF CONDUCT IN RESPECT OF ITEMS ON THE AGENDA**
   There were no declarations of interests.

3. **MINUTES**

RESOLVED – That the public minutes and summary of the meeting held on 10 May 2017 are approved as an accurate record.

4. **GATEWAY APPROVAL PROCESS**

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

5. **RESOLUTION FROM THE CORPORATE ASSET SUB-COMMITTEE TO REGARDING CAPITAL PROJECTS**

The Sub-Committee considered a resolution from the Corporate Asset Sub-Committee which suggested that the capital projects should highlight, in the Gateway reports, any potential overlap in scope with current backlog and future maintenance and repair works.

The Chairman commented that this appeared to be an issue which officers would need to ensure was addressed.

RESOLVED – That the Sub-Committee notes the resolution.

6. **WINDOW REPLACEMENT PROGRAMME, INCLUDING INTERNAL AND EXTERNAL COMMON PARTS REDECORATIONS - ISSUE REPORT (GATEWAY 2)**

The Sub-Committee considered a report of the Director of Community and Children's Services which sought approval to increase the scope of works for the existing Window Replacement project and to split the current project into five separate projects, for: Golden Lane; Holloway; Southwark; Dron House and Sydenham Hill; and William Blake and Windsor House.

RESOLVED – That the Sub-Committee:

a) Approves the change in scope of the project, as detailed in Section 1.2 of the main report;
b) Approves the splitting of the Windows Replacement programme into the following work packages (as detailed in section 3 of the main report):
   - Golden Lane (Complex route)
   - Holloway (Regular Route)
   - Southwark (Regular Route)
   - Dron House and Sydenham Hill (Regular Route)
   - William Blake and Windsor House (Regular Route)
c) Notes the estimated total cost of £12,610,000

7. **GOLDEN LANE AREA LIGHTING AND ACCESSIBILITY ENHANCEMENTS - GATEWAY 2 PROJECT PROPOSAL**

The Sub-Committee considered a report of the Director of the Built Environment which proposed a project to enhance lighting on the most travelled routes in the Golden Lane Area, introducing different light ambiences, exploring smart lighting technology to remotely control lighting levels and times to adapt to the various uses of the area and enhancing accessible routes, whilst preserving the original lighting design intent.

RESOLVED – That the Sub-Committee:

a) Approves £5,000 of fees and £13,000 of staff costs, £9,000 to be funded from the s106 funds for the Bart's Close Redevelopment, £9,000 from the Fann Street Redevelopment.
b) The project proceeds to the next Gateway on the Light route.

8. **SNOW HILL / HOLBORN VIADUCT - SAFETY IMPROVEMENT - GATEWAY 2 PROJECT PROPOSAL**

The Sub-Committee considered a report of the Director of the Built Environment which proposed a project to Investigate and introduce measures to improve the safety of the junction of Snow Hill and Holborn Viaduct.

RESOLVED – That the Sub-Committee:

a) agrees that the project proceed to the next Gateway on the Light route
b) agree the allocation of £15,000 from TfL – Local Implementation Grant 2017/18 to progress the project to the next gateway as set in section 2 of the report.

9. **60-70 ST MARY AXE - GATEWAY 3 OUTLINE OPTIONS APPRAISAL**

The Sub-Committee considered a report of the Director of the Built Environment which sought approval to develop options for the project to deliver a new and improved public realm scheme in the vicinity of 60-70 St Mary Axe.

A Member noted that the estimated cost range for the project was particularly wide and asked for confirmation as to how the project would be funded. The Director of the Built Environment confirmed that the project would be fully funded by the developer.

RESOLVED – That the Sub-Committee:

a) Approves the Scheme Objectives as detailed in Appendix 1 of the report;
b) Authorises the progression of the project and the release of funds, as set out in table 2, subject to the funds being received.

10. **CITY TRANSPORTATION MAJOR PROJECTS CONSOLIDATED REPORT - GATEWAY 7 OUTCOME REPORT**

The Sub-Committee considered a report of the Director of the Built Environment which provided information of the outcomes from three City Transportation Major Projects, namely:

- Winchester House Security (Old Broad Street)
- Monument Subway
- New Street Square

The Town Clerk explained that this report had been considered by the Streets and Walkways Sub-Committee. In relation to the Monument Subway project, that Sub-Committee had agreed that the project should not be closed, as further period signage was required in the area.

RESOLVED – That:

i) in relation to Winchester House Security (Old Broad Street)

a) The final cost of the project be noted (Appendix 1);
b) The Chamberlain be authorised to return unspent Section 278 Payment of £293,530.75 to Deutsche Bank (plus interest);
c) The unspent Mitigation Payment of £120,000 (plus interest) be used to fund the Aldgate Highway Changes and Public Realm Improvement Project, subject to the agreement of the Resource Allocation Sub-Committee;
d) The project is closed.

ii) In relation to Monument Subway, notes the decision of the Streets and Walkways Sub-Committee that this project is not yet completed.

iii) In relation to New Street Square
a) The final cost of the project is noted; and
b) The lessons learnt be noted and the project is closed.

11. **CITY OF LONDON CORPORATION AND CITY OF LONDON POLICE IT STRATEGIES**

The Sub-Committee considered a report of the Chamberlain which set out the proposed strategic direction for the Corporation and the City of London Police IT over the next three years, up to 2020.

Members agreed that the full IT Strategies should be circulated to the Sub-Committee by email.

RESOLVED – That the Sub-Committee notes the report.

12. **ENGAGEMENT OF CONSULTANTS - OFF-PAYROLL REFORM (IR35) IMPLICATIONS AND RISKS**

The Sub-Committee considered a report of the Chamberlain which provided information on the off-payroll reform legislation, the impacts this legislation change will have on the City Corporation and what options were available for engaging contractors (individuals) in future.

Members commented that there was not sufficient clarity within the report regarding which contractors or consultants were affected by the legislation. The Chamberlain explained that the legislation affected sole consultants, rather than organisations used as contractors.

Members commented that it was important to ensure that value for money was achieved from using consultants. However, Members cautioned that it would be difficult to develop an appropriate process for this, beyond reviewing the work undertaken by a contractor following its completion, due to the way in which contractors charged for work.

RESOLVED – That the Sub-Committee
a) Notes the report and that City Procurement has reviewed the impacts of the off-payroll reform legislation and has identified options to engage contractors compliantly.

b) Notes the recommendation to use alternative options for engaging contractors on a case by case basis.

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

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

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

Item No.	**Paragraph No**
16, 17, 19-29	3
18	3, 7

16. **NON-PUBLIC MINUTES**
The Sub-Committee approved the non-public minutes of the meeting held on 10 May 2017 as an accurate record.

17. **POLICE ACCOMMODATION STRATEGY: GENERAL UPDATE REPORT**
The Committee considered and approved a joint report of the City Surveyor, Chamberlain and Commissioner of the City of London Police which provided headline updates on the overall Police Accommodation Strategy and sought further necessary approvals for the progression of the programme.

18. **ONE SAFE CITY PROGRAMME - REQUEST FOR FUNDING**
The Sub-Committee noted a joint report of the Town Clerk and Commissioner of the City of London Police which sought approval for further funding of the One Safe City Programme.

19. **TOWER BRIDGE BASCULE RE-DECKING AND APPROACH VIADUCT WATERPROOFING - ISSUE REPORT (GATEWAY 5)**
The Sub-Committee considered and approved a report of the Director of the Built Environment which sought approval for the final account for the works in relation to the re-decking and approach viaduct waterproofing of Tower Bridge.

20. **TOWER BRIDGE - REPLACEMENT OF HEATING SYSTEM SERVING THE HIGH LEVEL WALKWAYS AND TOWERS - GATEWAY 3/4 OPTIONS APPRAISAL**
The Sub-Committee considered and approved 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.

21. **BARBICAN CONCERT HALL SEATING - GATEWAY 2 PROJECT PROPOSAL AND GATEWAY 3/4 OPTIONS APPRAISAL**
The Sub-Committee considered and approved a report of the Managing Director, Barbican Centre which set out the options and sought approval to develop the preferred option for the project to replace the seating in the Barbican Centre Concert Hall.

22. **CITY OF LONDON SCHOOL FOR GIRLS REFURBISHMENT PROGRAMME: PHASE 2 - CHANGES TO BUDGET (ISSUE REPORT - GATEWAY 4); AND PHASE 3 - SEEKING PARTIAL BUDGET APPROVAL (ISSUE REPORT - GATEWAY 3)**
The Sub-Committee considered and approved a report of the Headteacher of the City of London School for Girls which sought approval for changes to the budget and approval for partial spend of the budget for the City of London School for Girls Refurbishment Programme.

23. **TEMPLE CHAMBERS EXTERNAL REDECORATION AND REPAIRS (CITY'S ESTATE) - GATEWAY 5 AUTHORITY TO START WORK**
The Sub-Committee considered and approved a report of the City Surveyor which sought approval to commence works on the project for external redecoration and repairs to Temple Chambers.

24. **63 - 64 NEW BROAD STREET, BOSTON HOUSE - GATEWAY 7 OUTCOME REPORT**
The Sub-Committee considered and approved a report of the City Surveyor which provided information of the outcomes from the project to refurbish 63-64 New Broad Street.

25. **HIGHWAYS AND PUBLIC REALM PROGRAMME: GREEN, 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 the Highways and Public Realm Programme.

26. **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.

27. **ACTION TAKEN BY THE TOWN CLERK UNDER DELEGATED AUTHORITY OR URGENCY PROCEDURES**
The Sub-Committee noted a report of the Town Clerk which provided information of action taken under delegated authority or urgency procedures since the last meeting.

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

29. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT AND WHICH THE COMMITTEE AGREE SHOULD BE CONSIDERED WHILST THE PUBLIC ARE EXCLUDED**
There were two items of urgent business.

The meeting closed at 10.40 am

Chairman

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

Thursday, 8 June 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:

Deputy Catherine McGuinness (Chairman)	Anne Fairweather
Mark Boleat (Deputy Chairman)	Deputy Edward Lord
Simon Duckworth	Andrew Mayer
Hugh Morris	Jeremy Mayhew
Alderman Sir Michael Bear	The Lord Mountevans
Deputy Keith Bottomley	James Tumbridge

Officers:

John Barradell	-	Town Clerk and Chief Executive
Simon Murrells	-	Assistant Town Clerk
Damian Nussbaum	-	Director of Economic Development
Bob Roberts	-	Director of Communications
Paul Double	-	Remembrancer
Jeremy Browne	-	Special Representative for the City to the EU
Sherry Madera	-	Special Adviser for Asia
Giles French	-	Assistant Director of Economic Development
Heather Barker	-	Assistant Director of Economic Development
Laura Davison	-	Head of Research, Economic Development
Jeremy Blackburn	-	Head of Corporate Affairs
Bruce Hunt	-	Remembrancer's Office
Deborah Cluett	-	Comptroller's & City Solicitor's Department
Peter Cannon	-	Corporate Affairs
Colton Richards	-	Corporate Affairs
Simon Latham	-	Town Clerk's Department
Emma Sawers	-	Town Clerk's Department

1. **APOLOGIES FOR ABSENCE**
   Apologies for absence were received from Sir Michael Snyder and Deputy Tom Sleigh.

2. **MEMBERS' DECLARATIONS UNDER THE CODE OF CONDUCT IN RESPECT OF ITEMS ON THE AGENDA**
   There were no declarations of interest.

3. **MINUTES**

RESOLVED – That the public minutes and summary of the meeting held on 4 May 2017 be approved as a correct record.

4. **EDO QUARTERLY UPDATE**

Members received a quarterly update from the Economic Development Office. The Director of Economic Development gave some examples of successful work the office had undertaken since the Grand Committee granted an uplift last year, including the Green Finance Summit (with 700 attendees), launch of the Institute of Apprenticeships at Mansion House, as well as work to discuss what could be included in the financial services chapter of a bespoke Free Trade Agreement between the UK and the EU27.

Members also received verbal updates from the Special Representative to the City for the EU and the Special Adviser for Asia.

The Special Representative for the EU gave background on the current political landscape and the UK's relationship with the EU. He updated Members on his extensive travel across the EU, most recently to Denmark, Spain, Portugal, Lithuania, Italy, Austria, Poland and Brussels, which is coordinated with partners, including the Foreign Commonwealth Office network. Members were requested to feedback on the visits' reports.

The Special Adviser for Asia explained how her work was focused on three key strategic regions: Greater China, India and Singapore, as a part of "future-proofing" the City, using opportunities for trade and investment in Asia. She talked about how the learnings of her recent visits make clear that there is a growing need to engage with China, including contributing to the Belt and Road initiative. She mentioned that Singapore is seen as both a collaborator and competitor as a global financial centre looking aggressively at opportunities, post-Brexit. In India, she noted we participated in the recent UK-India Economic and Financial Dialogue (EFD). She added that the City Corporation offices in Beijing, Shanghai and Mumbai were being utilised to pick up intelligence on the ground and push forward work on identified priorities.

The Chairman commented that this activity was especially important in the current political climate, and particularly important to do in partnership with others, such as TheCityUK and the International Regulatory Strategy Group (IRSG).

The following additional points were made:

- The Chairman of the IRSG will be attending the Resource Allocation Sub Committee Away Day
- The risks that are posed to the City post-Brexit are also posed to the rest of the EU27. It is in everyone's interest that a Brexit deal is struck, which maintains the City's status as the world leading financial centre.
- Material in Chinese, including brochures and/or a video, could be produced to give out to stakeholders from China.
- Members with the relevant connections and expertise can be used to support the work in Asia and the EU.

- The Policy Chairman will be introducing a series of briefing breakfasts for Members on particular areas relating to the work of the Economic Development Office.
- There was discussion on whether it would be useful for the Special Representative and Special Advisers to be accompanied on visits by the industry, where one Member proposed that access to key stakeholders could be reduced on visits with a wider delegation.

The Sub Committee agreed that they would like to see a regular update on the Economic Development Office, each month.

RECEIVED

5. **ECONOMIC DEVELOPMENT OFFICE BUSINESS PLAN 2017-18**
Members considered a report of the Director of Economic Development on the department's business plan for 2017-18.

Members commented:

- It was requested that the Corporation include more emphasis on youth unemployment and that more office space for small businesses is provided as part of our offer.
- SMEs, particularly FinTech companies, were vibrantly important to the ecosystem and it would be important to work with them.
- There should be more focus on tackling the cyber threat, as well as noting that maritime services is a key theme for the mayoralty as part of the financial and professional services sector.

RESOLVED, that the Economic Development Office Business Plan 2017-18 is agreed.

6. **REGIONAL STRATEGY**
The Sub Committee considered a report of the Director of Economic Development on the City Corporation's regional strategy.

This report was well received and the Chairman commented that she had consulted a variety of business and Government stakeholders on this draft strategy who were also positive about it.

In response to a question, Members heard how the regional strategy will initially be piloted on three UK financial centres (Edinburgh, Belfast and Manchester), and if successful would then be rolled out to other UK cities.

It was pointed out that the strategy delivered in Belfast needs to cover also the north west of Northern Ireland given the City's close links with County Londonderry. It was confirmed that to Members that in this area, the City Corporation would be working with Invest Northern Ireland, who have a remit, which is wider than just Belfast.

It was requested that, when looking at additional centres, officers accounted for the benefit of working with cities with a high proportion of employment in the

financial services' sector. It was agreed that this Sub Committee would be involved with the discussion of future cities to engage with.

RESOLVED, that the Public Relations and Economic Development Sub Committee recommend to the Policy and Resources Committee that the regional strategy be approved.

7. **PARTY CONFERENCES**

Members considered a report of the Director of Communications on attendance of the Policy and Resources Committee at the 2017 Party Conferences.

The Chairman underlined that it was important to use Members with relevant expertise and to also ensure they were conveying corporate messages at party conferences.

It was agreed that the team of Members, who are going to each conference, should meet in the week leading up to Communications and Corporate Affairs teams to coordinate attendance at roundtables and events, strategically.

RESOLVED, that the attendance for future party conferences is:

- Maintain the approach of previous years, whereby funded attendance was available to all Members of the Public Relations and Economic Development Sub Committee, subject to the Corporate Affairs budget;
- Other Members of the wider Court with specific experience or relevance may exceptionally be invited to attend party conferences as a representative of the City Corporation, where appropriate, subject to the Corporate Affairs budget;
- Other Members attending party conferences in a self-funded and separate capacity would be entitled to attend Corporation dinners.

8. **MEDIA UPDATE**

The Sub Committee received a report of the Director of Communications updating on media output over the past six months.

The Chairman thanked the Communications Team for their help and support to her in the first month of her Chairmanship. The Team were also commended on how well they responded to the terrorist attack on London Bridge.

RECEIVED

9. **STANDALONE WEBSITE POLICY**

Members considered a report of the Director of Communications on the City Corporation's standalone website policy, setting out when and how institutions owned or wholly-funded by the City Corporation can set up standalone websites or digital platforms.

The Director of Communications was asked to give an update on the branding strategy, to which he will come back to the particular Member to update outside of the meeting.

There was also quite a lot of discussion surrounding the functionality of the City Corporation website, particularly in relation to its search function and its ease of navigation. Members asked for a joint paper of the Director of Communications and Director of IT to be taken back to this Sub Committee outlining proposals for a new digital strategy.

RESOLVED, that the new standalone website policy be approved.

10. **SPORT ENGAGEMENT OPPORTUNITIES**

Members considered a report of the Town Clerk relating to sport engagement opportunities for the City Corporation.

One Member highlighted that the hospitality should involve children from the City's family of schools as well as Members.

RESOLVED, that the proposed hospitality to be provided for the upcoming IAAF World Athletics Championships be noted; and that the Town Clerk, in consultation with relevant officers, be asked to look further into how the City Corporation can strategically support further major sports events and report back on a way forward.

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

Prime Minister's Visit to Smithfield Market

A question was raised to ascertain the details of the Prime Minister's Visit to Smithfield Market as part of her campaign, the day before the General Election.

There were mixed opinions on this. Some Members stated that there was precedent for such visits and that Smithfield Market is a public place so is open to any party candidate during a political campaign. Others felt that the City Corporation had been inconsistent in its policy, having asked a Member of Parliament not to use an official visit to Highgate Wood during purdah as an opportunity for campaigning or publicity.

Officers clarified that there was a difference between the Prime Minister's visit to Smithfield Market and the MP's visit to Highgate Wood, as the latter example was taking place in her own constituency. Additionally, the Smithfield Market building is open to the public and is not a local authority building, and the prohibition relates to provision of financial or other assistance. This is generally taken to involve financial assistance using public funds, at publicly accessible facilities. Therefore it was not considered any breach of the prohibition has occured.

The Chairman of Markets Committee who was present at the visit of the Prime Minister to Smithfield Market clarified further details, that the City Corporation did not use this as a publicity opportunity itself and no press release was issued, and that the Prime Minister was not invited by the City Corporation but

the request had come through only the afternoon before from her private office at the Conservative Party Headquarters.

12. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT**
Members congratulated the Remembrancer on his recent appointment as Master of Middle Temple.

13. **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.

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 13:15

Chairman

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MEMBERS PRIVILEGES SUB (POLICY AND RESOURCES) COMMITTEE

Thursday, 22 June 2017

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

Present

Members:
Wendy Mead (Chief Commoner) (Chairman)
Ann Holmes
Deputy Jamie Ingham Clark
Deputy Edward Lord
Deputy Richard Regan
John Scott (Ex-Officio Member)
Michael Welbank

Officers:

Charlotte Taffel	-	Town Clerk's Department
Fiona Hoban	-	Assistant Remembrancer
Amy Poole	-	Remembrancer's Office
Dorian Price	-	Guildhall Manager
Alan Dingley	-	Head of Maintenance and Projects
Jim Graham	-	Assistant Director of Cleansing
Adam Collins	-	Department of Built Environment
Angela Roach	-	Committee and Member Services Manager

1. **APOLOGIES**
   Apologies were received from Deputy Catherine McGuinness and Jeremy Simons.

2. **DECLARATIONS BY MEMBERS OF PERSONAL OR PREJUDICIAL INTERESTS IN RESPECT OF ITEMS TO BE CONSIDERED AT THIS MEETING**
   There were no declarations.

3. **MINUTES**
   RESOLVED – That the minutes of the meeting held on 19 January 2017 be approved as an accurate record.

4. **OUTSTANDING REFERENCES**
   The Sub Committee noted that all actions were complete.

   RECEIVED.

5. **APPLICATION OF THE CORPORATE TRANSPORT POLICY TO ALL MEMBERS - UPDATE**

The Sub Committee received a joint report of the Director of HR and the Director of Transportation & Public Realm regarding an update on the Corporate Transport Policy to all Members.

A Member queried the section of the Corporate Transport Policy which related to Members using their own vehicles in relation to City Business. The General Risk Assessment Form noted that Officers had not identified any examples where Members driving their own cars is a City Corporation business activity. Members noted however that the use of one's own vehicle to, for example, drive to a train station to attend a Corporation event or meeting in London should be regarded as a City Corporation Business activity. The Assistant Director of Cleansing agreed to investigate the issue and report back to the Sub Committee.

RESOLVED – That the Assistant Director of Cleansing be requested to investigate the issue of Members using their own vehicles in relation to City business and to report back to the Sub Committee.

6. **ORDER OF SENIORITY**

The Sub Committee received a report of the Town Clerk outlining the Order of Seniority.

Members agreed that the following amendments be made to the wording of the Court of Common Council Seniority report, and that such amendments be taken to the next meeting of the Policy and Resources Committee for decision:-

a) To include the following paragraph under 2.3 – **Alderman, whether former Common Councilmen or not, who are elected to serve as Common Councilmen after their service on the Aldermanic Court, would take their seniority to their total length of service on Common Council, including as an Alderman.**

b) To include the following amendment under paragraph 3.2 – The Senior Committee Chairman (i.e. particularly the Chairman of Policy and Resources, Finance, Planning and Transportation, Police **and Establishment**) are normally taken out of their seniority order.

RESOLVED – That:-

a) The Seniority report be amended as above; and

b) The amended Seniority report be taken to the next meeting of the Policy and Resources Committee for decision.

7. **PROVISION OF EVENING WEAR**

The Committee and Member Services Manager raised the issue of the expense of purchasing evening wear, in particular white tie, which had been brought to the fore following the recent election of the Court of Common Council. The Committee and Member Services Manager asked Members' views on the suggestion that the City of London Corporation acquire a selection of evening wear to be utilised by Members for events under the ownership of the Guildhall Club.

Discussion ensued on the wider issue of remuneration for Members, which was a matter likely to be considered by the Resource Allocation Sub Committee. Members suggested that a basic allowance for Members could be used for the purchase of evening wear. Members also noted that while the provision of white tie evening wear for gentleman would require the purchasing of a number of suits, providing evening wear for ladies would be a more complex task.

The wider issue of dress code was also discussed. The Sub Committee were of the opinion that certain standards and formalities should be upheld. Members suggested that the dress code should be reviewed as a matter of policy, and a Member advised that the issue would be considered as part of the work being undertaken by the Ceremonials Protocol Working Party. Members noted that any decision taken on the issue of dress code would require wide consultation with Members. The Chairman, who was also a Member of the Ceremonials Protocol Working Party, stated that any recommendations should be referred to the Member Privileges Sub Committee for consideration.

RESOLVED – That it be recommended to the Policy and Resource Committee:-

a) The Resource Allocation Sub Committee be requested to look into the issue of Member allowances as part of wider discussion on remuneration by considering the cost of evening wear; and

b) Any recommendation made by the Ceremonials Protocol Working Party with regard to the City of London Corporation's dress code be brought back to the Member Privileges Sub-Committee for further consideration.

8. **MEMBER BRIEFINGS**

The Past Chief Commoner was heard on the issue of Member Briefings following the election of the Court of Common Council. The Past Chief Commoner noted that many past Members were interested in keeping up to date with the City of London Corporation, and asked whether the Member Monthly Briefing could be circulated to past Members should they wish to subscribe. The Sub Committee agreed that there was no reason that the Member Briefing be non-public due to the innocuous nature of the content and requested that the Town Clerk investigate the issue.

The Sub Committee further noted that the process of recognising service of Members needed formalising, as there was disparity between those Members who stand down during their elected term and receive a formal resolution, and those who either do not stand for re-election or are un-elected. The Sub Committee requested that the Town Clerk look into formalising the process of recognising the service of past Members to ensure both clarity and consistence.

RESOLVED – That it be recommended to the Policy and Resource Committee that:-

a) The Director of Communication be requested to investigate making the Member Monthly Briefing available to past Members of the Court of Common Council and report back the Sub-Committee on the proposal; and

b) The Town Clerk be requested to report back to the Sub-Committee on recognising the service of Members who stand down or are unelected from the Court of Common Council.

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

A Member queried the role and status of the Chief Commoner in relation to seniority within the Court of Common Council. On the City of London Corporation's website, the Chief Commoner is listed as the 4th Key Councillor under the Lord Mayor, Chairman of Policy and Resources and the Chairman of Finance. Deputy Edward Lord recommended that the following wording regarding the role and status of the Chief Commoner be used on the website:-

First established in 1444, the office of Chief Commoner is the highest civic position to which a Common Councilman, as such, can hope to be elected. It is akin to being the Civic Mayor of a Borough Council or Chairman of a District or County Council, i.e. it is not a role of 'political' leadership, but rather the ceremonial head of the Commoners, their conscience and counsellor, their spokesperson, and the defender of their rights and privileges.

Given the high profile international nature of the Lord Mayor's ambassadorial role, it is expected that the Chief Commoner will undertake many of the domestic (i.e. internal to the City and Corporation) ceremonial duties which would usually be part of the schedule of a civic head in any other local authority. The Chief Commoner also takes the lead on the planning of all Corporation hospitality and in authorising the use of Guildhall.

In Civic Precedence, the Chief Commoner follows immediately behind the Lord Mayor and Sheriffs, and ahead of all other Aldermen and Common Councilmen. The Chief forms part of the 'Civic Team' and should be acknowledged as such when on duty at Guildhall, Mansion House, or elsewhere in the City, for example at a Livery Company event. Recognition of

the Chief Commoner's status will be made by appropriate placement on the seating plan, and in processions, as well as in the allocution.

Within the Court of Common Council, the Chief Commoner has a pastoral responsibility for the Councilmen and will provide advice and guidance to Members where necessary. The Chief also has an informal disciplinary and dispute resolution function, including the authority to withdraw Corporation hospitality or access to facilities where they deem it appropriate.

Discussion ensued on the role of the Chief Commoner, the highest civic position held on the Court of Common Council and one to which all Members can aspire to by virtue. The Sub Committee agreed that a clear statement was required to enhance the formality of the role.

The Sub Committee agreed and thanked Deputy Edward Lord for the work he had undertaken in preparing the suggested wording, and requested that the report be taken to the Policy and Resources Committee for decision.

RESOLVED – That it be recommended to the Policy and Resources Committee that the role and status of the Chief Commoner be formulised and that the revised wording as proposed by Deputy Edward Lord and as set out above be included on the website and used in all public facing City of London Corporation Material.

10. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT**
There was no urgent business.

11. **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 Schedule 12A of the Local Government Act.

12. **NON-PUBLIC MINUTES**
RESOLVED – That the non-public minutes of the meeting held on 19 January 2017 be approved as an accurate record.

13. **GUILDHALL WEST WING - PROVISION OF UPGRADED LAVATORIES AND CLOAKROOM FACILITIES FOR MEMBERS AND GUILDHALL GUESTS**
The Sub Committee received a report of the City Surveyor on the provision of upgraded lavatories and cloakroom facilities for Members and Guildhall Guests.

RECEIVED.

14. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE WHICH THE SUB-COMMITTEE AGREE SHOULD BE CONSIDERED WHILST THE PUBLIC ARE EXCLUDED**
There were no non-public questions.

15. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT AND WHICH THE SUB-COMMITTEE AGREE SHOULD BE CONSIDERED WHILST THE PUBLIC ARE EXCLUDED**
There was no non-public urgent business.

The meeting closed at 11.50 am

Chairman

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Committee(s)	**Dated:**
Licensing Port Heath & Environmental Services Policy and Resources Committee	**3 May 2017** **9 May 2017** **6 July 2017**
Subject: Charity Collections Terms of Reference	**Public**
Report of: Director of Markets and Consumer Protection	**For Decision**
Report author: Peter Davenport - Licensing	

Summary

This report outlines the current legislation for managing charity street collections including those related to the playing or singing of Christmas carols in December.

In 2006 a report was agreed by the Port Health & Environment Services (PH&ES) Committee that matters relating to street charity collections should fall within the terms of reference of the Licensing Committee.

The report was instigated by the expected introduction of a new Charities Act which did not then happen and so reference to the Licensing Committee was not brought into effect.

The report suggests that, irrespective of new legislation, the reasoning behind the agreed recommendation in 2006 is still valid today and therefore charity street collections should fall within the terms of reference of the Licensing Committee.

Recommendation(s)

Members are asked to agree to the terms of reference of the Licensing Committee being amended to include The Police, Factories and (Miscellaneous Provisions) Act 1916 and note that both the Licensing and the Port Health and Environmental Services Committees have considered this report and are supportive of the change.

Main Report

1. The Police, Factories and (Miscellaneous Provisions) Act 1916 (the Act) permit the Common Council of the City of London to make regulations with respect to the places where, and the conditions under which, persons may be permitted to collect money for the benefit of charitable or other purposes (charity collections).

2. Such regulations were made on 22 May 1980 (the Regulations).

3. The Regulations create an offence for any collection to be made unless a permit has been obtained from the City of London's Police Commissioner. Or similarly, a certificate from the City of London's Police Commander where the collection takes place between 1st to 24th December in any year and relates to the singing or playing of Christmas carols.

4. The functions of the City of London Police, as they relate to charity collections, have been delegated to the Markets and Consumer Protection's Licensing Team. The scheme of delegation has been recently updated and signed by the City of London Police Commissioner Ian Dyson on 6 February 2017.

5. The Licensing service undertakes all administration work involved in the receipt of applications, grant of permits and certificates and post collection requirements. The administration work includes decisions to be taken by the Licensing Manager in relation to the acceptance of 'late' applications and other minor exemptions to the Regulations.

6. In 2016/17 the Licensing team granted 52 Charity Collection Permits and 12 'Carol Singing' Certificates.

7. The legislation concerning charity collections does not include 'face to face' collections colloquially referred to as 'chuggging'. Face to face collections do not constitute an offence under either the Act or the Regulations.

8. On 14 November 2006 a report was submitted to this Committee in anticipation of the then new Charities Bill becoming law. Although the Bill received Royal Assent the Charities Act 2006 remains dormant and has never commenced.

9. The Charities Act 2006 if it became law would address face to face collections and include public areas, albeit they may be private areas, within the scope of legislation concerning charity collections e.g. a station concourse.

10. In 2006 Members of the PH&ES Committee agreed that the functions carried out under the Act should be transferred to the Licensing Committee, subject to the concurrence of the Licensing Committee and the Court of Common Council. Reports were never sent to these committees presumably because the Charities Act 2006 did not become law.

11. However, the sentiments behind the 2006 report have not changed and the wishes of Members have not been brought into effect. The main sentiment being that the Licensing Committee has a dedicated role relating to licensing issues and its Members have experience in the corporate licensing and registration process and systems.

12. Further, matters relating to charity collections rarely come before Committee and therefore those Members regularly dealing with licensing matters, albeit under different legislation, will be in the best position to deal with issues arising. Unlike issues that may arise with regards to Massage & Special Treatments and Tables & Chairs, legislation dealing with charity collections has no safety implications.

Corporate & Strategic Implications

13. If PH&ES Committee, and/or Licensing Committee, disagree with their respective recommendation, the Act shall remain within the terms of reference of the PH&ES Committee.

14. If both Committees agree with their respective recommendations the Act, subject to the concurrence of the Court of Common Council, will fall within the terms of reference of the Licensing Committee.

Financial Implications

15. There are no direct financial or risk implications for the Corporation's services associated with this report. There is no direct authorisation for the Corporation to charge a fee for work carried out under the Act however, the work carried out by the Licensing team is recharged to the City of London Police. In 2016/17 the sum recharged was £18,000.

Background Papers

- PH&ES Committee Report – 14 November 2006

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Committee(s) Policy and Resources Committee	**Dated:** 6 July 2017
Subject: Order of Seniority	**Public**
Report of: Town Clerk	**For Decision**
Report Author: Charlotte Taffel, Members' Services Officer	

Summary

At the meeting of the Members' Privileges Sub-Committee on 19 January 2017, a Member queried the seniority of a Member who had been a Common Councilman, served as an Alderman and then returned to being a Common Councilman. The Sub-Committee sought clarification from the Town Clerk on the protocol and process by which the Order of Seniority was established.

The Order of Seniority was most recently confirmed by the Members' Privileges Sub Committee in January 2012 (Appendix A). The principles for calculating the Order of Seniority include clarification on the question of Aldermen who have previously served as a Common Councilman and are set out in their entirety in the appendix to this report. Aldermen, whether former Common Councilmen or not, who are elected to serve as Common Councilmen after their service on the Aldermanic Court, would take their seniority according to their total length of service on Common Council, including as an Alderman.

At a subsequent meeting of the Members' Privileges Sub-Committee on 22 June 2017, it was agreed that the Order of Seniority should be amended to reflect seniority being calculated on the basis of total length as noted in the recommendations below.

Recommendations

That the Members' Privileges Sub-Committee recommend to the Policy and Resources Committee that approval be given to the amendments to the protocol for Seniority at the Court of Common Council as set out below and in the appendix to the report:-

a) To include a new paragraph at 2.3 as follows:-

Alderman, whether former Common Councilmen or not, who are elected to serve as Common Councilmen after their service on the Aldermanic Court, would take their seniority to their total length of service on Common Council, including as an Alderman;.

b) Paragraph 3.2 be amended to include the Establishment Committee:-

The Senior Committee Chairman (i.e. particularly the Chairman of Policy and Resources, Finance, Planning and Transportation, Police and *Establishment*) are normally taken out of their seniority order.

Main Report

1. At the meeting of the Sub Committee on 19 January 2017, a Member queried the level of seniority of a Member who had been a Common Councilman, served as an Alderman and then returned to being a Common Councilman. The Sub Committee therefore sought clarification from the Town Clerk on the protocol and process on calculating the Order of Seniority.

2. The Order of Seniority was most recently confirmed by the Members' Privileges Sub Committee in January 2012. The principles for calculating the Order of Seniority in the Pocket Book agreed are set out below:-

   i) The Order of Civic Seniority amongst the Commoners is calculated principally according to the date of election and their total period of service.

   ii) The following rules apply:

      a) Where a number of Members are elected on the same day, seniority amongst them be calculated:

      - alphabetically by Ward (Aldersgate being first, Walbrook being last); and

      - if there were more than one new Member elected for the same Ward on the same day, then seniority be alphabetically between those Members.

      b) Where a Member has a period away from the Court and then is re-elected, their seniority is calculated by totalling their number of years' service and deducting it from the year on which they were re-elected to the Court (and then being placed after other Members in that 'year').

      c) Aldermen, whether former Common Councilmen or not, who are elected to serve as Common Councilmen after their service on the Aldermanic Court, would take their seniority according to their total length of service on Common Council, including as an Alderman.

3. At the meeting of the Sub Committee on 22 June 2017, Members recommended that the following amendments be made to the wording of the Court of Common Council Seniority report, and that such amendments be taken to the next meeting of the Policy and Resources Committee for decision:-

   a) To include the following paragraph under 2.3 – *Alderman, whether former Common Councilmen or not, who are elected to serve as Common Councilmen after their service on the Aldermanic Court, would take their seniority to their total length of service on Common Council, including as an Alderman.*

   b) To include the following amendment under paragraph 3.2 – The Senior Committee Chairman (i.e. particularly the Chairman of Policy and Resources, Finance, Planning and Transportation, Police and *Establishmen*t) are normally taken out of their seniority order.

Appendices

Appendix A – Proposed Revision of the Court of Common Council – Seniority Report – as requested by the Members' Privileges Sub Committee on 22 June 2017.

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Appendix A

COURT OF COMMON COUNCIL

SENIORITY

Proposed revision to the report approved by the Members' Privileges Sub-Committee on 31 January 2012

1. The Order of Civic Seniority amongst the Commoners is calculated principally according to the date of election and their total period of service.

2. The following rules apply:

2.1 Where a number of Members are elected on the same day, seniority amongst them is calculated:

(a) alphabetically by Ward (Aldersgate being first, Walbrook being last); and

(b) if there are more than one new Members elected for the same Ward on the same day, then seniority is alphabetically between those Members (e.g. Mr Cressey is senior to Ms Regis)

2.2 Where a Member has a period away from the Court and then is re-elected, their seniority is calculated by totalling their number of years' service and deducting it from the year on which they were re-elected to the Court.

> *For example, Mrs Littlechild was first elected in 1998 and served until 2005. When she was re-elected in 2009, her reckonable service of seven years was deducted to indicate that her seniority fell with those elected in 2002.*

Members returning to the Court after a period away are placed at the foot of the list of those in their new seniority.

2.3 **Aldermen, whether former Common Councilmen or not, who are elected to serve as Common Councilmen after their service on the Aldermanic Court will take their seniority according to their total length of service on Common Council, including as an Alderman.**

3. Certain exceptions to strict seniority are applied, particularly in respect of seating arrangements, on appropriate occasions:

3.1 The Chief Commoner will always be pre-eminent amongst the Common Council.

3.2 The Senior Committee Chairmen (i.e. particularly the Chairmen of Policy and Resources, Finance, Planning and Transportation, Police and **Establishment**) are normally also taken out of their seniority order.

3.3 In addition, the Deputy Chairman of the Policy and Resources Committee and either the Immediate Past Chief Commoner or the Chief Commoner Elect will be accorded appropriate precedence as required.

3.4 Other Members may also be seated outside seniority where it is appropriate for them to be with a particular guest or guests such change to be determined by the Lord Mayor, Chief Commoner, or Chairman of the Host Committee on the recommendation of the Town Clerk or Remembrancer.

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Committee: Policy and Resources	**Date:** 6 July 2017
Subject: Minute Writing	**Public**
Report of: Town Clerk	**For Decision**
Report Author: Simon Murrells, Assistant Town Clerk	

Summary

1. At your meeting in June, Members discussed the current style of minutes of committee and related meetings. Members questioned whether:

   - minutes were sufficiently robust should they be called upon in the event of a legal challenge;
   - the time of arrival and departure at meetings of individual Members should be recorded
   - individual Members' names should be recorded when a matter is voted upon; and
   - audio recording of meetings should be introduced.

2. This report sets out the basis for the current minuting style as well as legal advice on whether the minutes contain sufficient information in the event of a legal challenge. The advice confirms that where an officer's recommendation is followed, the minute is not relied on to explain the decision making process – case law has established that in the absence of contrary evidence it is a reasonable inference that a committee followed the reasoning of an officer's report particularly where the recommendation was accepted. This is the practise invariably adopted when dealing with appeals and judicial reviews. The report is taken as evidence of what a committee took into account. When a committee as a whole takes issue with something in the report or does not follow the recommendation, care is taken to ensure the minute reflects the reasoning.

3. If Members are minded to introduce recording the time of arrival and departure of Members at committee or working party meetings, a 'signing in and out' system should be introduced to avoid any discrepancies. A move to a recorded vote would be a significant change to the long-standing customary show of hands and the Committee may wish to consider consulting the wider membership on such a move.

4. Finally, audio recording of meetings could be introduced although there would be a cost in purchasing equipment. Members should also question whether there is a need for this based on the fact that a verbatim record of what is said at a meeting is very rarely called for.

Recommendations: That the current style of the minutes of meetings be noted and that the views of Members is sought on:

a) whether the time of arrival and departure at all committee, sub-committee and working party meetings of individual Members should be recorded on the basis of an attendance register completed by individual Members at each meeting;

b) whether individual Members' names should be recorded when a matter is voted upon and, if so, whether such a proposal should be consulted on with the wider membership; and

c) whether audio recording of meetings should be introduced as a matter of policy.

Main Report

Background

5. At your meeting in June, Members discussed the current style of minutes of committee and related meetings. Members questioned whether:

- minutes were sufficiently robust should they be called upon in the event of a legal challenge;
- the time of arrival and departure at meetings of individual Members should be recorded
- individual Members' names should be recorded when a matter is voted upon; and
- audio recording of meetings should be introduced.

Minutes

6. As part of the review of the City Corporation's governance in 2011, consideration was given to the style that should be used for the minutes of committee, sub-committee and working party meetings and the Court agreed that this should be "concise and to the point". It was, however, accepted that where appropriate particularly for legal necessity, fuller minutes should be produced.

7. A verbatim record is not made of debate at formal meetings, nor are individual comments attributed unless a Member expressly asks for this to happen, such as their dissent to a decision (see paragraph 14 below). Minutes should strike a balance where differing views have been expressed and a fuller minute is usually only recorded where a decision is taken that is contrary to an officer's recommendation or where some other conclusion is reached, to demonstrate the reasoning behind it.

8. The Comptroller & City Solicitor advises that where a recommendation is followed the minute is not relied on to explain the decision making process – case law has established that in the absence of contrary evidence it is a reasonable inference that, for example, a planning committee followed the reasoning of an officer's report particularly where the recommendation was accepted. This is the practise invariably adopted when dealing with appeals and judicial reviews. The report is taken as evidence of what a committee took into account.

9. When a committee as a whole takes issue with something in the report or does not follow the recommendation, care is taken to ensure the minute reflects the reasoning.

Recording the time of arrival and departure

10. The Committee has asked that recording in the minutes of the time of arrival and departure at meetings of individual Members should be considered as part of this brief review. This is not current practice and a decision to change the arrangement is entirely a matter for Members. The record of attendance is currently maintained by the Committee and Member Services officer who simply places a tick besides the name of Members present and records that in the minutes. Bearing in mind that a number of the City Corporation's committees have a membership in excess of 30 and that the Town Clerk's staff are taking notes throughout the meeting and concentrating on the proceedings, it may not always be possible for them to notice the time of arrival or departure of individual Members. Members can also leave the meeting temporarily.

11. If the Committee is minded to introduce the recording of the time of arrival and departure of Members at committee or working party meetings, it is strongly recommended that a 'signing in and out' system for Members is introduced to avoid any discrepancies. This would take the form of a simple register whereby Members sign in and out as they arrive and depart the meeting. The Committee and Member Services officer would continue to maintain a record of overall attendance but would rely on the attendance register for the more detailed record.

12. It should be noted that the Court has agreed that the publication of attendance details on the City Corporation's website is unnecessary on the basis that details of Members attendance are already set out in the minutes of meetings which are already available on the website.

Recording Members' names when voting

13. The Committee has asked for consideration to be given to the recording of the names of Members when voting. With the exception of elections of Members (such as to the offices of Chairman or Deputy Chairman) which are conducted by ballot, it is usual practice for voting in committees to be by a show of hands.

14. Standing Order No. 38 provides for the Town Clerk, if requested, to record in the minutes of a meeting the name(s) of any Member(s) dissenting from a majority

decision. A move to a position whereby all voting is recorded would represent a significant change to the long-standing customary show of hands and, if this is to be pursued, the Committee may wish to consider consulting the wider membership on such a move.

Audio recording of meetings

15. Audio recording of meetings could be introduced although there would be a cost in purchasing equipment. Members should also question whether there is a need for this based on the fact that a verbatim record of what is said at a meeting is very rarely called for. It is, of course, open to anyone to attend the public part of our meetings and record them and many authorities broadcast their proceedings.

Conclusion

16. The current style of committee and working party minutes has been operating for a number of years and there are no plans for current practice to change. Members asked for consideration to be given to whether the time of arrival and departure at meetings of individual Members should be recorded, whether individual Members' names should be recorded when a matter is voted upon and whether audio recording of all committee and working party meetings should be introduced. This report addresses each of these matters and seeks the views of Members. It should be noted that there would be a cost implication if audio recording were to be introduced. This would be based on the number and type of recording units that would be needed to serve the various meetings.

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Committee	**Dated:**
Policy and Resources Committee	6th July 2017
Subject: Responsible Business review (internal)	
Report of: Peter Kane – Chamberlain	**For information**
Report author: Noa Burger - Economic Development Office	

Summary

- The City Corporation is seeking to build on its excellent track record to further increase its positive social and environmental impact. This will support the Corporation in contributing to a thriving London, safeguarding its reputation and demonstrating its distinctive leadership.

- In order to recognise current success and identify areas for development, an assessment was commissioned using the 'B Lab'[1] framework (determined to be the most relevant following a study of 10 different responsible business measurement and assessment tools).

- The assessment focused on four key areas: Community, Environment, Governance and Workers. It involved the completion of a survey (to which all departments were invited to participate), submission of quantitative and qualitative data, Officer and Member interviews, and the analysis of key policies.

- These collated results were benchmarked against the 'B Lab' community[2] and feedback was given outlining the City's strengths and areas for improvement.

- Over 40 recommendations were highlighted of varying complexity, impact and priority, which will need to be considered and prioritised internally through consultation with departments and Members, and taking account of the Corporation's distinctive position and structure.

- The primary recommendation is to develop a centrally owned internal responsible business strategy, which is integrated into departmental business plans and has the corporate oversight to drive and evaluate impact. Subsequent priorities will focus on the Community, Environment and Worker strands of the recommendations. The Governance workstream of the review builds on work already underway with Members and will be outside of the scope of this proposed strategy.

[1] *The assessment was conducted by B Lab UK, who used a reduced version of their 'B Impact Assessment' (the most comprehensive and widely used tool globally for measuring the social and environmental impact of businesses).*

[2] *The benchmark gives an indication of performance relative to B Lab's global community of responsibly-minded businesses. It is important to bear in mind that this is not a like-for-like comparison with the Corporation.*

Recommendation

Members are asked to note that the primary recommendation of the review will now be implemented and the required resources secured. A future paper will update Policy and Resources Committee once priorities have been identified and a strategy produced.

Proposal

Context:

1. Pressure to do business responsibly is growing, evidenced at a political level by the UK government's corporate governance review and the London Mayor's Economic Fairness compact for business (to be launched in 2017).

2. Where previously organisations were challenged to run initiatives that demonstrated the ways in which they give back to communities, they are now challenged to also demonstrate how social and environmental value is incorporated into all their decision-making; a model increasingly referred to as responsible business and increasingly critical for building trust between organisations and their customers, suppliers, investors and the wider public.

3. As a distinctive organisation, which straddles the private, public and voluntary sectors, the Corporation would benefit from a shared understanding of what responsible business means to us. The summary below is based on the B Lab framework and aligns with definitions adopted by major institutions and businesses.

Community An organisation's engagement with the community, including through job creation, diverse recruitment, supplier relations, charitable giving and civic involvement.	**Environment** An organisation's overall environmental stewardship including use of resources (energy, water etc.), carbon emissions, wildlife conservation and advocacy.
Responsible Business is the continuous and substantive commitment by organisations to reduce their negative and increase their positive impact on society and the environment.	
Governance An organisation's strategic commitment to and evaluation of social and environmental outcomes, so that these run through decision-making and day-to-day practice.	**Workers** An organisation's contribution to its employees, including through compensation and benefits, training and progression, health, safety and wellbeing, and volunteering.

Current Position:

4. The Corporation by its very nature is committed to creating positive impact, and the new Corporate Plan emphasises our role in supporting a strong, sustainable and diverse London and UK.

5. Over the years, CoLC has shown a tremendous commitment to responsible business and has often been at the forefront of this evolving area, in particular in how we encourage others to adopt responsible practices. Examples include, delivering the Lord Mayor's Dragon Awards to celebrate best practice, founding and continuing to fund Heart of the City, the UK's largest responsible small business network, and funding the launch of the Institute of Corporate Responsibility and Sustainability, the UK's first professional body to support responsible business practitioners. We are also an active member and contributor to a range of responsible business networks, including Business in the Community; the Prince's Responsible Business Network, the All-Party Parliamentary Corporate Responsibility Group, and the City Networking Group, which brings together City-based responsible business professionals.

6. There is also much to be proud of in our internal efforts to be a more responsible organisation, and it has been enormously encouraging to sense the growing momentum and engagement from staff at all levels of the organisation. Respondents to the survey participated with great enthusiasm and appetite to continue on this trajectory.

7. The review makes a primary recommendation to develop an internal responsible business strategy aligned to the Corporate Plan, which is driven from the Town Clerk's department that has a holistic view and can maximise the organisation's influence across the board. The strategy would be properly resourced and supported (centrally and locally) to achieve and monitor targets, and to ensure ownership of activity sits in the appropriate departments so that the impact sought has the best chance of being achieved.

8. The review also identified some general trends, recommending that we ensure:
    - Suitable resources and senior-level support to implement social and environmental goals.
    - A strategic approach based on where the opportunities lie to have the most impact.
    - Ownership sits with the most appropriate departments, so the impact sought has the best chance of being achieved.

9. The table below provides a more detailed summary of the key strengths and areas for improvement which emerged from the review:

	Strengths	Areas for improvement
Community	• Exemplary levels of charitable giving which far exceed the B Lab benchmark • Advocacy for the increased adoption of social and environmental standards across sectors • Diversity networks, each with a Chief Officer sponsor	• Diversity decreases at more senior levels • Only 3% of non-labour procurement budget spent with local suppliers
Environment	• Pockets of environmental innovation in Open Spaces • Positive action on air quality including the City Air App, internal diesel vehicle ban, 'no idling' campaign and Low emission Neighbourhood project.	• Only 0.04% of energy from renewable sources • Lack of centralised recycling function • Most recent energy reduction targets not met
Workers	• 'Investors in People' silver recognition • Adoption of London Living Wage and voluntary commitment to apply it to apprentices • Employee volunteering and Payroll Giving offer	• Low awareness and take up of benefits and training • Lack of monitoring and evaluation, e.g. of internal promotions, pro bono activity & employee engagement • Mismatch between job descriptions and real responsibilities

10. There is already substantial work underway to address some of these areas for improvement, with Officers and Members looking, for example, at the diversity agenda and principles of responsible investment.

11. The culmination of our excellent track record, the new Corporate Plan and increasing external and internal concern with responsible business practice, creates an immediate opportunity to strengthen the Corporation's commitment to being a responsible organisation and going further to address some of the gaps highlighted in the review.

12. As reflected in the emerging Corporate Plan, many of our core aims accord with the principles of responsible business practice in that they are directed at delivering social, economic and environmental benefits. This means that by adopting responsible principles in the way that we run our organisation, for example through employing locally, we can help drive down the needs with one hand that we strive to meet with the other.

13. Moreover, if the City Corporation can demonstrate the impact of working this way, we will be better equipped to rally others to do the same. The Corporation will be able to show the benefits of creating positive impact and preventing/reducing negative impact, rather than putting remedial measures in place through, for example, taxation and donations.

14. A further piece of work will now take place in order to prioritise the review's recommendations with departmental input and ownership. These priorities should all flow from the primary requirement for a central strategy that sets our direction of travel, and will focus at this stage on the Community, Environment and Worker strands of the recommendations, given work that is already underway within the Governance space.

15. Taking these steps will support the Corporation to further:

- **Play our part in London** by increasing our positive impact on people's opportunities, wellbeing and safety, as well as the environment.
- **Safeguard our reputation** by practicing what we preach, demonstrating our commitment to be Relevant, Responsible, Reliable and Radical, and helping to manage the reputational risks associated with environmental and social scandals.
- **Demonstrate leadership and excellence** by differentiating the Corporation as an employer of choice and the City as a progressive and sustainable business hub, by sharing best practice from experience with businesses and local authorities, and by creating positive stories and increased visibility for the organisation. We have taken an important step by being the first organisation globally with a local authority remit to undertake the 'B Lab' review.

Members are asked to note:

16. To progress this agenda, Members are asked to note that:

- **The organisation will make a long-term, substantive commitment to a responsible business approach**, both centrally and departmentally**.**
- **A dedicated post in the Corporate Strategy and Performance team will be created to lead the prioritisation and implementation of the recommendations.** This will require a budget of approximately £65k, which will fund the salary plus on-costs of an officer (proposed at Grade F) to be located in the Corporate Strategy and Performance team in Town Clerks. The officer will lead on both strategy and delivery. This will include departmental engagement in order to collaboratively influence and develop a responsible business strategy, which identifies the most relevant priorities from the recommendations. The post holder will also be responsible for ensuring alignment between the responsible business strategy and the Corporate Plan. Finally, they will work with departments to implement and embed relevant activity locally, offering expertise, strategic coordination and facilitating the sharing of best practice. A project budget will also be required once activity is defined.
- Provision for this additional staffing budget for year 1 will be sought from carry forward underspend, with a view to establishing a substantive budget increase in the 2018/19 resource allocation. The full financial implications will not

become evident until the strategy and implementation plan develop further. It is not proposed at this stage that any additional funding be provided to departments.

17. A future paper will update Policy and Resources Committee once priorities have been identified and a strategy produced.

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Committee(s)	**Dated:**
Policy & Resources Committee – for decision Planning & Transportation Committee – for decision Property Investment Board – for decision	06/07/2017 04/07/2017 19/07/2017
Subject: MIPIM property conference 2017	**Public**
Report of: The City Surveyor / Director of the Built Environment	**For Decision**

Summary

This report informs your Committees of the City of London Corporation's activities at the MIPIM property exhibition in March 2017, and seeks approval for City of London Corporation attendance at MIPIM 2018. This report also identifies potential areas to develop to maximise the benefit of the City Corporation's attendance at MIPIM 2018. If approved, this report will be followed by a further report confirming the anticipated programme together with a revised budget to be submitted for consideration in October 2017.

MIPIM provided an opportunity to engage with local and international representatives of the property industry together with high level representatives of other London Boroughs and UK cities. It provided a unique opportunity to engage in the debate relating to key issues and demonstrate how the City Corporation will provide leadership in taking forward matters of local and international importance. The programme of activities was extremely well received by those who attended.

Key activities from MIPIM 2017 included:

- Meetings with high level representatives of property companies and stakeholders active in the Square Mile.
- A new marketing campaign to promote the City to a more diverse business base, including the production of a new brochure
- Research that examined the property needs of the tech sector in the Square Mile
- Relationship building with UK cities and regions: Newcastle, Manchester, Liverpool, Leeds, Sheffield, the Midlands and members of the Scottish Cities Alliance
- City-hosted dinners with high-level guests.
- Participation in four panel sessions involving the Policy and Resources Chairman, Director of the Built Environment, and the Chief Planning Officer and Development Director.
- Media interviews with *The Times*, *City AM*, *Property Week* and *Estates Gazette*
- Promotion of the City's existing and future building stock

Recommendation(s)

I. That this report on MIPIM 2017 is noted.

II. That the Policy & Resources, Planning & Transportation Committees, and the Property Investment Board, approve that the City of London Corporation should, in principle, attend MIPIM 2018.

III. That a further report outlining a detailed programme of activities and costings for MIPIM 2018 be submitted for consideration in October 2017

Main Report

Background

1. MIPIM is widely recognised as the world's leading and most influential event for the property sector. It is a global marketplace that offers the opportunity to connect with key players in the industry, from investors to end-users and local government to international corporations. This year, 24,200 delegates attended from 100 countries.
2. The focus of The City Corporation's attendance at MIPIM 2017 centred on four main areas of activity:
   a) Exhibition attendance – this includes supporting the City Corporation's part of the larger London exhibition. The City stand was located within the wider London area stand and benefitted from having the City model as a major draw for participants
   b) To actively engage with the development industry through a seminar and various London Stand panel sessions to promote key messages relating to the wellbeing of the City as a place to invest and do business.
   c) Hosting high-level events for key investors, and other stakeholders.
   d) Relationship building with key UK regions and cities

4. The core City team arrived on Tuesday afternoon departing Thursday afternoon so the activities listed below were achieved across an intense 48 hour period.

City Corporation events and speeches:

5. CPAT organised a seminar entitled "*Tech X the City – assessing and accelerating the impact of the tech sector on the Square Mile*", based on research undertaken by Cushman and Wakefield in collaboration with KPMG, and jointly commissioned by the City Property Association and CPAT. Over 100 delegates attended the session chaired by the Chairman of the Planning and Transportation Committee. The report was an opportunity to highlight the impact of tech on the City's occupier base and the future implications for the City as a world-leading business destination.
6. The presentation examined the impact of emerging technology on the City's main employment sectors: insurance, legal, banking and financial services. It also looked at how tech companies view the City as a business location, and the value they place on different features such as buildings, public realm, connectivity and amenities. The session also considered the key challenges for the City to remain relevant to the technology sector in the future. Overall, it was felt that the seminar worked well and provided a great opportunity to get key messages across regarding the City's changing business composition

7. The Chairman of the Policy & Resources Committee took part in a panel session organised by Estates Gazette called *Smart Cities Cracked* which examined the key measurements and requirements of a Smart City.

8. The Director of the Built Environment chaired a specific panel session hosted on the London Stand titled "*The City: the original co-working space"* and was a panellist on a session titled the "*London Economy: where we work*".

9. A total of three dinners were hosted over two evenings;

    I. The key City dinner for seven high level guests

    II. A dinner was hosted for emerging property sector talent in the Proptech sector who had directly contributed towards the City Corporation / CPA research

    III. A dinner was hosted by the Chairman of Policy and Resources that included a number of representatives (Leaders and Chief Executives) of London Boroughs

10. The Policy and Resources Chairman participated in a tour of the UK regional stands which included: Newcastle, Manchester, Liverpool, Leeds, Sheffield, the Midlands and the Scottish Cities Alliance. The tour was felt to be a valuable opportunity to engage with key officials from other UK cities which will be an important area for development in relation to the Chairman's future agenda. It has been suggested that future tours could also incorporate cities beyond the UK.

Meetings:

11. Programmed meetings were held with 18 developers, investors and agents actively investing in the Square Mile. The meetings provided an opportunity to engage on emerging trends and issues and to reinforce existing relationships; In addition, there were a number of un-programmed meetings relating to commercially sensitive inquiries that MIPIM provides an opportunity to discuss.

Media campaign and coverage:

12. Media consultants ING were engaged to work with the City Corporation's Communications team and CPAT to assist in the development and delivery of a new marketing campaign to promote the City to a more diverse business base, including the production of a new brochure together with delivering the design and production of the "Tech X the City" research. The new brochure was titled "The City of London: The Original Co-working Space" and complemented the research that examined the property needs of the tech sector in the Square Mile. The brochure was accompanied by a Chinese information sheet highlighting some of the key points that were set out in the brochure, for use when engaging with Chinese businesses / investors.

13. The campaign secured coverage in *the Guardian*, *City AM*, *Property Week, Estates Gazette*, *MIPIM News, BDaily, Planning Resource* and *Co-star*. The Tech X the City report was also referenced in the *Evening Standard* and *Techworld*. A complementary social media campaign was launched on Twitter which resulted in 276 retweets of the "Tech X the City" and "Know the City" hashtags to 127,000 followers.

Areas for review

14. Following an event de-brief, it was felt that there are a number of areas where further consideration could be given to ensure the value of the City Corporation's attendance at MIPIM 2018 is maximised, to support emerging strategic priorities. These include:

- How the event can better align with key work areas of the Economic Development Office in particular relating to engagement with the Far Eastern investment market such as Chinese investors and Japanese pension funds

- The opportunity to partner with other organisations to deliver a single event in place of two dinners to maximise engagement with strategic targets from outside the UK.

- How the City of London Stand could incorporate a more dynamic interface to incorporate technological innovation that would complement the City Model and promote the City Corporations developing programme relating to Future Cities.

- The opportunity to hold meetings away from the London Stand where there is a significant level of noise disturbance arising from general activity within the London Stand and any associated costs to allow them to be balanced with the benefits.

- Working with the organisers of the London Stand and the GLA to determine how the Stand can best deliver a more co-ordinated London message to participants of the event.

- The theme for the research to be launched at the MIPIM seminar.

- Potential costs associated with any suggested changes to the programme and design of the City Stand.

15. The above points will be discussed in further detail and the recommendations and costs will be presented for approval at committee in October 2017.

16. The MIPIM programme provided an opportunity to fully engage with local and international representatives of the property industry together with high level representatives of other London boroughs and UK cities. It provided a unique opportunity to engage in the debate relating to key issues and demonstrate how the City Corporation will provide leadership in taking forward matters of local and international importance. The programme of activities was extremely well received by those who attended. Due to value derived from the programme it is considered that there will be similar/better opportunities to develop a programme that would be beneficial to the City Corporations attendance at MIPIM 2018.

MIPIM 2017 expenditure

17. The costs for the attendance of MIPIM 2017 were within the approved budget. Depending on the outcome of an internal review by the Chairman of your Committees the final cost of attending MIPIM 2018 may vary from this year's approved budget. In principle commitment to attend MIPIM 2018 will allow detailed planning to commence and a costed programme to be developed to report to your Committees in October 2017. The precise make-up of the team will also be reviewed to ensure that maximum value is achieved.

Conclusion

18. MIPIM 2017 provided the City Corporation with an excellent opportunity to showcase the City's attributes as a place to live, work and invest. MIPIM is still the premier event of its kind, and it is felt that there is no real alternative to MIPIM at which the City Corporation's City of London message would be as effectively disseminated, given the predominance of senior and influential property professionals attending MIPIM, and the amount of press attention that it receives. It is also felt that the City Corporation's attendance is a key factor in promoting the Square Mile in the face of increasing competition from other centres and countries, and underpinning confidence in London as the leading global financial centre.
19. MIPIM 2018 takes place from 13th-16th March and will provide similar opportunities as experienced at MIPIM 2017. The Policy & Resources Committee, Planning and Transportation Committee, and the Property Investment Board are now asked to decide if the City Corporation should attend MIPIM 2018.

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Committees: Streets and Walkways Sub-Committee Policy & Resources Committee Projects Sub Committee	**Dates:** 20 June 2017 6 July 2017 18 July 2017
Subject: Issue Report: Crossrail Works Approval	**Public**
Report of: Director of the Built Environment	**For Decision**

Summary

• Dashboard:

Project Status: Green
Timeline: Gateway 5 reports for the individual projects will be submitted in mid / late 2017
Total Estimated Cost: £4.5m to £6m
Spend to date: £431k
Current approved budget: £787k
Overall project risk: Amber

• Last Gateway approved:

- Gateway 4 (Stage 1) – Moorgate
- Gateway 4 (Stage 1) – Liverpool St
- Gateway 2 – Farringdon East

• Progress to date including resources expended:

The City has been working closely with Crossrail Ltd to develop proposals for the areas outside the respective stations to be reinstated following construction. Designs have been developed by Crossrail Ltd for three locations, namely Farringdon East, Moorgate/Moorfields and Liverpool Street, and in addition, outline designs have been developed by City for wider-area schemes at Moorgate/Moorfields and Liverpool Street (reported at Gateway 4 in December 2016).

Whilst the design of the reinstatement schemes surrounding the Crossrail station entrances has been paid for by Crossrail Ltd, the City has incurred costs associated with the wider schemes, and from advising on the design of the interfaces between the reinstatement proposals and the public highway. The City's expenditure to date on each of the three sites has been £15k on Farringdon East, £148k on Moorgate/Moorfields and £268k on Liverpool Street.

• Summary of issue:

The Crossrail stations at Farringdon and Liverpool St will be opened to the public

in December 2018.

Crossrail have the statutory authority to deliver the urban realm works around these stations (to a concept design already agreed with the City), but they accept the City is better placed in terms of resources, expertise and cost control to deliver these works than their own contractors. Crossrail will also cease to exist after the stations are opened at the end of 2018, but some of the urban realm works cannot be delivered until 2019 or 2020 due to the respective station over-site developments or adjacent third party building sites.

As a result, Crossrail have asked the City to take on the detailed design for Farringdon East, as well as the urban realm construction at Farringdon East (Lindsey St / Long Lane), Moorfields / Moorgate and Liverpool St / Blomfield St. This would be subject to a formal bespoke legal agreement setting out the governance of such an agreement.

The key benefit to the City is that we would be able to ensure the urban realm is delivered to the City's high quality standard, delivery should dovetail with the City's wider area ambitions around each station, and crucially it would resolve the issue that some of Crossrail's works cannot be delivered until at least 2020 due to adjacent or connected over site development. This agreement would allow the City to secure the necessary funding now, but deliver these elements as / when they become possible, irrespective of whether Crossrail as an organisation still exists.

The key risks are that certain elements must be completed in time for the station openings, and that the works will be to a fixed price. This value is still to be finalised, but is likely to be in the region of £4.5m-£6m in total. However, these factors can be mitigated by close co-operation between the Crossrail and City teams in developing the detailed design, uplifting costs to account for delivery in future years, and by accepting Crossrail's offer of an appropriate contingency factor.

Finally, Farringdon East, Moorgate / Moorfields and Liverpool St already exist as City Projects, albeit to different Gateways, with the City's wider urban realm ambitions at Moorgate & Liverpool St meaning they have progressed further (to Gateway 4) compared to Farringdon East (Gateway 2). Assuming Members agree to the general approach of the City undertaking these works for Crossrail, all three will now need to be advanced to Gateway 5.

• Proposed way forward :

It is proposed that the City agree to deliver these works for Crossrail, starting with the Farringdon East element, followed by Moorgate / Moorfields and Liverpool St in due course.

As the construction of the urban realm work at Farringdon East is expected to start in January 2018, a Gateway 3-5 report will be required under delegated authority (during recess) in time for placing orders by September 2017. Further Gateway 5 reports will be submitted in due course in relation to works at Liverpool St and Moorgate / Moorfields, where urban realm construction is not expected to start

until April 2018.

Recommendations

It is recommended that Members:

- Agree in principle that the City deliver the urban realm works at Farringdon and Liverpool St stations on behalf of Crossrail;
- Delegate Gateway 3-5 approval to commence works in relation to Farringdon East to the Director of the Built Environment, in conjunction with the Chairman & Deputy Chairman of your respective Committees;
- Authorise the Comptroller & City Solicitor to conclude the legal agreement between the City and Crossrail;
- Agree to receive subsequent Gateway 5 reports in relation to Liverpool St station in due course.

Main Report

1. Issue description	Background Crossrail's station entrances at Liverpool St, Moorgate and Lindsey St (Farringdon East) all involve reinstating the highway and urban realm to a design agreed between Crossrail and the City. Initial estimates suggest the total value of these works to be between £4.5m and £6m, depending on finalising the detailed design, utility costs and contract uplifts. Crossrail have the authority to unilaterally deliver these works under their Crossrail Act powers, and they must complete certain key elements by December 2018 that are necessary to allow the stations to open. However, the presence of over-site development & adjacent building works will prevent large elements of these works being completed by December 2018 (including Moorgate and Blomfield St), after which Crossrail will cease to exist as a delivery arm of TfL. In addition, Crossrail agree with the City that most aspects of the work would be better delivered by the City's experienced highway construction team & term contractor, JB Riney. As a result, Crossrail & the City have discussed through a number of working groups how the City could undertake the majority of these works on Crossrail's behalf, excluding certain deep drainage and security measures more appropriately delivered by Crossrail's existing contractors. For Crossrail, there are several advantages to handing these works to the City, particularly: • Their focus is on delivering the railway rather than the urban realm; • Given Riney's term contract rates, the cost is likely to be significantly cheaper than the same works delivered under

the Crossrail package;

- They appreciate the difficulties of undertaking such works in the City's uniquely complex urban environment;
- Crossrail are not confident they can be completed without the risk of significant claims from their own contractor;
- There is no existing mechanism to allow Crossrail (or TfL) to complete whatever urban realm works are not completed by December 2018.

For the City, the key advantages are:

- We will be able to ensure the urban realm is delivered to the City's high quality standard;
- Delivery should dovetail with the City's wider area ambitions around each station
- The City will be in charge of the works and therefore be better placed to work with local stakeholders to minimise the impact;
- Funding would be secured now to deliver those elements that have to be wait until 2020 due to adjacent or connected over site development.

As further background, Crossrail have already concluded a similar agreement with Westminster City Council for WCC to deliver the urban realm works around Bond St station.

Finally, it is worth noting that the option for Crossrail to employ Riney direct was also discussed, but the risk to Riney of working under Crossrail's contractual terms & conditions would have been significantly higher than working for the City. This would have been reflected in significantly higher rates from Riney for effectively the same works, which would not have represented best value to Crossrail.

It was been agreed between the City & Crossrail teams that any decision to offer these works to the City would have to be mutually beneficial and agreed by both parties, albeit an agreement on urban realm works beyond December 2018 would probably be needed regardless.

Crossrail gave their 'in principle' approval to proceed on this basis in April, and this Issues Report requests the same 'in principle' approval from Members.

<u>Timeline</u>

The programme to complete this process is:

Date	**Action**
April 2017	Crossrail gave 'in principle' agreement to this approach, subject to a finalised legal agreement to include key deliverables, scope of works, final designs, agreed

		costs and the interface between Crossrail & City works packages
	June / July 2017	City Corporation 'in principle' agreement to this approach
	Apr to Aug 2017	Detailed design & costing
	Aug 2017	Gateway 3-5 Approval for Farringdon East
	Sept 2017	Legal agreement finalised
	Sept to Dec 2017	Mobilisation, material procurement
	Oct to Dec 2017	Gateway 5 Approval for Moorfields & Liverpool St
	Jan 2018	Urban realm construction starts at Farringdon East
	April 2018	Urban realm construction starts at Moorfields & Liverpool St
	Nov / Dec 2018	Core area urban realm construction complete
	Dec 2018	Station opening
	Dec 2018	Crossrail closed as a delivery arm of TfL
	2019 to 2021	Final Crossrail-related urban realm works, plus wider City-led area enhancement works
2. Last approved limit	As it had previously been assumed that Crossrail Ltd would deliver the reinstatement schemes, it had not been necessary to agree any cost limits for delivery of the reinstatement works.	
3. Options	<u>Option 1: Crossrail deliver the urban realm works using their contractor & powers</u> *Benefits for the City:* • <u>Risk</u>: The City would be insulated from any financial or programme delivery risk; • <u>Complaints</u>: All public complaints & issues arising from the works would be attributable to Crossrail; • <u>Resources</u>: There would be no draw on the resources of JB Riney, ensuring gangs are available for other City	

	projects in that window; • Powers: Crossrail will enjoy the full powers of the Crossrail Act to deliver all aspects of the works. *Disbenefits:* • Delivery mechanism: Some of the urban realm work will have to be delivered beyond 2018 (after Crossrail ceases to exist) due to adjacent over site development. No clear mechanism currently exists to do that if the City do not agree to take on this role; • Lack of involvement: The City will have little influence on the quality of work, the impact on local stakeholders and the traffic & pedestrian disruption; • Confidence & reputational risk: Crossrail's contractor is unused to working in the City's constrained and highly complex urban environment, and past Crossrail highway contractors have misjudged what is required. As a result, City officers are not confident the works would be delivered to the necessary standard, nor with the minimum of impact the City's stakeholders would expect; • Maintenance legacy: Poor quality delivery would leave the City with future maintenance obligations unfunded by Crossrail; • Precedent: Developers may see the City conceding this approach and press officers to deliver their own urban works in future, risking the City's current control mechanism for urban realm design, consent & construction. This is important because the current mechanism has delivered high quality, highly effective and cost efficient outcomes for the City, developers and the public. Any other approach puts this combination of outcomes in doubt. Option 2: The City delivers the urban realm works using the City's term contractor to a fixed price, funded by Crossrail *Benefits for the City:* • Timing beyond 2018: This process creates a mechanism to deliver the works in 2019 or beyond; • Control: Using Riney would ensure the City has full control on the quality of work, phasing and local impact, ensuring a seamless transfer from construction into maintenance responsibilities; • Confidence: Riney have a proven record of delivering safe, high quality work, on budget (ie with no claims) and with the minimum of impact. This was recognised by the recent decision to extend Riney's current term contract by

	a further five years, and despite the recent purchase of Riney's family shares by the Tarmac Group, using Riney would still ensure much greater confidence in the successful delivery of these key works; • Communications: Riney have proven their ability to manage their works & communications to effectively resolve complaints before they escalate; • Economies of scale: With the City expecting to deliver wider area enhancements beyond the extent of Crossrail's urban realm, combining works under one programme & contractor will likely deliver programme, cost and quality benefits, and ensure a safer works site; • Scope of works: Delivery of the full agreed scope of works will be locked in as Crossrail or their contractor will not be able to unilaterally change the scope or design during construction. *Disbenefits:* • Programme: Crossrail require enough of the urban realm to be completed to allow the stations to open on time regardless of any construction difficulties, so an agreement beyond the City's usual 'best endeavours' commitment will be needed; • Funding: Crossrail are offering a fixed lump sum for the works with a contingency amount. The City would have to underwrite any cost overrun, albeit using officers' experience to agree a buildable design, fixing the scope of works by the start of construction, and undertaking due diligence checks beforehand (such as trial holes for utilities) will considerably reduce this risk; • Indexation: Cost increases beyond Riney's current base rates will need to be included in the lump sum estimate as works will extend beyond 2018; • Mechanism: Without a s106 or s278 mechanism in place, a bespoke legal agreement will be needed between Crossrail & the City to govern this arrangement; • Riney resources: Although Riney have given a commitment to meet both the City's and Crossrail's needs, this will obviously take significant precedent in terms of the wider works programme in 2018 and beyond. Recommendation: A key point of discussion has been Crossrail's need to deliver these works at a fixed price, as this locks in the benefits to them listed above. By implication, this would mean the City would have to underwrite any cost overrun of those works.

	However, this risk can be managed through close co-operation between the Crossrail and City teams in developing the detailed design, uplifting costs to account for delivery in future years, and by accepting Crossrail's offer of an appropriate contingency factor. In addition, high risk items such as rising security bollards will still be delivered by Crossrail, and prior engagement with utilities will look to manage the risk that their requirements will inflate future costs. As a result, the approach outlined in this report appears to have significant mutual benefits for both the City and Crossrail, and with the outstanding risks appearing to be manageable, this approach is recommended for Members to agree.

Appendices

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Committee(s)	**Dated:**
Policy & Resources – For decision Hampstead Heath, Highgate Wood & Queen's Park - For information Education Board – For Information	06/07/17 17/07/17 20/07/17
Subject: STEM and Policy Education Programme Legacy – Policy Initiatives Fund Application	**Public**
Report of: Director of Open Spaces	**For Decision**
Report author: Abigail Tinkler – Learning Manager (Open Spaces) Grace Rawnsley – Head of Learning (Open Spaces)	

Summary

The Hampstead Heath Ponds Project was a complex engineering and landscaping project which stimulated a great deal of interest within the local community. In 2014, the Policy and Resources Committee agreed to fund a 3 year education programme alongside this engineering project, to capitalise on the opportunities for learning the project presented in particular STEM subjects (science, technology, engineering and maths) and public policy and debate.

The 3 year project successfully engaged with over 3000 secondary school students from the local community, 850 primary school students, and partnered with BAM Nuttall, the Royal Geographical Institute and the Museum of London. It is proposed that an additional year of funding be granted to embed the legacy of the project in the local community secondary schools. The next stage of the project will further enable school access by addressing the barriers of timetable restrictions and large year group sizes by providing teachers with the flexibility to run the activities themselves at a time which works for them.

This is line with the City's educational strategy and related initiatives, and will complement the existing work of the learning team. The Hampstead Heath Consultative Committee supports the application.

Recommendation(s)

It is recommended that:-

1. The Hampstead Heath, Highgate Wood & Queen's Park Committee and the Education Board support an application to the Policy Initiatives Fund to extend the STEM & Policy Education Programme for a further year

2. The Policy & Resources Committee approve that the Ponds Project Education Programme be funded for one additional year at a cost of £48,600 which can be met from the Policy Initiatives Fund, categorised as “Communities” and charged to City’s Cash.

Main Report

Background

1. The Ponds Project was a project at Hampstead Heath to reduce the risk of pond overtopping, embankment erosion, failure and potential loss of life downstream in line with the Reservoirs Act 1975 while meeting the obligations of the Hampstead Heath Act 1871.
2. In 2014, the Policy and Resources Committee agreed to fund a 3 year education programme to capitalise on the learning opportunities presented by the engineering project.
3. Research demonstrates that it can be difficult for young people to see links between what they learn in school and what they will be doing in the future, including the benefits of science education for future progression and career pathways.[1,2] Using Hampstead Heath and the Ponds Project as a real case study allowed students to make stronger links between theoretical and practical learning.
4. The number of young people entering into further STEM studies and careers continues to be smaller than other areas of learning.[3] There are strong indicators that young people are more likely to study STEM if they gain a broader understanding of career paths, see STEM as relevant to everyday life, and are engaged in practical activities.[2]

Current Position

5. Over 3000 secondary school students and 850 primary school students have participated in learning activities around STEM subjects and public debate in science using the ponds project as a case study to bring learning alive.
6. 98% of teachers participating in the sessions reported that their learning objectives were met and 88% felt that their students made substantial progress in their learning. 67% of students who participated felt they had learned more about how humans impact the environment and 57% reported their intention to take positive action for the environment in the future.
7. The project is also developing legacy resources which raise career aspirations for young people studying STEM through a set of online films and resources for teachers and students.
8. However, learning from the current 3 year project has identified that barriers still exist with engaging secondary schools in learning outside the classroom. Large year group sizes, timetable restrictions, funding and pressure around exams all lead teachers to choose not to attend sessions outside the classroom.

9. Overall the project has enabled us to develop a variety of learning programmes which engage students with the Heath and enhance the National Curriculum. The programmes have been received positively by teachers and students, and we now want to create a legacy resource which will enhance access and engagement levels by introducing flexibility, recognising the specialist expertise of secondary school teachers, and minimising financial costs for schools.

Proposals

10. The proposed next stage of the project will further enable school access by readdressing the barriers of timetable restrictions and large year group sizes by providing teachers with the flexibility to run the activities themselves at a time which works for them.

11. We will enable more schools to participate in our programmes through an approach which:
    a. provides flexibility in dates and times
    b. harnesses the expertise of school specialist-subject teachers in leading sessions
    c. supports sustainability through minimal charges to schools
    d. links to the National Curriculum
    e. supports students to see the relevance and application of their learning, including showcasing career paths
    f. utilises the rich and unique resources of the Heath, widening access and building a connection with green spaces
    g. enables more students to benefit from resources created within our specialist learning team (CoL Open Spaces)

12. We will provide teachers with a menu of themed activities which they can access on our website. Themes will include environmental change, ecosystems, working scientifically and careers, and the activities will be designed to link the classroom, the Heath and the wider world.

13. Teachers will be able to combine these activities to create their own structured days on the Heath and incorporate them within their schemes of work. The sessions will be designed by our specialist learning team and delivered by school teachers both at school and on the Heath. This will utilise the expertise of teachers and the OS learning team, as well as providing teachers with flexible times and dates.

14. There will be an option of hiring activity equipment from the Education Centre for some of the activities on the Heath, and these will be subject to a small charge. Bookable, facilitated sessions will also be available as part of this wider secondary school offer.

15. Online resources will include videos of staff taking about their work, its relevance, and the skills and knowledge involved. This will support students

in linking their learning to careers and the wider world – something which research has shown to be a challenge for many students. Additionally, students will be supported in linking learning on the Heath with learning in the classroom, which will strengthen their learning journeys.

16. The outputs of the project will include:

    a. 20 themed activities available to download from our website (for use on the Heath and in the classroom).
    b. 3 bookable, facilitated sessions for secondary schools incorporated within our Hampstead Heath school programme.
    c. 3 bespoke training sessions to equip our Education Ranger team in facilitating the secondary schools sessions
    d. 6 videos of our staff which will raise aspirations and inspire further studies and careers related to science, geography and green spaces.
    e. 6 types of equipment sets with activities, available to hire and use on Hampstead Heath.
    f. A new landing page and associated pages on our website specifically for secondary schools. The website will enable teachers to search on themes, school subjects and activity type.

17. Costings for the project are under £50,000. Please see appendix one for costings.

18. The ponds education project legacy proposal will make an important contribution to the Open Spaces Learning Strategy and the Corporate Education Strategy. The learning strategy articulates a clear vision to connect people more powerfully to their local green space through meaningful and engaging learning activities. The strategy identifies the five impact areas of understanding, confidence, involvement, wellbeing and connection as key to achieving this vision.

19. The Ponds Education Project will play a significant role in delivering these impact areas, with an emphasis on understanding, confidence and connection. Through our creative learning activities, we will enable students to develop their understanding of specific, relevant areas of the National Curriculum, and to build an understanding of the relevance and application of their learning. In addition, our activities will enable students to make connections experientially with green spaces, which act as a rich stimulus for their creative thinking and learning. Finally, by working closely with teachers and reflecting on feedback from our audiences, our programmes will provide experiences which are both challenging and achievable, and the personal achievement experienced by participants will help to build confidence.

Corporate & Strategic Implications

20. The Ponds Project Educational outreach work supports the City's vision for "high quality, accessible and responsive services benefiting its communities, neighbours, London and the nation", and specifically supports KPP5

"Increasing the impact of the City's cultural and heritage offer on the life of London and the nation".

21. The project supports the aspirations of the City of London Education Strategy 2016-2019, particularly in respect of strategic aim 1) Ensuring that the City Corporation's outstanding cultural and historical resources enrich the creative experience of all London's learners; specifically by the Prioritised Action to Promote the national STEM (science, technology, engineering and maths) education agenda through working in partnership across our venues; and strategic aim 3) Develop excellent employment opportunities and pathways and specifically by the Prioritised Action of Work-related learning and work interactions.

Implications

22. It is anticipated that the programme will cost a total of £48,600 to fund a project officer, development of specialist resources including videos, and materials and equipment.

23. The proposed costs can be met from the Policy Initiatives Fund, categorised as "Communities" and charged to City's Cash.

24. The current uncommitted balance available within your Committee's Policy Initiatives Fund amounts to £258,100 prior to any allowance being made for any other proposals on today's agenda.

Conclusion

25. The proposed next stage of the project presents an excellent opportunity to embed the learning and achievements of the current 3 year programme using innovative approaches. In particular, the project will focus on developing flexible and sustainable solutions to engaging with secondary schools, creating relevance for in class learning, showcasing STEM career paths, and supporting teachers to take learning out of the classroom. This supports the City of London's Education Strategy.

References

[1] Archer, L., Osborne, J., DeWitt, J., Dillon, J. & Wong, B. (2013). *ASPIRES. Young people's science and career aspirations age 10-14*.. Retrieved from https://www.kcl.ac.uk/sspp/departments/education/research/aspires/ASPIRES-final-report-December-2013.pdf

[2] National Foundation for Educational Research (NFER) report prepared for the Wellcome Trust (2011) *Exploring young people's views on science education* Retrieved from https://wellcome.ac.uk/sites/default/files/wtvm052732_0.pdf

[3] Parliamentary Office of Science and Technology. (2013). STEM education for 14-19 year olds. *Postnote, 430.* Retrieved from

http://researchbriefings.files.parliament.uk/documents/POST-PN-430/POST-PN-430.pdf

Appendices

- Appendix 1 – Proposed budget for Ponds Education Programme

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Proposed budget for Ponds Education Programme

	£
Basic Pay	31,000
Superannuation	5,000
National Insurance	1000
Total Direct Employee Expenses	**37,000**
Staff Travelling Expenses	250
Equipment	5500
Materials	5500
Training	300
Stationery	50
Total supplies, services and office expenses	**11600**
Total Expenditure	**48,600**
Total Net Expenditure/Income	48,600

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Committees	Dated:
Policy and Resources Committee – For decision Community and Children's Services – For decision	06/07/2017 14/07/2017
Subject: Homelessness budget proposals	**Public**
Report of: Director of Community and Children's Services	**For Decision**
Report author: Simon Cribbens, Community and Children's Services	

Summary

The City of London Corporation is likely to incur increased costs in fulfilling its statutory duty to assist some homeless households. It is also experiencing a significantly increased level and complexity of rough sleeping, to which its current level of service is unable to fully respond.

This paper sets out the forecast increase in the cost of meeting these demands and a range of additional specialist services to tackle them (budgeted at £427,000). The Corporation seeks Members' approval for this budget.

Recommendations

Members of Policy and Resources are asked to:

- approve the increase in 2017/18 of £173,500 and a permanent increase in the baseline budget of £427,000 in subsequent years, subject to the approval of Community and Children's Services.

Members of Community and Children's Services are asked to:

- approve the increase in 2017/18 of £173,500 and a permanent increase in the baseline budget of £427,000 in subsequent years.

Main Report

Background

1. The City of London Corporation provides services that respond to two distinct types of homelessness: one fulfils a statutory requirement to provide assistance to certain households who are homeless or at risk of being so, and the other deals with those who are sleeping rough on the streets.

2. In the coming year, continuing demand for assistance, welfare reform and legislative changes will increase the financial burden of statutory homelessness services. The Corporation also faces a significant rough sleeping problem for

which it is unable to supply enough specialist accommodation to meet changing and challenging needs.

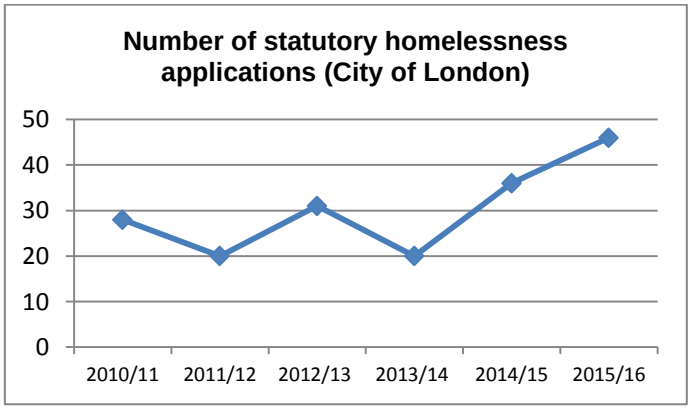
3. A provision of £400,000 in 2017/18 for this budget pressure was made in the Medium Term Financial Strategy report to the Finance Committee on 21 February 2017. The release of funds was subject to a more detailed report outlining the issue to the relevant service committee and to the Policy and Resources Committee.

Current Position: statutory homelessness

4. The most significant financial burden of statutory homelessness services for the Corporation (and all local authorities) is the legal requirement to provide temporary accommodation (TA) to certain households. In 2016/17, the gross cost of this provision was £312,000.

Increasing cost of statutory homelessness

5. Homelessness applications and the use of TA across London have risen consistently over the last five years, and show an upward trend in the City, as indicated in the chart below.



6. This trend in itself is creating budgetary pressures. However, it is forecast that the transition to a new payment regime, as part of wider welfare reform, will significantly increase costs to the Corporation.

7. Under Universal Credit (UC) – which will be fully implemented by September 2018 – the Corporation will receive a lower housing benefit contribution to the cost of TA for working households. For the Corporation, this is significant, as many of our homeless applicants have a legal connection to us through work rather than residence. Had this change been in place for all the placements made in 2016/17, it would amount to an additional cost of £78,000.

8. It is predicated that the Corporation will also experience much higher arrears under UC. Evidence from local authority areas where UC has already been rolled out has shown that TA rent collection fell from almost 90% to just over 50%. Welfare entitlement (of circa £225,000) accounts for two-thirds of the City's TA budget, so any non-payment would be a significant cost. A 20% reduction on current collection rates would result in losses of £50,000.

9. The staged roll-out of UC means that the impacts (and associated costs) will increase incrementally across 2017/18. It is therefore proposed that only half the provision for these cost is allocated in 2017/18 and the full amount thereafter.

10. Some losses to the Corporation will be offset by the new government 'flexible homelessness support grant' of £73,000 in 2017/18, and a further payment in 2018/19. While welcome, the grant replaces some funding paid previously through housing benefit, and therefore the net gain is in the region of £30,000.

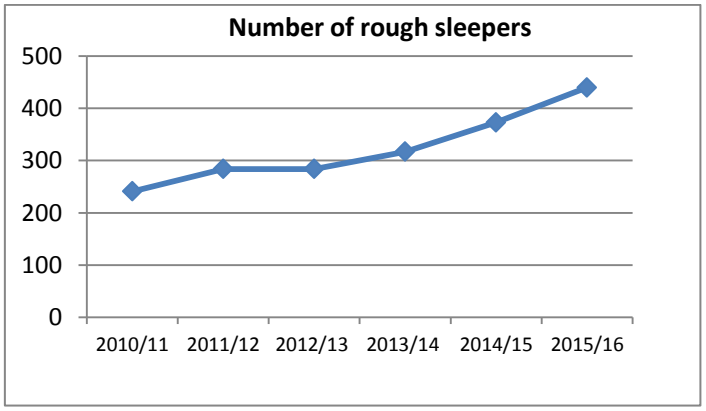
11. To mitigate, the Corporation will try to reduce the overall use of TA by securing access to a greater supply of private rented housing into which the Corporation can discharge its duty to house. It is also anticipated that the measures proposed in relation to rough sleeping (below) will reduce some demand on this budget.

12. It is therefore proposed that a full year allocation of an additional £80,000 is provided to cover the increased costs of the Corporation's statutory homelessness function, as shown in the table below.

	2017/18 cost	**Full year cost**
Increased TA costs	£36,000	£78,000
Predicted arrears	£25,000	£50,000
flexible homelessness support grant	(£30,000)	(£30,000)
Mitigating actions	(£9,000)	(£18,000)
Total budget increase	**£22,000**	**£80,000**

Current Position: rough sleeping

13. People sleeping rough is a London-wide issue; it has increased by 43% over the last five years. This is echoed in the City, where rough sleeping has increased by 31% over the same period, as shown in the chart below.



14. In 2015/16, the Corporation reported the fourth highest number of rough sleepers (440) in London, with Westminster reporting the highest (2,857). Rough sleeping is a result of complex personal, social and economic issues. In areas such as the City where those who sleep rough have no previous connection, there is little scope for prevention.

15. The profile of those who sleep rough in the City has changed from typically older, entrenched rough sleepers, to a younger (typically aged 25 to 55 years), more

chaotic client group, with much higher needs and including a higher proportion of non-UK nationals. This has been driven by wider national and regional issues, and, to an extent, by changes in the City's night-time economy.

16. Statistics show that the City has a higher proportion of those who remain on the streets. In 2015/16, long-term rough sleepers accounted for 36% of those who slept rough in the City – compared with 23% in London as a whole.

Responding to rough sleeping

17. Tackling rough sleeping is predominantly the responsibility of local authorities. Many charities work with this group, but the vast majority are commissioned to do so, and access to their services is controlled by the commissioning authority.

18. The Corporation's accommodation provision for rough sleepers has not kept pace with the increasing level and complex nature of rough sleeping. At 49 beds (all outside the City), it is also considerably lower than in Tower Hamlets (where 395 slept rough in 2015/16) which provides 360 specialist hostel beds costing £3.6 million.

19. Recent analysis revealed that among those with high support needs (71 people) found sleeping rough in the City over a 12-month period, only 27 were placed in hostels.

20. Managing unaccommodated rough sleepers is costly – it is estimated that the average typical costs to services (health, social care, criminal justice) for a person sleeping rough for 12 months is £20,000.

21. Rough sleeping can also have negative impacts on the wider community, and result in reputational damage to, and undermine confidence in, local support services and the police.

Service development options

22. In response to this increasing and changing demand on the streets, the Department of Community and Children's Services has developed a range of new and additional interventions at a proposed total cost of £347,000.

23. The new services will provide a wider range of specialist accommodation and services to address specific unmet support needs. It is also proposed to provide a targeted response to begging. Many who beg are not homeless; however, the majority of those who are homeless come to the City only to beg and they sleep rough elsewhere.

24. The proposed services are summarised below and set out in fuller detail in Appendix 1.

25. ***Enhanced accommodation pathway:*** It is proposed that the Corporation develops a more comprehensive pathway of specialist accommodation options. This will include more commissioning of specialist beds for those with chaotic behaviours, those using drugs and those with mental ill health.

26. ***Additional support services:*** A range of additional services will support outreach teams to deal with those who require specialist professional intervention. These services are:
    - a specialist mental health worker
    - an outreach welfare specialist
    - a detox and rehab treatment pathway.

27. ***Tackling begging****:* It is proposed to embed a Park Guard (a specialist community safety provider) officer alongside outreach services, enabling identification and mapping of begging activity. This will enable better targeting of outreach services, and support enforcement where outreach and engagement have been refused.

28. ***Education and engagement****:* Elected Members on the Members Rough Sleeping Group proposed the addition of an education and engagement strand for businesses, visitors and residents to promote better understanding of rough sleeping and what to expect of services, and to deter giving to beggars.

29. ***Service co-ordination and commissioning support:*** To ensure the effective use, move through and co-ordination of the accommodation pathway, it will be necessary to have a co-ordinater role. The proposals above will also need additional commissioning resources to establish and monitor service-level agreements.

Summary of rough sleeping proposals

30. The package of service development set out above is summarised in the following table:

	2017/18 cost	**Full year cost**
Enhanced accommodation pathway	£78,000	£156,000
Additional support services	£50,000	£100,000
Tackling begging	£17,500	£35,000
Education and engagement	£10,000	£20,000
Service delivery	£18,000	£36,000
Total proposed budget	**£173,500**	**£347,000**

Outcomes for rough sleeping

31. The funding proposed will deliver:
    - 50% reduction in long-term rough sleeping
    - 80% of new rough sleepers spending just one night out
    - increased level of public understanding of rough sleeping and begging.

32. Officers will report back to Members in one year to set out the impact of this funding.

Overall combined costs

33. The combined cost of statutory homelessness and rough sleeping is set out in the table below:

	2017/18 cost	Full year cost
Statutory homelessness	£22,000	£80,000
Rough sleeping	£173,500	£347,000
Total budget increase	**£195,500**	**£427,000**

Implications

34. The following delivery risks should be noted:
    - Some of those who sleep rough will refuse offers of support and accommodation.
    - The access to accommodation that has been negotiated is subject to the risk that the host local authority will withdraw or decommission the provision.
    - Statutory homelessness and rough sleeping are determined by a range of factors – including many that are external to the City, such as wider public sector funding and policy changes.

Health Implications

35. Rough sleepers are one of the most vulnerable groups in society; studies have found strong correlations between homelessness and a multiplicity, and increased severity, of both physical and mental health conditions. Rough sleepers are over nine times more likely to commit suicide than the general population. On average, male long-term rough sleepers die at age 47 and female long-term rough sleepers at age 43.

Conclusion

36. The Corporation remains committed to tackling homelessness and rough sleeping, and fulfilling its legal obligation to those it has a duty to support. The approval of the budget proposed above will ensure that the relevant services are fully resourced to do this.

Appendices

- Appendix 1 – Additional services for those sleeping rough in the City

Background Papers

- 18 November 2016 – report to Community and Children's Services: *Pressures on temporary accommodation budget and resources*
- 21 February 2017 – report to Finance Committee: *City Fund: 2017/18 Budget Report and Medium Term Financial Strategy*

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Appendix 1 – Additional services for those sleeping rough in the City

Service development options

1 Enhanced accommodation pathway:

An accommodation pathway provides different stages and types of accommodation that can support presenting needs and provide progression to independence. The Corporation's commissioned accommodation does not provide sufficiently for the scale and complexity of rough sleeping in the City. The proposal below will provide more specialist beds, alternatives to hostel provision, and move-on into the private rented sector.

Specialist hostel accommodation: The Corporation is negotiating with neighbouring local authorities to secure access to a range of additional specialist hostel beds – particularly those which will provide for more complex and chaotic rough sleepers. These range in cost per bed from £3,000 to £14,500 per annum

The following options have been identified:

Provision	Stage	Unit cost per annum	Proposed no. of beds	Proposed total cost
King Georges Hostel Westminster	**First stage: High support for men with chaotic Class A drug use**	**£9,200**	**2**	**£18,400**
Edward Alsop Court Westminster	**First Stage: men over 50 with complex needs**	**£6,100**	**2**	**£12,200**
Hopkinson House Westminster	**First stage: behavioural issues; personality disorder and high risk (public protection)**	**£14,500**	**1**	**£14,500**
Dellow Hostel Tower Hamlets	**First stage hostel: Medium support**	**£8,000**	**5**	**£40,000**
Great Guildford Street Hostel Southwark	**Assessment/ Emergency Beds - short stay**	**£3,000**	**4**	**£12,000**
Total				**£97,100**

The proposed usage would require £97,100 per annum. The budgeted amount allows for flexibility in response to changing and additional need, and provides an amount to underwrite the risk to recharged costs for social care (a likely requirement from host boroughs). The Corporation is in discussion with the London Boroughs of

Hackney and Islington to ensure we maximise the range of options available, and secure best value. *Proposed budget - £120,000*

Housing first: Housing first models by-pass hostel provision and provide intensive support in an independent general needs home. Successful pilots have demonstrated impressive achievements with some very chaotic clients who would previously not be considered for independent accommodation. It is proposed that a housing first model be piloted with two clients, with support provided by a commissioned complex needs team. If the approach proves successful longer term delivery options, including the potential for in-house provision, will be explored. *Proposed budget - £16,000*

PRS access scheme: For those who no longer need supported hostel accommodation, move-on into the private rented sector is the most likely source of accommodation. Move-on is also essential to ensuring hostel accommodation beds do not become blocked. Securing such move on is difficult, requiring deposit and rent in advance. The proposed budget provides a fund to support this. *Proposed budget - £20,000*

2. Additional support services

A range of additional services will support outreach teams to deal with those whose needs require specialist professional intervention:

Specialist mental health worker: It is proposed that a part-time Approved Mental Health Professional (AMHP) is embedded in the outreach team. An AMHP is a specialist that is trained and authorised to make certain legal decisions and applications under the Mental Health Act. The role will target and support those on the streets with severe and enduring mental ill health. *Proposed budget - £30,000*

Outreach welfare specialist: This role will provide for complex casework for those eligible for benefits, but unable to claim due to illness, previous sanctioning by the DWP, or complexity of case. Securing benefits is crucial to securing accommodation (the hostel costs given above reflect the support costs, rent is paid by Housing Benefit). *Proposed budget - £10,000*

Detox and rehab treatment pathway: Treatment is essential to preventing repeat homelessness for those with drug and/or alcohol dependency. This budget provides a fund for four clients to receive detox services and rehabilitation. *Proposed budget - £60,000*

Tackling begging

Park Guard pilot: It is proposed that we extend the role of Park Guard (who provide community safety services on our estates) to tackle begging. The approach would embed a Park Guard officer alongside outreach services for 14 hours a week, enabling identification and mapping of begging activity as well as evidencing the transition from support to enforcement where outreach and engagement has been refused. This will enable more effective delivery of outreach services, and support the more targeted and efficient use of police intervention where that is appropriate. *Proposed - budget £35,000*

Education and Engagement

Education and communication campaign: Elected Members on the Members Rough Sleeping Group proposed the addition of an education and engagement strand to promote better understanding of how to respond to rough sleeping and what to expect of services, and to deter individuals from giving to beggars. *Proposed budget - £20,000*

Service delivery

Co-ordination and commissioning support: To ensure the effective use, move through and co-ordination of the accommodation pathway that is proposed, it will be necessary to have a co-ordinater role. The proposals above will also need the establishment and performance monitoring of service level agreements, and the procurement of some services. It is therefore proposed to provide additional commissioning resources. *Pathway co-ordinater proposed budget £18,000; Commissioning support proposed budget £18,000*

Summary of rough sleeping proposals

The package of service development set out above is summarised below:

Enhanced accommodation pathway	**2017/18 cost**	**Full year cost**
Increased hostel provision	**£60,000**	**£120,000**
Housing first	**£8,000**	**£16,000**
PRS access scheme	**£10,000**	**£20,000**
Additional support services		
Specialist mental health worker	**£15,000**	**£30,000**
Outreach welfare specialist	**£5,000**	**£10,000**
Detox and rehab treatment pathway	**£30,000**	**£60,000**
Tackling begging		
Park Guard pilot	**£17,500**	**£35,000**
Education and Engagement		
Education and communication campaign	**£10,000**	**£20,000**
Service delivery		
Pathway co-ordinater	**£9,000**	**£18,000**
Commissioning support	**£9,000**	**£18,000**
Total proposed budget	**£173,500**	**£347,000**

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Committee(s)	**Dated:**
Policy and Resources Committee – For decision Education Board – For Information	06/07/2017 20/07/2017
Subject: Employability Strategy 2017-20	**Public**
Report of: Director of Economic Development	**For Decision**
Report author: Claire Tunley Head of Employability Town Clerk's/Economic Development Office	

Summary

This report asks Policy and Resources Committee to approve an Employability Strategy for the City Corporation for 2017-2020. The Strategy has been developed by a cross-Corporation group following agreement by this Committee of an Employability Framework in 2016. The Strategy aims to *"connect City opportunities with the talent of Londoners to reinforce City competitiveness and support London communities".* Delivery of outcomes will be led by DCCS, HR and EDO, reporting via Corporate Steering Groups to Summit.

Recommendation(s)

Members Policy and Resources Committee are asked to approve the Employability Strategy 2017-2020

(Members of the Education Board are asked to note the Employability Strategy 2017-20)

Main Report

Background

1. The City Corporation (together with City Bridge Trust, Central London Forward and Heart of the City) has an extensive programme of work aimed at supporting Londoners into employment, particularly those from disadvantaged backgrounds. We work in schools, offer direct support to job seekers, provide training, encourage businesses open job opportunities and improve our own employment practices.

2. However, the City Corporation's work is fragmented. We need to define what we are aiming to achieve and how we measure the effectiveness of our work, as well as ensuring that our work aligns with the above partners.

3. We have created a shared employability strategy, with clear ambitions demonstrating where we can maximise our impact and add the most value. The overall aim of the strategy is to:

Connect City opportunities with the talent of Londoners to reinforce City competitiveness and support London communities.

Proposals

4. An outline Employability Framework was agreed by Policy & Resources Committee in February 2016. This framework (which can be found in the Employability Strategy at Appendix 1) has now been developed into a full strategy with associated actions and measures.

5. The strategy has been developed using analysis to further understand the issues that face London and identify the activity that City Corporation can undertake to address the challenges.

6. The development of the strategy has been led by the internal Employability Group and has involved departments across the Corporation as well as City Bridge Trust and Central London Forward. The strategy applies both to City Corporation externally-facing programmes and to internal activity, including what we do as an employer. The priorities and actions proposed in the strategy fully align with and complement those in the Education Strategy and the Culture Mile Learning programme.

7. By working in a coordinated and focussed manner across these themes we aim to achieve:

    - a reduction in the City's unemployment rate
    - improved outcomes for pupils in our schools
    - more employment opportunities in entry level roles from City suppliers
    - more apprentices employed in City firms (& the City Corporation)
    - greater workforce diversity in Financial and Related Professional Services (FRPS) and in the City Corporation

8. To achieve our overall ambitions for the strategy we will:
    a. **Focus** our resources on fewer activities, meaning we can have a greater impact
    b. Be a **leading voice** on issues of concern and encouraging others to make positive change.
    c. Implement **innovative** solutions and new approaches
    d. Work across the City Corporation (and wider family) to **coordinate** our efforts and messages

9. In the first year the priority activities will be:
    - Supporting schools with work related learning activity and awareness of the world of work.
    - Encouraging City businesses to secure employment opportunities through their supply chain

- Supporting FRPS employers to create apprenticeship opportunities (pilot programme)
- Promotion of good recruitment practices to City employers
- Employing 100 apprentices in the City Corporation.

Corporate & Strategic Implications

10. The Employability Strategy directly delivers two of the outcomes of the emerging Corporate Plan:
    - People live enriched lives and reach their full potential
    - The City nurtures and has access to the skills and talent it needs to thrive

    and also supports the promotion of the City as the best place in the world to do business. The areas of activity proposed in the strategy are designed explicitly to address inequality of opportunity and the restriction diversity in the labour market.

11. Development of the strategy was managed by Prosperity Group via an employability sub-group. It is proposed that monitoring of progress against strategy is undertaken by Corporate Steering Groups. People, Prosperity and Strategic Resources Groups will monitor outcomes as shown in section 4 of the strategy, reporting annually against a dashboard of indicators to Summit Group. Final oversight will sit with Policy & Resources Committee with input from Education Board.

12. Activity outlined above is contained within departmental business plans.

Conclusion

13. This cross-Corporation strategy sets out a clear approach for the City Corporation to connect City opportunities with the talent of Londoners thereby reinforcing City competitiveness and supporting London communities.

Appendices

- Appendix 1 – Employability Strategy 2017-2020

Background Papers

Developing a Framework for City of London's Work on Employability (Policy and Resources Committee - 18 February 2016; Education Board - 3 March 2016; Community and Children's Services Committee - 11 March 2016).

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APPENDIX 1

City of London Corporation – Employability Strategy 2017-2020

CONTENTS

Executive Summary

Employability is a key challenge for London…	• Unemployment in London (5.9%) remains above the national average (4.7%), although the gap has closed in recent years. • London's educational attainment is amongst the best in the country but London has 19% youth unemployment and a highly competitive labour market • And too many jobs are low-paid (21% of London jobs pay below the London Living Wage)
The City creates a wealth of opportunities in the square mile and beyond…	• With 455,000 jobs in the square mile (75% in finance and business services), the City also supports many additional jobs in service and support sectors (via the CoLC's procurement activity as well as City firms' supply chains) • Demand for high-skilled staff for City roles is projected to rise, alongside skills shortages driven by automation and other technological changes (and the workforce implications of Brexit).
But finding the way in can be disproportionately difficult	• It is difficult for schools to find the resources and contacts to deliver effective work-related learning and up-to-date advice on skills and careers • Employers recruitment methods are often closed or unnecessarily hard to negotiate • London employers are less likely than the rest of the UK to offer an apprenticeship & there is a high drop-out rate from post-16 qualifications • The apprenticeship levy has given control for some skills development to employers, but many are not ready to use it.
The prize for solving this is inclusive economic growth, where all of society benefits, and maintaining London's global competitiveness	• The City of London provides much-needed employment for Londoners but the wealth of opportunities in the City and in FRPS is not well understood and often closed to diverse talent • Attraction and retention of talent is central to the competitiveness of Financial and Related Professional Services (FRPS) firms. • The City of London Corporation aims to ensure that for people with talent, background is no barrier to working and progressing in the City.
And the Corporation is well placed to help resolve these challenges	• We are too small to manage the wholesale supply of skills and qualifications, but our relationship with square mile businesses and FRPS gives us the chance to pilot/demonstrate shifts in thinking and practice • As a significant employer in our own right, we can deliver employability initiatives for our own workforce to give us credibility with our main stakeholders and a foundation for telling the story of what the City Corporation does to support London.
So, we will:	**i) Help our residents, students and other Londoners acquire the right skills and knowledge to compete successfully for jobs,** by; a) Helping our Academy students to get the best exposure to the world of work with help from City businesses and their partners; and

	b) helping City and other central London residents move off benefits and stay in work **ii) Ensure that jobs in the City's supply chain are more open to Londoners**, by; a) Securing local employment through our own supply chains; b) encouraging large firms to open up access to jobs with their suppliers, and c) using our S106 to increase local employment in construction and end-use jobs in Central London developments **iii) Work with partners and City firms to secure a supply of skilled people and reduce skills gaps and shortages**, by; a) identifying the skills needs in FRPS employers where we can make an impact, and b) promoting apprenticeships and increasing the number of apprentices in FRPS. **iv) Work with employers to open up more City jobs to Londoners of all backgrounds**, by; a) changing recruitment and progression practices to increase the diversity and therefore size of the talent pool, and b) promoting the FRPS sector to talented Londoners from all backgrounds. **v) Be an employer of choice where open, fair and inclusive recruitment and development create and maintain a diverse workforce better equipped to deliver our corporate plan**, by; a) delivering the 'attracting talent' programme, b) appointing and supporting 100 people to obtain an apprenticeship every year c) implementing a new workforce planning process.
By doing this we will see:	• a reduction in the City and central London unemployment rate • better outcomes and destinations for school-leavers • more local employment opportunities in entry level roles with City suppliers • more apprentices employed in City firms (& the City corporation) • greater diversity in the FRPS workforce at all levels (& the City corporation) • the City corporation actively and visibly engaged in change - walking the talk
Businesses will care about this because	• Employers will have access to a bigger and more diverse talent pool, as well as a better supply of recruits with the right skills • Social value and responsible business activities will have more opportunities for impact through work with supply chains

1. What's the need?

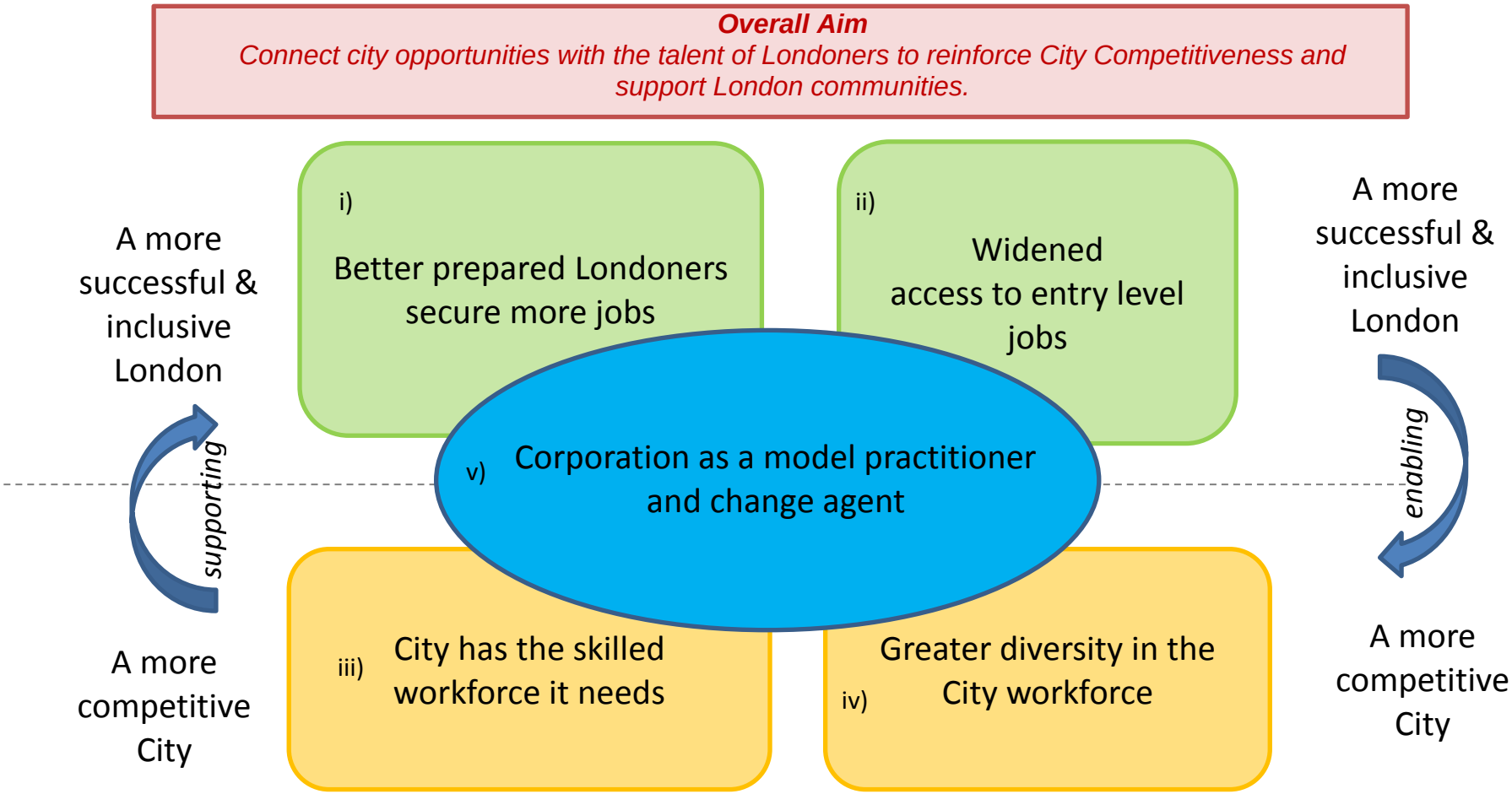
Despite London's buoyant economy and recovery since 2008, the labour market doesn't always work for London
More Londoners aged 16-24 are unemployed compared to the national average. This suggests that young Londoners face greater challenges in accessing work (Work Foundation, Sep 2016).

The City of London faces challenges too.

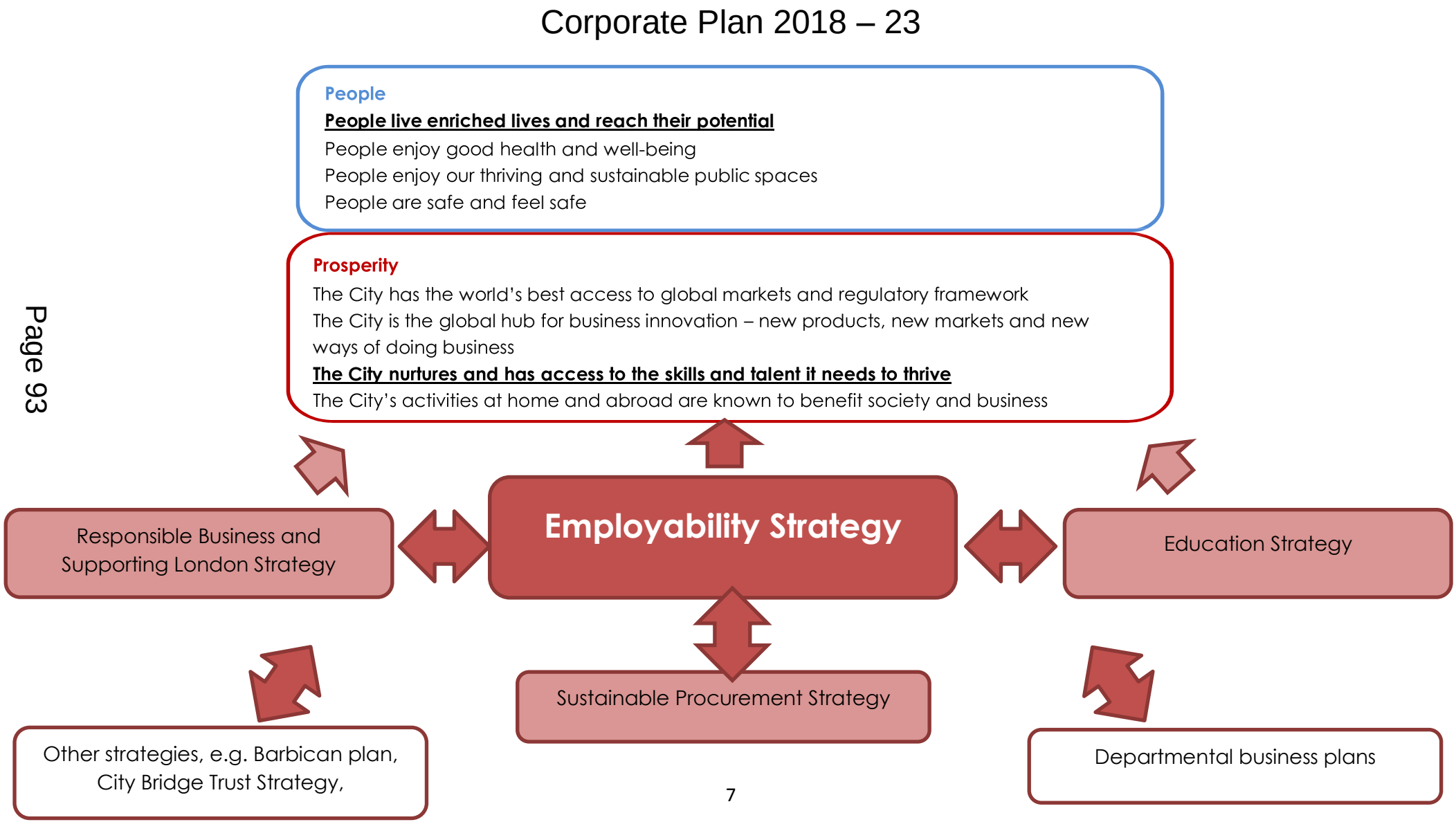
The City workforce is less diverse than London's - particularly in elite professions.	• Lack of diversity hinders competitiveness. Diversity, if appropriately managed, can result in business benefits, but if poorly managed can also increase cost. • Many initiatives are trying to open up the workplace to more people from diverse or less privileged backgrounds. However progress is slow and barriers remain - the City does not access the widest possible talent pool.
The City is highly skilled but struggles to find talent	• The City will require both an increasing number and an increasing proportion of staff with high (degree) level skills in the short and medium term (see Fig. 1); but skills gaps and shortages already cause concern • The skills system is struggling to keep pace with the pace of automation and technological change in FRPS and doesn't meet employer needs • Larger employers pay a premium for skills and investing in their own, or private, training; and there is a reliance on a non-UK workers • Apprenticeships offer one way to fix this; the levy puts control and resources in the hands of large employers, but smaller and growing businesses may lack the capacity and knowledge to develop a scheme.
So we need to identify new ways to secure the skills and talent the City needs to remain competitive.	
The City also generates entry-level jobs, but these can be difficult for Londoners to access	• 20,000+ jobs in the City are entry-level positions • Many more jobs are created via outsourcing and in supply chains supporting the square mile but • Over 280,000 Londoners are unemployed • Young Londoners entering the labour market for the first time face fierce competition – London is a national and international magnet for jobseekers

	• Many Londoners experience in-work poverty and precarious employment – the proportion of jobs paying less than the London Living Wage and the use of zero hours contracts are increasing • And few City employers are actively using their buying power to support London employment and payment of London Living Wage
The City Corporation is already trying to address some of these gaps in the market	Directly: • **City Corporation programmes** – connecting Londoners to City opportunities via internships, work tasters & experience, EDO programmes • **Our efforts as an employer** – apprentices, work experience opportunities, aspiration-raising activity Through our wider family: • **Central London Forward** - programmes to help unemployed Londoners with complex needs to come off benefits and into work • **City Bridge Trust** - helping disadvantaged Londoners with employability, skills and aspirations, e.g. Prince's Trust programmes and Youth Offer grants. • **Heart of the City** – helping businesses to act responsibly
But we're too small to close the gaps on our own	• Supporting unemployed adults into employment can cost between £1,200 - £10,000 each; we do not have the resources to fill the gaps left by mainstream employment services
It's a busy but fragmented marketplace	• There are many organisations helping Londoners into employment and working with businesses to diversify and develop talent • And many bodies offering grants and/or financial support for employability initiatives • However, activity is uncoordinated and the cumulative impact is unclear; and the City Corporation's contribution has often been low profile and unnoticed

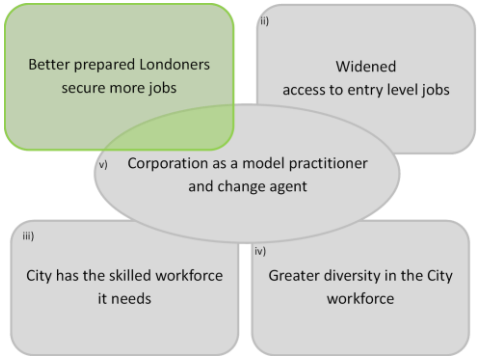
2. What we will do



… and how this fits with the emerging Corporate Plan



Outcome (i) Better prepared Londoners secure more jobs



We will help our residents, our students and other Londoners acquire the right skills and knowledge to compete successfully for jobs

Lead for the Corporation: Department of Community & Children's Services

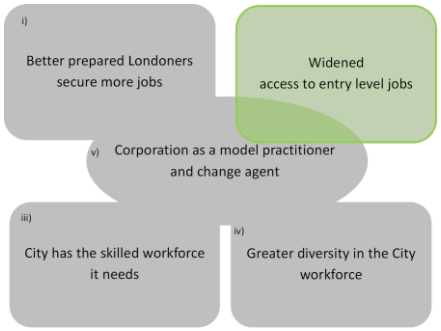
Why is this important (and why will it drive growth)?	The labour market can be inefficient • London's economy and educational attainment have improved, but equality of opportunity and better employment outcomes haven't necessarily followed – many Londoners, and some groups in particular, are left behind (e.g. 19% of 18-24 year olds are unemployed; BAME groups - 9.2%; disabled people - 11.6%; and there are additional barriers for care leavers and looked after children) • Take-up of apprenticeships is low in London • Highest concentrations of unemployment and low skills are increasingly found in areas with lower job density (outer London) • Long-term unemployment remains substantial in London, unemployment amongst older workers is also a concern. • Employers report a mismatch between their need for skills and applicants' readiness for work • Competition for entry-level jobs is intense – meaning many people work below their skills level & graduates stay in entry level positions • High travel and housing costs make taking an entry-level job in Central London a challenge • Brexit – employers in retail, hospitality, facilities and logistics rely heavily on EU migrants
The City Corporation is interested in this because…	• We want young Londoners to leave school with a richer experience of the career options open to them, able to make the right choices affecting future prospects, and ready to do well in further study or employment • Our role as an academy sponsor gives us the opportunity to build on our relationship with City businesses to make sure young people in our schools benefit from the highest quality work-related learning; this applies also to those children in the Corporation's care • We wish to see City residents and tenants, and Londoners in general, enabled to overcome inequalities and barriers such as health and disability that may stop them from benefiting from London's job opportunities
What are we already doing?	• Our Education Strategy helps young Londoners in the City's schools & beyond to access the information, advice & experiences that will help them into fulfilling careers, by supporting:

	• the London Ambitions 100 hours target for work interactions & soft skills development • provision of relevant & attractive labour market information in schools • evaluation & use of pupil destination data to improve outcomes • City Careers Open House – City-style work experience opportunities for young Londoners from the City fringe • Careers & Enterprise Advisors (City Bridge Trust & CLF) • Central London Forward – commissioning and management of welfare to work programmes in Central London
What's missing?	• Schools need support to deliver work-related learning & interactions with employers; direct input from employers is in short supply in certain areas • Schools often prioritise direct progression to university at the expense of other pathways – many young people not on this pathway lack good guidance on alternative options for further study and training • Multiple initiatives to support young people's skills & employability do much good individually, but cumulative impact is hard to assess
Success measures	• City residents and academy students, looked after children and care-leavers are better prepared for the world of work.
We will achieve this by…	• Delivering the Education Strategy and supporting its aims of sustained and high quality exposure to the work: o Supporting delivery of the London Ambitions target - 100 hours of work related learning o Plugging gaps in school capacity (labour market information, careers advice, advice & information on apprenticeships (for parents too), pupil destination data, job fairs) – to prepare young people for entry level jobs. o Supporting programmes driven by the Barbican's Culture Mile Learning programme to boost the skills of young people by combining creative and technological skills to fill an increasing demand from employers in a range of sectors • Helping London residents to become more employable, to get jobs and progress in work by supporting people with the toughest barriers to work, such as physical and mental health conditions, disabilities and long term unemployment, targeting those most in need of support a. Delivery of Central London Forward programmes – Working Capital and the Work & Health Programme (Central London Works) b. Preparing our residents, care-leavers and academy students for work c. Delivery of City Bridge Trust's *Bridge to Work* programme (supporting people with a range of disabilities into work) • Encourage CoLC's suppliers to undertake skilled volunteering in the form of careers advice and workshops as part of their social value offering. The focus would be on plugging skills gaps in each industry e.g. Quantity Surveying within construction or STEM subjects in general.

Outcome (ii) – Widened access to entry level jobs

We will ensure that jobs generated in the City's supply chain are more open to Londoners

Lead for the Corporation: Economic Development Office & City Procurement



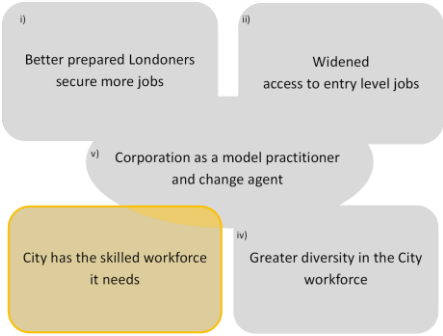
Why is this important (and why will it drive growth)?	The City creates many entry-level jobs, both in the Square Mile and beyond, but these opportunities are not being connected with Londoners looking for work. On the demand side: • entry level jobs are crucial in maintaining the environment and services on which City businesses depend (hospitality, retail, logistics, facilities management etc) • there are 20,000 City jobs (6% of total City jobs) in entry-level occupations, set to grow by 7% in retail & hospitality by 2025; and many more jobs in services procured by City firms to support head office functions • The City Corporation procures over £400m of goods and services every year from a range of suppliers. • in the construction sector, we stipulate local labour though our S106 policy, but targets are challenging due to a severe shortage of interested and job-ready Londoners (and 25% of London's construction workforce is non-UK EU national) • recruiting job-ready candidates in hotels, hospitality and retail is a challenge and turnover is high • It's often who you know – 28% of hotel & restaurant jobs are filled by word of mouth And on the supply side: • Some groups find it harder to get a job – unemployment rates are well above London's rate (5.9%) for young people (19%); BAME groups (9.2%); disabled people (11.6%) • Competition is tough – graduates increasingly sit in entry-level jobs, and London jobs are a magnet for the UK & overseas • Brexit – future supply of EU migrants in retail & hospitality is uncertain (only 1 in 50 applicants for a job in Pret A Manger is British) Rapid growth & demographic changes in London are raising the barriers for Londoners considering entry-level jobs in the City • Increasing numbers of unemployed and low-skilled Londoners reside in outer areas, further from concentrations of job opportunities

	• The high cost of living in London (housing, travel, childcare) limits access to City/Central London jobs for increasing numbers of Londoners • Increasing numbers are subject to in-work poverty, paid below the London Living Wage and having to take on multiple jobs
What are we already doing?	• CoLC is London Living Wage accredited, ensuring that jobs in our supply chains comply. • Our planning policy (s106) supports entry into construction jobs & end-use employment in new developments – and we are working with Central London Forward on a construction careers programme to increase the number of Londoners ready to take these jobs • The CoLC's sustainable procurement policy encourages bidders to show how they will support employment of Londoners and can be used as an example of good practice.
What's missing?	• We know the scale of job opportunities in the City but little about jobs, recruitment and progression in the City's supply chain (but only 8% of London employers took on an apprentice in 2014 - 11% in England) • While the Corporation's own procurement opens up scope for encouraging good practice in local employment, purchasers and bidders need help to make it work
Success measures	• More Londoners will get into jobs in the City's supply chain
We will achieve this by…	• Encouraging large FRPS firms to secure employment & training opportunities through their supply chains and promote these to local job brokerages and employment support provision: o scoping appetite for this agenda with FRPS firms and securing support from influential employers & individuals (internal and external); o planning a series of activities to achieve this objective, e.g. workshops, toolkits etc • Developing a sector-based approach to working with employers across central London via Central London Forward • Increasing entry-level employment & progression, targeting residents of those London boroughs in the 10% most deprived nationally and people from socially excluded groups as part of our own procurement activity – by working with City Procurement to specify and measure employment outcomes and market development work to demonstrate standards and expectations. • Securing maximum benefit from S106 agreements: o through monitoring and management of existing agreements; o delivering the Central London Forward construction careers programme to ensure increased entry, retention & development of Londoners in the sector across Central London developments; and o gathering evidence and working with planners to optimise implementation and development of section 106 policy as needs change

Outcome (iii) – The City has the skilled workforce it needs

We will work with partners and City firms to secure a supply of skilled people and reduce skills gaps and shortages

Corporation Lead: Economic Development Office



Why is this important (why will it drive growth)?	Global competitiveness of the City and FRPS depends on a large supply of labour with the right skills to maintain productivity • There are 455,000 jobs in the City, with 75% in finance & business services; financial services is the largest single sector with 164,000 jobs • Forecast jobs growth in the City will be predominantly in highly-skilled roles • FRPS employers already increasingly report skills gaps (i.e. development needs in their own staff) & skills shortages (i.e. where they cannot recruit to vacant posts) restricting development/growth • A push to modernise skills development is required to secure London's position as global lead for cyber security • Increasing market share and level of cyber start-ups in London & the UK drives jobs growth & skills demand • Lack of capacity to recruit & develop technical skills holds back high growth SMEs (Coutu - Scale Up Report)
City firms will pay attention to this because…	• Large employers in FRPS are successful in developing and attracting the skills they need - but only 3% of FRPS employers are large, and smaller SMEs often lack capacity and resources to do it themselves • Rapid technological change and other drivers constantly reshape skilled job roles • Increasingly complex regulation following 2008 crash – compliance skills are in short supply • Brexit - 11% of FRPS employees are EU nationals
What's already happening?	On the supply side: • Training providers (FE, HE & private) offer a wide range of provision (PA Consulting for CoLC, 2016) • Current CoLC activity supports talented young people to aim at City jobs (eg City Business Trainees) via work experience And on the demand side: • FRPS employers rely on in-house & outsourced training (and have increased their learning & development spend), and use higher salaries & overseas recruitment to fill gaps; • in Fintech & Cybertech – employer initiatives are driving new approaches to training & industry academies

What's missing?	• National policy brings challenge and opportunity for employers, but also a chance to engage and influence:
	  • the apprentice levy gives more businesses a stake in developing skills but many levy payers remain uncertain how to use it and apprentice schemes are more difficult for SMEs to manage;
	  • launch (in London) of the National College for Digital Skills;
	  • new national industrial & digital strategies
	
	• Skills from overseas have been a vital resource, but future status is uncertain (Non UK, EU nationals = 11% of the City FRPS workforce)

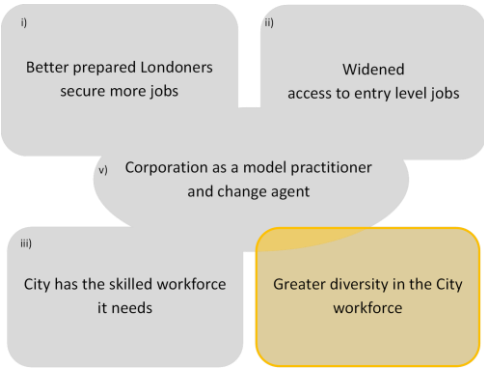
Success measures	FRPS employers' ability to access the skills they need from the London workforce

We will achieve this by	• Refining our understanding of the skills needs of the sector by developing timely and relevant data to identify priority skills gaps and shortages
	• Engaging with national and London government, Further and Higher Education and private sector skills providers to develop an offer provision that supports competitiveness
	• Supporting the development of professionally recognised standards in emerging areas.
	• Promoting apprenticeships as part of the solution to FRPS future skills needs by:
	  • working with SME apprenticeship levy payers to provide a collective voice;
	  • helping SMEs to navigate the apprentice system and employ higher/degree level apprentices;
	  • raising awareness of apprenticeships amongst FRPS and Digital Sector employers and ensuring the 'system' meets employer needs by engaging with government apprenticeship infrastructure.
	• Making sure our efforts to supply skills are supported by continually developing and maintaining the City's international attractiveness to business through our renowned cultural programmes

Outcome (iv) – Greater Diversity in the City Workforce

We will work with employers to ensure that more City jobs are open to Londoners of all backgrounds

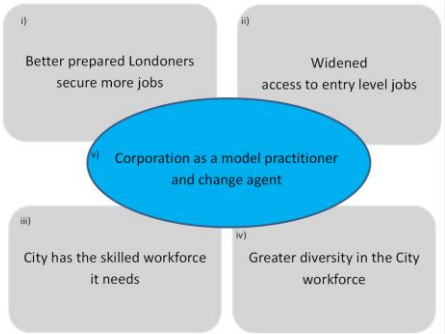
Corporation Lead: EDO



Why is this important (why will it drive growth)?	Companies with a more diverse workforce are more successful. The City's workforce is not as diverse as London's workforce. This hampers growth and competitiveness: • traditional recruitment practices can fail to spot talent that doesn't appear to 'fit' • inflexible working practices and structures can limit retention, pay and progression • reliance on short cuts to recruits (e.g. Russell Group universities) overlooks talent from other sources • opportunities are often hidden (unadvertised/ word of mouth recruitment & promotion) • negative perceptions of City jobs and institutions • lack of awareness of FRPS opportunities & how to get into them (careers advice, lack of contacts/networks & exposure to work) • relevant work experience is difficult to find without the right networks and connections
The City Corporation is interested in this because…	We aim to maximise the availability of talent to the City and FRPS by: • removing barriers to entry and progression; • supporting greater access to jobs on merit; and • strengthening trust in the City by means of a recognisably more diverse workforce
What's already happening?	There is a wide range of activity in support of recruitment, retention & progression including: • employers' diversity & inclusion policies (but quality and implementation vary); • excellent recruitment practice (e.g. Rare - contextual recruitment); • family-friendly policies and flexible working arrangements to attract and retain talent; • employee mentoring schemes; • alternative qualifications & professional routes (legal diplomas; higher level apprenticeship programmes); • Power of Diversity – research and best practice sharing;

	• Business in the Community - Race for Opportunity & Opportunity Now awards; • Gadhia & Davies reviews; • schools partnerships, mentoring; access programmes to give work insights, but approaches vary widely, and impact is hard to measure) • talent & access programmes (PRIME; Access to Accountancy) • Social Mobility Foundation – Aspiring Professionals Programme for high achieving students from low income backgrounds • the Corporation family is already doing much (Education Strategy; City Business Trainees; alongside City Bridge Trust (e.g. Move On Up) but activities cover a wide range and are not always clearly linked to CoLC
What's missing?	• Clear leadership and challenge and support for employers on good practice for open recruitment and progression practices • Coordinated information and guidance on careers and routes into FRPS for talented people • Networks, mentors and exposure to work - children & young people with talent lack these means to build the confidence and self-awareness needed for professions • Work experience – often essential, but the high proportion of unadvertised & low paid internships and the limited number of work experience placements available makes it hard to access the sector and develop the right contacts.
Success measures	• Diversity is increased throughout all levels of the FRPS workforce, including the most senior
We will achieve this by	• Working with employers and campaigns to change recruitment and progression practices to engage with a more diverse talent pool o identifying evidence-based standards of good practice in inclusive recruitment and progression, utilising examples from FRPS sector; o establishing a policy position and areas where we can add value, including gender, disability, BME, LLW, paid internships, part-time working, contextual recruitment etc. o developing more precise measures of talent and diversity for employers – including support for the Social Mobility Employer Index • Promoting the FRPS sector and its full range of opportunities as a place to work for talented Londoners from all backgrounds Work with partners to collate useful information on roles and entry routes into the sector that can be shared with students, schools, parents, careers advisors etc.

Outcome (v) – The Corporation as model practitioner and change agent



To be an employer of choice in open, fair and inclusive recruitment practices and development opportunities that will create and maintain a diverse workforce better equipped to deliver its corporate plan

Corporation Lead: Human Resources

Our HR business plan ambitions:	• We are an employer of choice for high performing individuals delivering excellent services and who are rewarded fairly • We have an agile workforce empowered to achieve the goals set out in the Corporate Plan and who are skilled for the future, diverse, motivated and engaged • We have the right people, in the right places with the right skills to deliver on priorities within a healthy and safe environment
To help us realise these ambitions our objectives for this year include:	• Review and propose a Total Reward package for all grades • Complete the actions in the Equality and Inclusion Plan • Implement a new workforce planning process to ensure that the right people are in the right places with the right skills, to underpin the creation of a Corporate Talent and Succession Plan
What HR will deliver to support the employability strategy and social mobility:	• Manage and recruit to the Graduate Programme • Provide an exemplar quality standard of recruitment, induction, training and support for 100 Apprentices • Lead and contribute to the Equality & Inclusion Board and Strategy • Deliver the attracting talent project including, review and relaunch of the recruitment job site, branding, and recruitment processes; trialling anonymised shortlisting; simplified application forms and recruitment processes for lower grade posts; and review of qualification and experience requirements for vacancies.
Success measures:	• The City Corporation will be an employer of choice with a diverse workforce, working effectively to deliver its key aims and objectives
We will achieve this by	• Equality & Inclusion Plan: delivering the “Attracting Talent” programme • 100 apprentices: developing an exemplar programme for their recruitment, induction, training & support • Implementing a new workforce planning process in support of a Corporate Talent and Succession Plan

3. We think that our Employability Strategy will drive growth because…

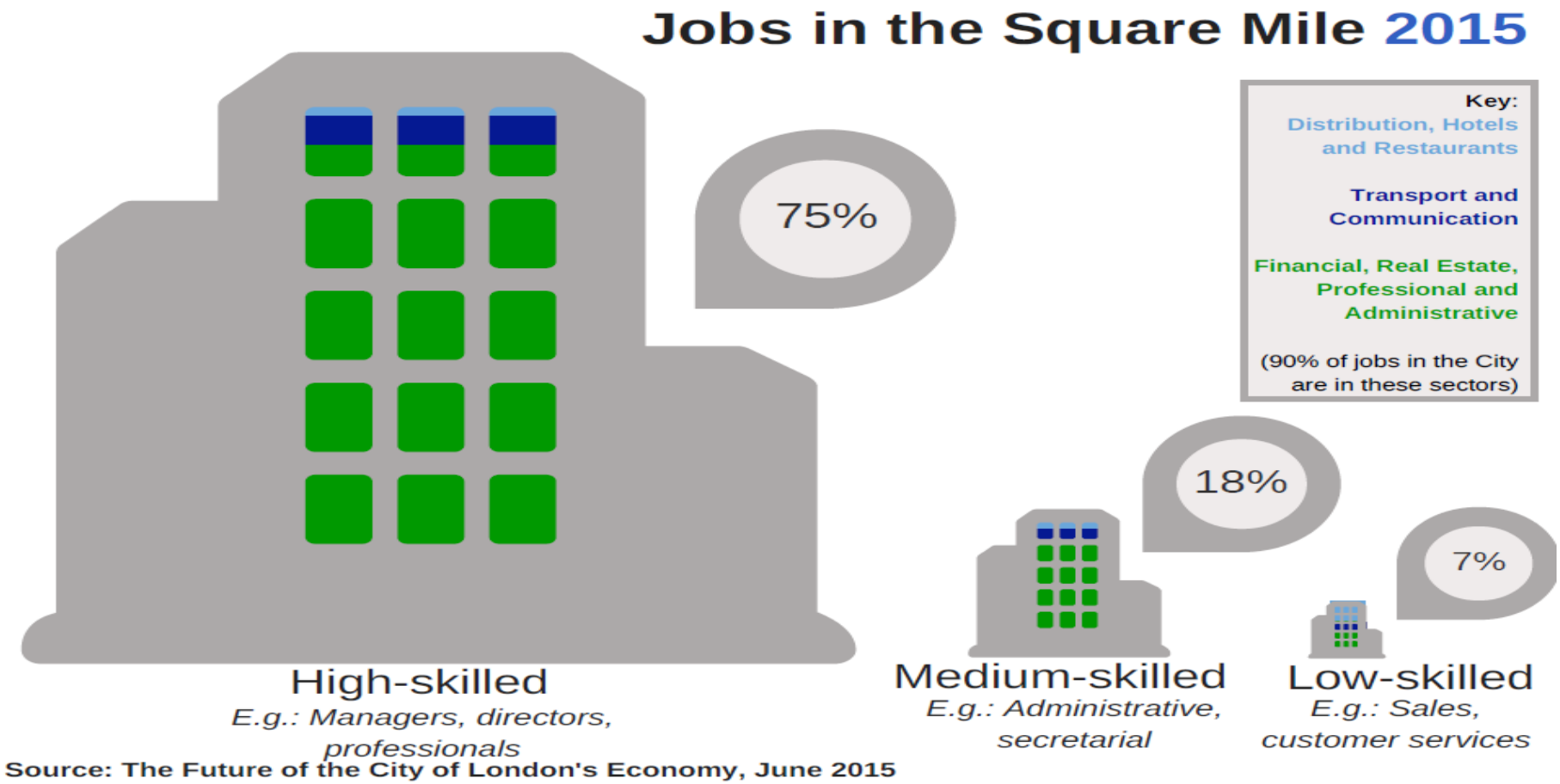
Drivers	And we will test this by…
➢ City businesses will see more homegrown talent entering the FRPS sector thanks to increasing employment and progression opportunities for a diverse workforce, greater awareness of pathways into the sector and the range of opportunities there, and a more attractive image for the sector	• Developing detailed baseline measures and clear evaluation methods for our actions to deliver the strategy • Sharing proposals and results with employers, sector and professional bodies and influencers, and our partners in national and local government • Employer feedback and surveys, workforce surveys • Feedback from academies and schools, pupils and parents, FE and HE institutions, private sector trainers • Use of existing data (pupil and student destination data, surveys, benefit claims data, evaluations of other employability, skills and workforce diversity programmes, research reports)
➢ Dialogue with FRPS employers will help us to develop timely and relevant measures to reduce skills gaps and shortages and keep pace with technological change and new markets, helping London to maintain its leading global position	
➢ More relevant skills provision will boost London's attraction as a location for developing a career in FRPS	
➢ CoLC will be an informed advocate and influencer for the FRPS sector on key local and national issues (skills devolution, skills for Londoners, apprenticeship levy)	
➢ Londoners will find it easier to get entry-level jobs and progress	

4. Governance of the Strategy

The success of our actions to deliver the strategy will monitored by our corporate steering groups using a dashboard of indicators (proposed below for agreement – detailed baselines and targets to be developed for each).

Strategic Outcome	Steering Group	Dashboard Indicators (proposed)
i) Better prepared Londoners secure more jobs	People	a) Reduction in the City's claimant count (employment-related benefits) b) City Academy and City resident Pupil destination data c) Employers have the workforce they need
ii) Access to entry-level jobs	People	d) More companies secure employment opportunities for Londoners through their supply chains e) More Londoners will get into jobs in the City's supply chain
iii) City has the skilled workforce it needs	Prosperity	f) Reduction in reported skills gaps & shortages in FRPS g) Increase in numbers of apprentices in FRPS h) More FRPS companies use apprenticeships
iv) Greater diversity in the City Workforce	Prosperity	i) Greater diversity in the FRPS workforce j) Greater diversity at senior levels in the FRPS k) More FRPS companies adopt new approaches for recruitment and progression
v) Corporation as model practitioner & change-leader	Strategic Resources	l) Workforce diversity m) Progress against appointment of 100 apprentices
WHOLE STRATEGY	**SUMMIT**	**ALL**

Fig. 1



2015 projections indicated that by 2025 high-skilled jobs would rise by 14%; low-skilled (entry-level) jobs will rise by 6%; medium-skilled would fall by 5%

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Committee(s)	Date:
Resource Allocation Sub Policy and Resources Committee	6th July 2017 6th July 2017
Subject: City of London Learning & Engagement Forum (LEF) – establishing a cultural education partnership: Culture Mile Learning	**Public**
Report of: Chair of City of London Learning & Engagement Forum	**For Decision**
Report author: Sharon Ament, Chair of Learning & Engagement Forum	

Summary

The City of London Learning & Engagement Forum (LEF) was established in 2014 to **enable the cultural organisations of the City to work together on an unprecedented scale** (a publication on the activities of the member organisations will be shared at the meeting). It is now ready to establish and transition into the City of London's cultural education partnership, **"Culture Mile Learning"** (working title). This will position Culture Mile at the forefront of learning and engagement in England and as specialist in the **fusion of creative, technical, educational and emotional skills** needed for 21st Century success. Its development is a **prioritised action under Objective 1 of the Education Strategy ("to establish a City of London cultural education partnership")**, and is critical to the success of the Cultural Hub. Further information is available on request.

This report therefore seeks **approval to release the provision of £150,000** which forms part of the City Corporation's medium term financial forecast, to fund the work required to implement Culture Mile Learning initiative. This is subject to the Education Board's approval of a more detailed business case.

Recommendation

Members are recommended to **approve the provision of £150,000** to implement the City Corporation's Culture Mile Learning initiative, subject to approval of a more detailed business case by the Education Board.

Main Report

1. Following a development phase funded by the Education Board until July 2017, the cultural education partnership for the City of London, Culture Mile Learning, is now **ready for implementation from August 2017**. Resources of £150,000 are now required to take the project to this next stage. In view of the Education Board's support, the cost already forms part of the MTFF.

RATIONALE

2. Culture Mile Learning responds to **extensive research and consultation** that took place between January-June 2017 which highlighted:

- Arts Council England's **cultural education partnership model** offers the opportunity to ensure alignment across multiple sectors in order to provide high

quality cultural opportunities for pupils most in need, by building on the specialisms and assets of a local area
- Inequality in London is stark and **access initiatives** which really make a difference to disadvantaged groups are desperately needed
- Opportunities are increasingly required for **lifelong learning** across the economy
- Workforces across the City and beyond need diversifying and employers are reporting it increasingly difficult to find people with the **fusion of creative and technological skills** that they need to stay innovative. We have significant expertise in both these areas within the City but connections are not yet being made across these sectors.
- There is potential for our creative learning/skills capabilities and assets to offer a **unique proposition for Culture Mile**. Whilst some are beginning to see the opportunity, no other London cultural quarter has yet adopted this as a USP
- Members of the LEF recognise that whilst we have started to work in partnership, a major cultural shift is now required in how we work together to enable us to **provide a more joined up offer** and maximise our impact

PROPOSAL

3. In order to address these needs and opportunities, we propose that the current LEF transition and expand into Culture Mile Learning to become **one of the 50 cultural education partnerships (CEP) in England** at the forefront of learning and engagement. Culture Mile Learning will position Culture Mile as a **world-leading learning destination**, specialising in the **fusion of creative, technical, educational and emotional skills** needed for 21st century success. This will be achieved through a programme of targeted, high-quality, learning opportunities (live and digital) that focus on enabling access and progression for disadvantaged and underserved groups, so promoting social cohesion and social mobility. Given the identified need, it is proposed that the remit of Culture Mile Learning would extend beyond solely young people to include life-long learning.

4. We propose a series of flagship initiatives that address the identified needs and opportunities. The first of these, ***Culture Mile Challenge*** will be the focus for this financial year and will use the groundbreaking and entrepreneurial challenge prize model. This model catalyses and spurs innovation through competition- no other cultural partnership in England has yet used this approach. **We would like to promote this at the Culture Mile public launch (20th July)** to give us first-mover advantage. It will focus on one of the most urgent issues emerging from our research and consultation (our working theme is, “given the high levels of long- term unemployment amongst young Londoners, how can under-represented Londoners develop the fusion of skills required for success within London’s future workforce”), and challenge multi-discipline teams to devise **innovative solutions**.

5. By 2020, further flagship programmes that deliver against the Culture Mile Learning vision will be developed and those currently being scoped include:

    - **Cities of Learning**: Using the principle of digital technology to connect formal and informal learning. A wide range of learning activities from across the City would be accessed using a digital platform to enable high quality learning achievements and accreditation.

- **Culture Mile Lab**: Engaging and supporting sectoral leaders to explore how to tackle generational disadvantage through culture and learning, and how to develop pathways for fusion skills and real world learning. Potentially a programme of events could be developed, with action learning, collaborative initiatives and a physical presence within the Culture Mile.
- **Proximity Partnerships**: With economic and social disadvantage being concentrated in certain parts of London, proximity partnerships would align activity with a small number of critical places where partnership can make a real difference. Activities would respond to local needs, target priority groups identified through local partners, and test how creative opportunities can significantly change life chances

OUTCOMES

6. A set of draft outcomes have been proposed for Culture Mile Learning:

- London's **disadvantaged** children, young people and adults have developed **fusion of skills** needed for 21st century success
- We have a stronger capacity to **work intensively with other London boroughs** to promote social cohesion and collaborate around issues of disadvantage to make a real difference to life chances, developing interventions within and beyond the City
- Pathways are in place that ensure these young people and adults are able to **access** high quality cultural experiences, develop the fusion of **skills** for success and **thrive** within the future workforce
- We have a stronger capacity to work collaboratively **across the public, voluntary and private sectors** within the City of London and London as a whole to strategically maximise our assets and impact
- The **physical and digital infrastructure** that will enable access to cultural experiences and progression of fusion skills has been developed, closely aligned with the wider Culture Mile plans
- A **sustainable business model** for the partnership is in place

7. Culture Mile Learning is keen to develop an **evaluation framework** with series of KPIs that measure success against these outcomes (at an individual, societal and economic level), together with a baseline analysis. However, additional funding will need to be found for this.

8. This proposal **progresses the City of London's strategic priorities** for the Corporate Strategy (Place, People and prosperity objectives around building a world-class cultural hub), Education Strategy (Objectives 1 and 3 around the City's cultural offer enriching London learners and ensuring young Londoners have opportunities to progress into fulfilling careers), Employability Strategy (objective to ensure Londoners are better prepared for work) as well as Future City and Smart City initiatives.

GOVERNANCE AND STAFFING

9. It has been agreed that progress updates will be reported at **each Education Board meeting**. Further monitoring of progress will be undertaken by the proposed Steering Group for Culture Mile Learning and Culture Mile Learning

operational staff will work closely with City of London education, economic development, Culture Mile and other related teams to ensure alignment.

10. During this financial year it is proposed that the Strategic Partnerships team hosted at the Barbican provide the initial **central resource** required to drive forward and initiate Culture Mile Learning. As this team leads on partnerships for the Culture Mile and other collaborative cultural initiatives across the City, **added value** would be gained from their ability to connect Culture Mile Learning into these initiatives. The staffing and overheads costs required are:

Strategic and income generation lead (1 day a week @£350)	£9,800
Project management (2 days a week @£260)	£14,560
Partnership co-ordination (3 days a week @£210)	£17,640
Culture Mile Learning programmer (2 days a week @£260)	£14,560
Overheads	£440
TOTAL	**£57,000**

11. £150k was held in the **Medium Term Financial Forecast** to put the Culture Mile Learning vision into practice. Investment is required towards the ambitious Year 1 flagship programme *Culture Mile Challenge*, initiatives to strengthen shared practice/systems, ongoing consultation mechanisms and seed funding towards a shared infrastructure.

12. **Budget** breakdown: **TOTAL** **£150,000**

Year 1 flagship programme: Culture Mile Challenge	£56,000
Communications	£10,000
Collaborative Learning Programme for CoL LEF members	£7,000
Shared data and systems seed funding	£10,000
Ongoing user consultation	£10,000
Staffing/overheads for partnership and programmes set up	£57,000

13. Whilst Culture Mile Learning aims to develop a sustainable funding model in the longer term, further requests for the City to **contribute to the seed funding** of flagship programmes are likely over the next 2 years.

MILESTONES

14. Key activities over the autumn / spring term are expected to be:
Autumn term: Establish structure, initiate systems, plan Culture Mile Challenge, initiate Collaborative Learning Programme, research income generation options, develop communications
Spring term: Consultation, launch campaign and delivery of Culture Mile Challenge, scope Year 2 flagship programmes, test income generation options

SUMMARY

15. To conclude, Culture Mile Learning will position Culture Mile as a **world-leading learning destination**, specialising in the **fusion of creative, technical, educational and emotional skills** needed for 21st century success. This directly address the need for access initiatives, fusion skills, a joined-up offer and the

opportunities around cultural education partnerships and positioning for Culture Mile identified in our research and consultation. Members are recommended to implement the City Corporation's Culture Mile Learning initiative.

Sharon Ament
Chair, City of London Learning & Engagement Forum

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Committee(s)	**Dated:**
Policy and Resources Committee – for decision	06/07/2017
Subject: One City Social Media Platform	**Public**
Report of: Director of the Built Environment / The City Surveyor / Director of Communications	**For Decision**
Report author: Simon McGinn, City Property Advisory Team	

Summary

This report seeks to agree funding following a request from the City Property Association (CPA) to contribute to the ongoing development of a new social media led platform that has been piloted since October 2016. “One City”, is a dedicated resource to promote the Square Mile to City workers to inform them of attractions and events in the Square Mile and to deliver greater attachment as a place to work. In just over 6 months the One City platform has delivered 3,800 followers on Instagram and over 7,000 unique visitors to a new dedicated One City website. It is considered that the continuation of the platform would be a valuable resource that will complement and reinforce communications from other cultural institutions in the City and the City Corporation itself. The proposed partnership with the CPA would ensure that the property industry works closely with the City Corporation Visitor and Cultural Hub teams to collectively promote the fast changing face of the City as being relevant to a new breed of City workers that want to enjoy a broader experience at their place of work.

The CPA has developed and costed a three year strategy and is seeking funding from the City Corporation to contribute to the ongoing delivery and development of the platform.

Recommendation

Members are asked to:

- Joint fund the delivery of the One City social media platform for a three year period at a total cost of up to £180,000, depending on any irrecoverable VAT incurred by the CPA, to be met from your Committee’s Policy Initiative Fund

(£60,000 in years 2017/18, 2018/19 and 2019/20) categorised under 'Promoting the City' and charged to City's Cash.

- Agree that the final terms of the agreement with the CPA to deliver the platform be delegated to the City Surveyor / Director of the Built Environment / Director of Communications in consultation with the Comptroller and City Solicitor and with the Chamberlain for those terms of a financial nature.

- Note that any underspendings or over achievement of third party contributions will be reinvested back into the project subject to Member agreement.

Main Report

Background

1. In 2015 the CPA commissioned a piece of work with the City Property Advisory Team to provide a rationale for the development of a modern and exciting platform which would serve to inform and attract investment, occupiers, workers and visitors to the City. In the first instance it was felt that the primary focus should be City workers as they are deemed to be one of the biggest influences on business decision makers, they engage with client and business relations all over the world and are well placed to promote the City beyond its borders. It was recommended that a platform be delivered to engage with workers as some of the City's best and most effective ambassadors through:

    - Raising awareness of all that the City offers.
    - Linking events together to improver branding and their cumulative effect.
    - Inspiring workers to engage more / try something new.
    - Developing new initiatives targeted at workers.

2. The solution proposed was to develop a social media platform that would seek to engage with workers on multiple levels. Analysis of the market demonstrated that there were no other dedicated platforms that seek to engage directly with City workers. Established platforms such as Time Out and Londonist promote London wide events and activities but do not specifically promote activities in the Square Mile. The demographic of workers that are most prevalent is in the 24-39 year old age bracket (who make up 55% of the City's workforce) and it was felt that the initial focus would be on developing an Instagram platform as this is the media that is most commonly used by this demographic. Instagram is a dynamic platform that allows users to post images instantaneously which can be shared with other friends and colleagues and helps to generate a real interest in events and activities.

In addition, a new dedicated webpage has been created that provides the opportunity for workers to sign up to a monthly newsletter that highlights forthcoming events. This provides an opportunity for workers to find out what is happening in the City and will be supplemented by a new 'What's On' guide and calendar of events to be delivered in July 2017. The cost of running the initial pilot has been met jointly through funding from the CPA and from the CPAT local risk budget.

3. A key part of the success of the platform is considered to be its neutrality so the site remains completely unbranded and there are no references to the involvement of the City Corporation or the CPA. As part of the promotion of events and activities the team has worked closely with the City Corporation Visitor Team, Museum of London, and Barbican Centre to ensure all upcoming events are identified. The platform is seen as being distinct from anything else being promoted by the City Corporation but at the same time complementary

4. The platform can be accessed from the following links:

   http://www.onecity.london/

   https://www.instagram.com/onecityldn/

Current Position

5. Since the soft launch of the pilot in October 2016 there has been steady growth in the Instagram account with followers growing from 1,800 at the end of 2016 to circa 3,800 at the end of May, with a total of 250 posts relating to City events and images. This compares favourably with peer review of similar platforms such as Kings Cross (2,618 followers) and Canary Wharf (2,800 followers) that have been running for a much longer period of time. In addition, the webpage has had over 7,000 unique views. The funding will enable more consistent promotion of the platform including website and blog development / promotional events / Instagram and Twitter campaigns and staff costs,.

6. The platform has been well received by users and by members of the CPA who are now seeking to deliver on a more permanent footing for an initial three year period. Pipers Projects, (who are contracted by the City Corporation to run the City Centre) have been closely involved in the development and delivery of the platform so far, providing services at cost to help set up the service. The CPA has indicated it would like to contract with them to continue to deliver the service. provided the City Corporation were to part fund the continuation of the platform.

7. A three year strategy has been developed that will deliver:
   - A digital platform consisting of comprehensive website Instagram and Twitter pages.
   - A comprehensive 'what's on' calendar of events.
   - Unique content generated by the Content Officer for the project.
   - Regular focus groups over each phase with City workers and One City "tastemakers" who will act as one City ambassadors for the One City brand.
   - Events to encourage city workers to engage with the brand.
   - Quarterly strategic review meetings with marketing team representatives from the CPA developer sponsors, the City's key cultural institutions such as the Museum of London and Barbican Centre and representatives of the City Corporations Communicatioins team to inform the development of ongoing campaigns and ensure alignment with key messages.

Options

8. The CPA has advised that they would not be able to raise sufficient financial resource to pay for the continuation of the social media campaign by their members without the City Corporation providing funding. Without City Corporation funding it is likely that it would not receive sufficient support from private sponsorship due to the need to demonstrate collective buy-in to the campaign and the initiative would be shut down.

9. If the City Corporation were to agree to funding for a three year period then the initiative could then be further developed to maximise the opportunity to engage with City workers. It is hoped that funding for 3 years would allow the platform to develop to a position where future funding would be secured wholly by private contributions.

Proposals

10. The CPA has requested that the City Corporation consider providing funding to cover a third of the anticipated cost towards the delivery of the project for a three year period, after which time it is intended that the initiative will be self-financing. The project will deliver and manage the content for three main platforms via Instagram, a dedicated website and Twitter. In addition to a digital presence, One City will engage with stakeholders across the City of London to provide PR worthy events and experiences including activities such as pop up yoga sessions, film screenings, wine tastings, dance classes, fitness workshops and live music sessions. The budget associated with delivering the project would be £180,000 per year with the City Corporation contribution being £60,000 a year for each of the three years (the break down in the budget year 1 is attached in Appendix 1 for illustrative purposes).

Initial inquiries with digital media companies indicated that the set up cost for such an enterprise would be in the region of £250k - £500k per annum. The CPA has utilised its membership to extract maximum value through engagement with established marketing teams to provide expertise to deliver the pilot.

11. The CPA will seek contributions from their members fund the remaining £120k a year (of the total estimated cost of £180,000pa) for delivering the project. Whilst it is not envisaged that there would be any shortfall in member contributions, the CPA would cover any such shortfall should it arise from their budgets. There have already been a number of commitments from property owners active in the Square Mile and from the Cheapside Business Alliance. The City Corporation's agreement to contribute would provide the necessary certainty to secure these and other contributions.

12. As part of the contract there will be a review of the project at the end of year one in terms of total sponsorship received and to ensure that it there has been progress in relation to the deliverables in accordance with the identified KPI's. The KPI's relate to measuring year on year growth of between 75%-100% in terms of number of followers and to outperform other peer accounts such as Canary Wharf and Kings Cross in Central London. Should the project not deliver the anticipated benefits and growth then there would be the opportunity to terminate the arrangement each year. Should there be any contributions received over and above the amount required to deliver the project, these will be invested in promotion of the platform and running associated events, subject to Member agreement.

13. The City Corporation will seek to complete an agreement with the CPA in relation to delivery of the platform and three year strategy in advance of the funding being made available which will incorporate appropriate provisions to ensure the platform both compliments the activities of the City Corporation and does not damage its reputation. It is recommended that the final terms of the agreement is delegated to the Director of Communications / City Surveyor / Director of the Built Environment in consultation with the Comptroller and City Solicitor.

Corporate & Strategic Implications

14. One City provides opportunities to directly engage with the City workforce about the City, for which there is currently no other dedicated platform. The attraction of the platform to the key demographic of 24-39 year olds has been established and will provide real opportunities to demonstrate the relevance of the Square Mile as a place to both work and relax.

15. One City will fully align with existing Corporation messages through weekly communications and meetings with the Communications and Cultural Hub teams and through quarterly strategic review meetings.

One City will work with the City Corporation's Communications team to ensure activities are properly co-ordinated and that there is consistent messaging regarding our cultural offerings including the Cultural Hub. Through its sponsorship the City Corporation will also retain absolute control to intervene if there is anything which threatens to damage its reputation.

16. The initiative would align with Corporate priority KPP5 of the Corporate Plan 2015-19 which seeks to increase the outreach and impact of the City Corporation's cultural, heritage and leisure contribution to the life of London.

Financial Implications

17. The total required funding has been estimated to be up to £180,000 is inclusive of any irrecoverable VAT as CPA whom the grant funding will be awarded to, may not able to recover VAT. Once the VAT position is clear the final sum to be paid will be determined up to this maximum limit.

18. The contractual agreement underpinning this arrangement will be reviewed before completion to assist with understanding any VAT implications for both the CPA and the City and it is recommended that the Chamberlain is given delegated authority to make any changes to protect the City's position.

19. It is proposed that the required funding of £180,000 is drawn from your committees Policy Initiatives Fund (£60,000 from 2017/18, £60,000 from 2018/19 and £60,000 from 2019/20) and charged to City's Cash.

20. The current uncommitted balance available within the Policy and Resources Policy Initiatives Fund for 2017/18 amounts to £258,100, for 2018/19 £954,000 is available and in 2019/20 there is £1,184,000 available. This is prior to any allowances made for any other proposals on today's agenda.

Conclusion

21. The One City social media led platform has been established to promote the City and the increasingly diverse cultural and leisure offer direct to City workers. There are no other comparable platforms that provide this service and it is considered that the City Corporation should seek to promote the City and its attractions to workers to reinforce its attractiveness and relevance to a key audience. The proposed partnership with the CPA would ensure that the property industry works closely with the City Corporation through quarterly steering group meetings with all the key marketing teams of the development community to collectively promote the fast changing face of the City as being relevant to a new breed of City workers that want to enjoy a broader experience at their place of work.

Appendices

- Appendix 1 – One City year one budget

Simon McGinn
City Property Advisory Team Manager, City Surveyors Department

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APPENDIX 1

One City year 1 budget

ONE CITY Budget

June 17 - May 18		
General	**TOTAL Year 1 Cost**	**COL Year 1 Contribution**
PR/Press	7,000	2,333
Events for bloggers/influencers	7,500	2,500
Public promotional events		
Photography Events - with key instagrammars	2,500	834
Food Events	4,000	1,333
Fitness Events	3,000	1,000
Workshops	4,000	1,333
Design/Branding	3,600	1,200
Promotional materials/Printing	6,000	2,000
Website		
Website design and development	4,400	1,467
Funding for writers	5,000	1,666
PPC budget (AdWords)	5,000	1,666
Social		
Instagram promotional budget	12,000	4,000
Twitter promotional budget	6,000	2,000
Scheduling and reporting tools	7,000	2,333
Administration		
City Centre Director (part time. 12 - 14 hours per week)	20,000	6,666
Digital Media Officer	28,000	9,333
Content Officer (part time.)	15,000	5,000
Contingency	10,000	3,336
TOTAL Exclusive of VAT	**150,000**	**50,000**
TOTAL Inclusive of VAT	**180,000**	**60,000**

Committee(s)	Dated:
Policy & Resources Committee Planning and Transportation Committee	**6 July 2017** **25 July 2017**
Subject: Review of designation of the Still & Star Public House as an Asset of Community Value	**Public**
Report of: Chamberlain	**For Information**
Report author: Peter Kane	

Summary

This report informs your Committee of the outcome of a request for a Review of the decision of Policy and Resources Committee to include the Still and Star public house ("the public house") on the City's List of Assets of Community Value, and of the conclusion of the Review that the public house should remain on the List.

Recommendation

To note the outcome of the review of the decision regarding the inclusion of the Still and Star on the City's List of Assets of Community Value.

Main Report

Background

1. The public house was included in the City's List of Assets of Community Value (the only entry on the List) following the decision taken on 15 December 2016. On 3rd February 2017 the landowner requested a review of the decision. An oral hearing was requested, which was held on 31st May.

2. In accordance with statutory requirements a senior officer, the Chamberlain, was authorised to act as the Reviewing Officer.

Conclusion

3. After carefully considering the Grounds of Review and all other relevant evidence, and after applying the statutory criteria in considering the Listing and Review, it was found that the public house should remain on the City's List of Assets of Community Value. A Decision Notice was issued on 6 June 2017, and subsequently notified to the relevant parties, and uploaded on the List of Assets of Community Value section of the City's website as required. It can be viewed at:-

   https://www.cityoflondon.gov.uk/services/environment-and-planning/planning/planning-policy/Pages/localism-and-neighbourhood-planning.aspx

4. The landowner has a right of appeal against the Review decision to the First Tier Tribunal, part of the HM Courts and Tribunals.

Background Papers:-

(i) Grounds for Review on behalf of 4C (received 4th April 2017)
(ii) Email from Marianne Fredericks (received 4th April 2017)
(iii) Comments on Review Grounds from Nominating Group (received 22 May 2017)
(iv) Nominating Body's Submission for Listing (5th September 2016) and related representations
(v) Report on Listing to Planning and Transportation Committee 25th October 2016 and minute
(vi) Report on Listing to Policy and Resources Committee 15 December 2016 and minute
(vii) The City's Guidelines for Determining Nominations
(viii) Decision Notice of Reviewing Officer and Reasons (6 June 2017)

Dr Peter Kane
Chamberlain
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Committee: Policy and Resources	**Date:** 6 July 2017
Subject: Policy Initiatives Fund/Committee Contingency	**Public**
Report of: Chamberlain	**For Information**
Report Author: Laura Tuckey	

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 2017/18. 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 2017/18 are £34,500 and £348,200 respectively.

Recommendations

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

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POLICY AND RESOURCES COMMITTEE - POLICY INITIATIVES FUND 2017/18

ALLOCATIONS FROM PIF					STATUS OF BALANCE	
COMMITTEE DATE	DESCRIPTION	RESP OFFICER	ALLOCATION £	ACTUAL PAID TO 21/06/17 £	BALANCE TO BE SPENT £	NOTES
	Events					
07/07/16	London Councils' London Summit - the City is to host the annual conference for 3 years	EDO	15,000	0	15,000	3 year funding: £15,500 in 2018/19 & £16,000 in 2019/20
07/07/16	2017 Party Conferences Funding - the City Corporation to hold private roundtables and dinners at the 2017 party conferences of the Liberal Democrats, Labour and Conservatives. The roundtables will focus on skills and employability	DED	6,000	0	6,000	Originally allocated from 2016/17; deferrred to 2017/18
17/11/16	Sponsorship of the Liberty Conference - CoL to sponsorship the Margaret Thatcher Conference on Liberty in June 2017 being hosted by CPS	DED	20,000	18,860	1,141	
15/12/16	Franco-British Young Leaders Programme - The CoL Corporation to fund 2017 Gala Dinner at the Guildhall and to cover catering costs	DED	17,000	0	17,000	
16/02/17	City Week 2017 - CoL to sponsor this annual conference taking place on 25 & 26 May 2017. A high profile by the Corporation in City Week provides a valuable opportunity to shape discussions with business stakeholders on key topics and promote the UK to a global audience.	DED	26,000	15,900	10,100	
16/03/17	Think Tank Membership 2017-18: Renewal of COL's membership to Centre for the Study of Financial Innovation (£5,000); Chatham House (£14,000); European Policy Forum (EPF - £7,500); Institute for Public Policy Research (IPPR - £6,300); Local Government Information Unit (LGIU - £10,000); New Local Government Network (NLGN - £12,000); Reform (£9,000); Whitehall & Industry Group (WIG - £5,000); & Legatum Instituer (£10,000)	DOC	78,800	45,850	32,950	
16/03/17	Sponsorship of Battle of Ideas Festival 2017 - the City Corporation to sponsor the festival, organised by The Institute of Ideas, taking place on 28-29 October 2017 at the Barbican Centre	DED	25,000	0	25,000	

ALLOCATIONS FROM PIF					STATUS OF BALANCE	
COMMITTEE DATE	DESCRIPTION	RESP OFFICER	ALLOCATION £	ACTUAL PAID TO 21/06/17 £	BALANCE TO BE SPENT £	NOTES
16/03/17	International Business and Diplomatic Exchange (IBDE) - COL to fund a two year partnership with IBDE (£50,000) plus £22,000 for hosting a total of 8 events taking place over 2 years at the Guildhall. The IBDE is an independent, not for profit, non-political membership organisation bringing together the business and diplomatic community in London to promote international trade and investment flows.	DED	72,000	50,000	22,000	
	Promoting the City					
08/09/16	Additional sponsorship to support Innovate Finance	DED	250,000	250,000	0	Additional year's sponsorship for Innovate Finance in the sum of £350,000 to be used flexibly; £100,000 in 2016/17; £250,000 in 2017/18
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	100,000	0	100,000	2 year funding: final payment in 2017/18
19/01/17	TheCityUK: CoL's additional funding toward CityUK's rental cost	DED	100,000	25,000	75,000	3 year funding: £100,000 in 2017/18 & 2018/19
19/01/17	Chemistry Club, City: City of London to sponsor a series of high calibre networking events to enhance the Corporation's credibility in the Cyber tech and related technologies in the financial services sector	DED	32,100	17,322	14,778	
16/03/17	City of London Advertising - continuation of placing advertisements in CityAM to promote services provided by COL and advertising in a new newspaper, City Matters, covering the Square Mile	DOC	54,900	13,650	41,250	2 year funding: £54,900 in 2017/18
04/05/17	City Matters: placing additional full page advertisements in City Matters to promote City of London Corporation's cultural events and activities	DOC	13,000	13,000	0	2 year funding: £15,600 in 2018/19
04/05/17	Secretariat of the Standing International Forum of Commercial Courts: City Corporation to provide financial support for a third of the costs of the secretariat for the first 3 years.	DED	60,000	0	60,000	3 year funding: £50,000 in 2018/19 & 2019/20
08/06/17	Commonwealth Enterprise and Investment Council (CWEIC) - Renewal of office space: provision of office space within Guildhall complex	TC	10,000	0	10,000	2 year funding: £10,000 in 2018/19
	Communities					
20/03/14	STEM and Policy Education Programme - funding of the Hampstead Heath Ponds Project	DOS	36,300	9,506	26,794	The Director of Open Spaces has reviewed the phasing as follows: £23,850 in 2017/18 and £12,400 has been deferred from 2016/17 to 2017/18

ALLOCATIONS FROM PIF					STATUS OF BALANCE	
COMMITTEE DATE	DESCRIPTION	RESP OFFICER	ALLOCATION £	ACTUAL PAID TO 21/06/17 £	BALANCE TO BE SPENT £	NOTES
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	37,500	12,500	25,000	4 year funding: final payment 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	0	20,000	3 year funding: final payment in 2017/18
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	7,000	0	7,000	In addition, £7,000 for a launch event in 2017/18
	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	0	50,000	5 year funding - £50k per year until 2018/19
03/07/14	International Forum of Sovereign Wealth Funds (IFSWF) - City of London to support the IFSWF Secretariat locating in the City	DED	31,300	31,300	0	4 year funding - final payment of £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	0	40,000	3 year funding - final payment in 2017/18
			1,101,900	502,887	599,013	
	BALANCE REMAINING		258,100			
	TOTAL APPROVED BUDGET		1,360,000			
	ANALYSIS OF TOTAL APPROVED BUDGET					
	ORIGINAL PROVISION		1,250,000			
	APPROVED BROUGHT FORWARD FROM 2016/17		110,000			
	TOTAL APPROVED BUDGET		1,360,000			

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

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POLICY AND RESOURCES COMMITTEE - POLICY INITIATIVES FUND

		2017/2018
		£
POLICY INITIATIVES FUND		
- Balance remaining prior to this meeting		258,100
Less possible maximum allocations from this meeting		
- City of London Triennial Polling Survey	115,000	
- STEM and Policy Education Programme	48,600	
- One City Social Media Platform	60,000	
		223,600
Balance		34,500

Caroline Al-Beyerty
Financial Services Director

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POLICY AND RESOURCES COMMITTEE - CONTINGENCY 2017/18

ALLOCATIONS FROM CONTINGENCY					STATUS OF BALANCE	
COMMITTEE DATE	DESCRIPTION	RESP OFFICER	ALLOCATION £	ACTUAL PAID TO 21/06/17 £	BALANCE TO BE SPENT £	NOTES
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	62,000	-	62,000	3 year funding: £62,000 deferred from 2016/17
08/05/14	City of London Scholarship - Anglo-Irish Literature: CoL to award a yearly scholorship to a single student to continue their studies in the field on Anglo-Irish Literature	TC	39,700	-	39,700	3 year funding - £25,000 in 2017/18; £14,700 deferred from 2016/17
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	4,083	20,917	3 year funding - final payment in 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	37,100	-	37,100	Originally allocated from 2015/16; £37,100 deferred to 2017/18
17/11/16	Police Arboretum Memorial Fundraising Dinner: City Corporation to host a fundraising dinner at Guildhall	DED	30,000	-	30,000	Originally allocated from 2016/17; deferred to 2017/18
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 encourge respect and tolerance	DED	20,000	-	20,000	3 year funding - £20k per year until 2018/19
16/02/17	Restoration of St Pauls Cathedral Bells	TC	30,000	30,000	0	
08/06/17	Education Float in the Lord Mayor's Show 2017: City Corporation to enter an education float featuring the City's family of academy and independent schools	TC	10,000	-	10,000	
			253,800	34,083	219,717	
	BALANCE REMAINING		348,200			
	TOTAL APPROVED BUDGET		602,000			
	ANALYSIS OF TOTAL APPROVED BUDGET					
	ORIGINAL PROVISION		300,000			
	APPROVED BROUGHT FORWARD FROM 2016/17		302,000			
	TOTAL APPROVED BUDGET		602,000			

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:-

ALLOCATIONS FROM CONTINGENCY					STATUS OF BALANCE	
COMMITTEE DATE	DESCRIPTION	RESP OFFICER	ALLOCATION £	ACTUAL PAID TO 21/06/17 £	BALANCE TO BE SPENT £	NOTES
DED	Director of Economic Development	TC	Town Clerk		DOC	Director of Communications

CAROLINE AL-BEYERTY - DEPUTY CHAMBERLAIN

POLICY AND RESOURCES COMMITTEE - CONTINGENCY

		2017/2018
		£
CONTINGENCY		
- Balance remaining prior to this meeting		348,200
Less possible maximum allocations from this meeting		
-	0	
		0
Balance		348,200

Caroline Al-Beyerty
Financial Services Director

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