



## Policy and Resources Committee

**Date:** THURSDAY, 21 SEPTEMBER 2017

**Time:** 1.45 pm

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

**Members:**

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

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

**John Barradell**  
Town Clerk and Chief Executive

**AGENDA**  
**Part 1 - Public Agenda**

1. **APOLOGIES**

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

3. **MINUTES**

To consider minutes as follows:-

- a) To agree the public minutes of the meeting held on 6 July 2017.

**For Decision**  
(Pages 1 - 12)

- b) To note the draft public minutes of the Resource Allocation Sub-Committee meetings held on 6 and 20 July 2017.

**For Information**  
(Pages 13 - 18)

- c) To note the draft public minutes of the Projects Sub-Committee meeting held on 18 July 2017.

**For Information**  
(Pages 19 - 30)

- d) To note the draft public minutes of the Public Relations and Economic Development Sub-Committee meeting held on 6 July 2017.

**For Information**  
(Pages 31 - 34)

4. **BOARD OF GOVERNORS OF THE GUILDHALL SCHOOL OF MUSIC AND DRAMA - PROPOSED CHANGE TO THE QUORUM**

Report of the Town Clerk.

**For Decision**  
(Pages 35 - 38)

5. **APPOINTMENTS TO THE CITY OF LONDON ACADEMIES TRUST**

Report of the Town Clerk.

**NB: This report is also to be considered by the Education Board.**

**For Decision**  
(Pages 39 - 40)

6. **GENERAL DATA PROTECTION REGULATION**

Report of the Comptroller and City Solicitor.

**NB: This report is also to be considered by the Establishment Committee and the IT Sub-Committee.**

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

7. **SUPPLIER HEALTH & SAFETY APPRAISALS**  
Report of the Chamberlain.  
**For Decision**  
(Pages 47 - 50)
8. **BUSINESS RATES DEVOLUTION IN LONDON**  
Joint report of the Chamberlain and the Remembrancer.  
**NB: Resolution of the Finance Committee to follow.**  
**For Decision**  
(Pages 51 - 70)
9. **ENERGY EFFICIENCY LOAN SCHEME**  
Report of the City Surveyor.  
**For Decision**  
(Pages 71 - 78)
10. **TEMPLE AREA TRAFFIC REVIEW**  
Report of the Director of the Built Environment.  
**NB: This report has been considered and approved by the Streets and walkways Sub-Committee and will be considered by the Planning and Transportation Committee.**  
**For Decision**  
(Pages 79 - 90)
11. **UNACCOMPANIED ASYLUM SEEKING CHILDREN**  
Report of the Director of Community and Children's Services.  
**NB: his report has been considered and approved by the Community and Children's Services Committee.**  
**For Decision**  
(Pages 91 - 96)
12. **LIVERY HALLS BOOK**  
Report of the Assistant Town Clerk and Cultural Hub Director.  
**For Decision**  
(Pages 97 - 108)
13. **CENTRE FOR LONDON 'LONDON CONFERENCE 2017'**  
Report of the Director of Communications.  
**For Decision**  
(Pages 109 - 110)
14. **GREEN FINANCE SUMMIT 2018**  
Report of the Director of Economic Development.  
**NB: This report will have been considered by the Public Relations and Economic Development Sub-Committee earlier this day.**

**For Decision**  
(Pages 111 - 112)

15. **CITY WEEK 2018**  
Report of the Director of Economic Development.

**For Decision**  
(Pages 113 - 114)

16. **THE COMMONWEALTH BUSINESS FORUM 2018**  
Report of the Director of Economic Development

**For Decision**  
(Pages 115 - 118)

17. **GIGABIT CITY PROGRAMME UPDATE**  
Report of the Director of the Built Environment.

**For Information**  
(Pages 119 - 124)

18. **REVENUE OUTTURN 2016/17**  
Joint report of the Town Clerk, the Chamberlain and the Remembrancer.

**For Information**  
(Pages 125 - 136)

19. **BUSINESS HEALTHY STRATEGY 2017-20**  
Report of the Director of Community and Children's Services.

**NB: This report was approved by the Health and Wellbeing Board.**

**For Information**  
(Pages 137 - 152)

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

**For Information**  
(Pages 153 - 164)

21. **REGULATION OF INVESTIGATORY POWERS ACT 2000**  
Report of the Town Clerk.

**For Information**  
(Pages 165 - 166)

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

**For Information**  
(Pages 167 - 168)

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

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

25. **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**

26. **NON-PUBLIC MINUTES**

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

- a) To agree the non-public minutes of the meeting held on 6 July 2017.

**For Decision**  
(Pages 169 - 176)

- b) To consider the minutes of the Informal meeting of the Resource Allocation Sub-Committee held on 23 and 24 June 2017 and agree the recommendations therein.

**For Decision**  
(Pages 177 - 188)

- c) To note the draft non-public minutes of the Resource Allocation Sub-Committee meetings held on 6 and 20 July 2017.

**For Information**  
(Pages 189 - 194)

- d) To note the draft non-public minutes of the Projects Sub-Committee meeting held on 18 July.

**For Information**  
(Pages 195 - 206)

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

**For Information**  
(Pages 207 - 212)

27. **20 & 21 ALDERMANBURY**

Report of the City Surveyor.

**For Decision**  
(Pages 213 - 230)

28. **POULTRY MARKET, MAJOR REPAIRS PROJECT**

Report of the City Surveyor.

**NB: This report has been considered by the Markets Committee and the Projects Sub-Committee.**

**For Decision**  
(Pages 231 - 244)

29. **FLEET HOUSE, 8-12 NEW BRIDGE STREET - ISSUES REPORT**  
Report of the City Surveyor.
- NB: This report has been considered and approved by the Projects Sub-Committee and by the Property Investment Board.**
- For Decision**  
(Pages 245 - 256)
30. **SECURITY WORKS ISSUES REPORT**  
Report of the Director of the Built Environment.
- NB: This report has been considered and approved by the Projects and Streets and Walkways Sub-Committees.**
- For Decision**  
(Pages 257 - 282)
31. **OVERSEAS ENGAGEMENT**  
Report of the Director of Economic Development.
- NB: This report will also have been considered by the Public Relations and Economic Development Sub-Committee.**
- For Information**  
(Pages 283 - 286)
32. **LORD MAYOR'S OVERSEAS VISITS PROGRAMME 2017/18**  
Report of the Private Secretary & Chief of Staff of Mansion House.
- For Decision**  
(Pages 287 - 296)
33. **DECISIONS TAKEN UNDER DELEGATED AUTHORITY OR URGENCY POWERS**  
Report of the Town Clerk.
- For Information**  
(Pages 297 - 300)
34. **COMBINED COURTS CENTRE**  
Joint report of the Town Clerk and the City Surveyor (TO FOLLOW).
- For Decision**
35. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**
36. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT AND WHICH THE COMMITTEE AGREE SHOULD BE CONSIDERED WHILST THE PUBLIC ARE EXCLUDED.**

### **Part 3 - Confidential Agenda**

37. **CONFIDENTIAL MINUTES**  
To agree the confidential minutes of the meeting held on 6 July 2017.
- For Decision**

38. **MANSION HOUSE AND CENTRAL CRIMINAL COURT**  
Report of the Town Clerk.

**NB: This report was agreed by the Establishment Committee and also considered by the General Purposes Committee of the Court of Alderman.**

**For Information**

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## **POLICY AND RESOURCES COMMITTEE** **Thursday, 6 July 2017**

Minutes of the meeting of the Policy and Resources Committee held at Committee Room - 2nd Floor West Wing, Guildhall on Thursday, 6 July 2017 at 1.45 pm

### **Present**

#### **Members:**

Deputy Catherine McGuinness (Chairman)  
Sir Mark Boleat (Deputy Chairman)  
Hugh Morris (Vice-Chair)  
Deputy John Bennett  
Deputy Keith Bottomley  
Henry Colthurst  
Sheriff & Alderman Peter Estlin  
Marianne Fredericks  
Christopher Hayward  
Deputy Wendy Hyde  
Deputy Jamie Ingham Clark (Ex-Officio Member)  
Deputy Edward Lord  
Jeremy Mayhew  
Andrew McMurtrie (Ex-Officio Member)  
The Lord Mountevans (Ex-Officio Member)  
Deputy Joyce Nash  
Graham Packham (Ex-Officio Member)  
Dhruv Patel (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

### **In Attendance**

Randall Anderson  
Anne Fairweather

#### **Officers:**

John Barradell	-	Town Clerk
Peter Kane	-	The Chamberlain
Caroline Al-Beyerty	-	Deputy Chamberlain
Philip Gregory	-	Chamberlain's Department
Michael Cogher	-	Comptroller and City Solicitor
Carolyn Dwyer	-	Director of Built Environment
William Chapman	-	Private Secretary and Chief of Staff to the Lord Mayor

Paul Double	-	Remembrancer
Peter Young	-	City Surveyor's Office
Steve Bage	-	City Surveyor's Office
Sharon Ament	-	Chairman of the Learning and Engagement Forum
Sian Bird	-	Strategic Partnerships Manager
David Clark	-	Commander City of London Police
Pauline Weaver	-	City of London Police
John Awosoga	-	City of London Police
Damian Nussbaum	-	Director of Economic Development
Giles French	-	Assistant Director of Economic Development
Bob Roberts	-	Director of Communications
Simon Murrells	-	Assistant Town Clerk
Peter Lisle	-	Assistant Town Clerk and Director of Culture
Angela Roach	-	Principal Committee and members Services Manager

1. **APOLOGIES**

Apologies for absence were received from Doug Barrow, Charles Bowman Stephen Haines, Wendy Mead, Alistair Moss and Baroness Patricia Scotland.

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

Jamie Ingham Clark declared an interest in matters affecting the Police Accommodation Strategy as a veteran member of the Honourable Artillery Company.

3. **MINUTES**

- 3a. The public minutes of the meeting held on 8 June 2017 were approved.
- 3b. The draft public minutes of the Projects Sub-Committee meeting held on 6 June 2017 were noted.
- 3c. The draft public minutes of the Public Relations and Economic Development Sub-Committee meeting held on 8 June 2017 were noted.
- 3d. The draft public minutes of the Members Privileges Sub-Committee meeting held on 22 June 2017 were noted and the recommendations contained therein considered.

Members supported the recommendations relating to remuneration and evening wear and discussion ensued on the wording of the role and status of the Chief Commoner. It was agreed that the wording should be revised and that the approval of the final form of words be delegated to the Town Clerk in consultation with the Chairman and Deputy Chairman.

Reference was also made to the lack of use of the current Chairman and Deputy Chairman's Computer Room located on the second floor and to it being returned to two separate rooms.

RESOLVED – That:-

1. the request for the Resource Allocation Sub-Committee to look into the cost of evening wear Member allowances as part of wider discussion on Member allowances and remuneration be noted;
2. 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;
3. 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;
4. 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; and
5. the proposed wording in relation to the Chief Commoner's role and status be revised by the Remembrancer in consultation with relevant officers and that the approval of the final wording be delegated to the Town Clerk in consultation with the Chairman and Deputy Chairman.

4. **RESOLUTION FORWARD FROM THE COURT OF COMMON COUNCIL - WARD OF ALDGATE: BROADBAND SERVICES**

Members were advised that whilst a lot of progress had been made on improving broadband services officers were of the view that it required a dedicate resource to assist in delivering better services. Whilst this Committee had supported the provision of resources to fund a post, the IT Sub-Committee had asked for more details and this was to be considered by the Sub-Committee shortly. It was suggested that a note on the progress made so far be circulated to all Members of the Court. Members supported this.

RESOLVED – That the resolution from the Ward of Aldgate be noted and that the City Surveyor be requested to circulate a note to all Members on the progress being made regarding the provision of better broadband services.

5. **CHARITY COLLECTIONS – LICENSING COMMITTEE TERMS OF REFERENCE**

The Committee considered a report of the Director of Markets and Consumer Protection proposing an amendment to the terms of reference of the Licensing

Committee to include The Police, Factories and (Miscellaneous Provisions) Act 1916, noting that both the Licensing Committee and the Port Health and Environmental Services Committee were supportive of the amendment.

RESOLVED – That, subject to the approval of the Court, the terms of reference of the Licensing Committee be amended to include The Police, Factories and (Miscellaneous provisions) Act 1916.

**6. ORDER OF SENIORITY**

The Committee considered a report of the Town Clerk proposing amendments to the protocol for the order of seniority on the Court of Common Council.

The Committee noted that the amendment had been approved by the Members' Privileges Sub-Committee.

RESOLVED – That the protocol for the order of seniority at the Court of Common Council be amended as follows:-

1. to include a new paragraph 2.3 as set below:-

“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 to their total length of service on Common Council, including as Alderman”; and

2. paragraph 3.2 be amended to include the Establishment Committee as follows:-

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

**7. MINUTE WRITING**

The Committee considered a report of the Town Clerk concerning the current style of minutes of committee and related meetings.

In response to the questions on the content of the minutes; whether the time of arrival and departure of individual Members should be recorded; whether names should be recorded during a vote and whether audio recording should be introduced, the Committee was of the view that no change should be made to the current arrangements.

RESOLVED – That the content of the report be noted and that no change be made to the current arrangements for the minuting of committee and other related meetings.

**8. RESPONSIBLE BUSINESS REVIEW (INTERNAL)**

The Committee considered a report of the Chamberlain concerning the outcome of an internal Responsible Business review.

A Member questioned whether it was necessary to engage a fulltime officer to develop an internal responsible business strategy. Several Members supported his sentiments adding that it should be undertaken within existing resources. The Committee was advised of the importance of acting swiftly and for City Corporation departments to be joined up to ensure the initiative's success. Currently there was no lead officer to take the project forward as envisaged. It was suggested that consideration be given to an appointment on a fixed, short term, basis. This was not supported.

RESOLVED – that the content of the report be noted including the primary recommendations and that:-

1. whilst the progression of the project was supported it should progress from within existing resources; and
2. it be noted also that further update would be submitted once priorities had been identified and a strategy produced.

9. **MIPIM PROPERTY CONFERENCE 2017**

The Committee considered a joint report of the City Surveyor and the Director of the Built Environment concerning the 2017 MIPIM property conference.

RESOLVED – That the report be noted.

10. **CROSSRAIL WORKS**

The Committee considered an issue report of the Director of the Built Environment concerning Crossrail works at Farringdon East, Moorgate /Moorfields and Liverpool Street.

RESOLVED – That approval be given to the following:-

1. the City delivering the urban realm works at Farringdon and Liverpool St stations on behalf of Crossrail in principle;
2. Gateway 3-5 i.e. the commencement of works in relation to Farringdon East being delegated to the Town Clerk, in consultation with the Director of the Built Environment and the Chairmen and Deputy Chairmen of the relevant committees;
3. the Comptroller and City solicitor be authorised to conclude the legal agreement between the City Corporation and Crossrail; and
4. subsequent Gateway 5 reports in relation to Liverpool Street station be submitted to the relevant committees in due course.

11. **STEM AND POLICY EDUCATION PROGRAMME LEGACY**

The Committee considered a report of the Director of Open spaces concerning an application to the Policy Initiatives Fund to extend the Science, Technology

Engineering and Maths (STEM) and Policy Education Programme for a further year.

RESOLVED – That the Ponds Project Education programme be funded for an additional year at a cost of £48,600, to be met from the Policy Initiatives Fund, categorised as “Communities” and charged to City’s Cash.

**12. HOMELESSNESS BUDGET PROPOSALS**

The Committee considered a report of the Director of Community and Children’s Services concerning an anticipated increase in costs associated with fulfilling the City of London Corporation’s statutory duty to assist some homeless households; the increased level of rough sleeping and a proposed increase to the budget to meet those increased demands.

In response to queries about the current helpline, the Committee was advised that it was managed by the GLA and undertook to feedback concerns about the helpline being unavailable when needed.

Reference was made to the homeless needing to be willing to accept help and to the City Corporation working in partnership with neighbouring boroughs to ensure that problems were not pushed from one area to another.

RESOLVED – That, subject to the approval of the Community and Children’s Services Committee, an increase of £195,500 in 2017/18, and a permanent increase of the baseline budget of £427,000 in subsequent years be approved.

**13. EMPLOYABILITY STRATEGY 2017-20**

The Committee considered a report of the Director of Economic Development concerning the Employability Strategy 2017-2020.

A Member referred the aims of the Strategy and stated that whilst he was supportive, the aims were very City focused and should be widened. Members supported this view and suggested that the wording be amended to reflect a wider scope.

RESOLVED – That the Policy and Resources Committee approve the Employability Strategy 2017-2020 subject to the scope of the aims outlined in the report being beyond the City.

**14. CITY OF LONDON LEARNING AND ENGAGEMENT FORUM - CULTURAL MILE LEARNING**

The Committee considered a report of the Chair of the City of London Learning and Engagement Forum concerning the establishment of a cultural education partnership entitled *Culture Mile Learning*.

RESOLVED – That, subject to the approval of a more detailed business case by the Education Board, a sum of £150,000 be provided to implement the City Corporation’s Culture Mile Learning initiative.

**15. ONE CITY SOCIAL MEDIA PLATFORM**

The Committee considered a joint report of the Director of the Built Environment, the City Surveyor and the Director of Communications concerning the One City Social Media Platform.

Reference was made to ensuring that the website contained information about the City Corporation's cultural activities and not just details of its restaurants and bars. The Committee supported this and also a suggestion that officers report back after the first year of operation.

RESOLVED – That approval be given to:-

1. the delivery of the One City Social Media Platform, to be funded for a three year period at a total cost of up to £180,000, depending on any irrecoverable VAT incurred by the City Property Association (CPA). The funds be met from the Policy Initiative Fund (i.e. £60,000 in years 2017/18, 2018/19 and 2019/20) categorised under "Promoting the City" and charged to City's Cash;
2. the final terms of the agreement with the CPA to deliver the platform be delegated to the City Surveyor, the Director of the Built Environment and the Director of Communications, in consultation with the Comptroller and City Solicitor and The Chamberlain for those terms of a financial nature;
3. efforts be made to include the City's cultural activities and not just details of its restaurants and bars;
4. it be noted that any underspending or over achievement of third party contributions would be reinvested back into the project, subject to Member agreement; and
5. a report be considered by this Committee following the first year of project's operation.

**16. STILL & STAR PUBLIC HOUSE -ASSET OF COMMUNITY VALUE OUTCOME OF REVIEW**

The Committee considered a report of the Chamberlain concerning the outcome of a review of the Committee's decision to include the Still and Star public house on the City Corporation's List of Assets of Community Value (ACV). It concluded that the public house should remain on the List.

It was noted that since the review, the land owner had lodged an appeal against the decision with the Tribunal.

RESOLVED – That the report be noted.

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

The Committee considered a statement of the Chamberlain on the use of the Policy Initiatives Fund and Committee Contingency for 2017/18.

RESOLVED – That the statement be noted.

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

**Social Mobility Index**

The Deputy Chairman referred to Social Mobility Index initiative which ranked employers on the actions they took to present people with the opportunity to get in, and get on, in the workplace. He noted that it had been sponsored by the City Corporation and questioned why the organisation had not participated in the initiative also. The Chairman explained that this was the UK's first Social Mobility Employer Index and that it had been developed in partnership with the Social Mobility Foundation and Social Mobility Commission. 98 businesses applied to the Index. Whilst the top 50 performers appeared in the Times, businesses were able to apply anonymously and could choose whether to have their scores published. She confirmed that the City Corporation had applied and whilst it chose to do so anonymously for the first year, it aimed to disclose its results next year. The Chairman advised that this year, the City Corporation scored 50 out of 98. She acknowledged that this needed to be improved and advised that a report from the Foundation setting out the areas in need of improvement was now awaited. A framework of action would then be developed with the aim of improving that score.

The Deputy Chairman suggested that details of the improvements and the framework of action be the subject of a report to a future meeting of the Committee. Members supported this.

RESOLVED – that details of the Social Mobility Index be noted and that the improvements highlighted by the Social Mobility Foundation and the proposed the framework of action be reported to a future meeting of the Committee.

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

**BEECH STREET PROPERTY USES**

The Committee noted that the joint report of the City Surveyor and the Headmistress of the City of London School for Girls on the property uses in Beech Street was a public paper and considered at this point in the meeting.

RESOLVED – the current position be noted and that a Gateway 3 project report requesting funding to progress the transformation of Beech Street would be brought forward at the earliest opportunity, using urgency procedures if required to ensure consideration of Exhibition Hall 2 occupancy did not delay the wider project to develop the Cultural Hub.



20. **EXCLUSION OF THE PUBLIC**

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

**Item Nos.**

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

21 - 34

1, 3 and 7

**Part 2 – Non-Public Agenda**

21. **NON-PUBLIC MINUTES**

21a. The non-public minutes of the meeting held on 8 June 2017 were approved.

21b. The draft non-public minutes of the Project Sub-Committee meeting held on 6 June 2017 were noted.

21c. The draft non-public minutes of the Hospitality Working Party meeting on 13 June 2017 were noted and a recommendation contained therein considered.

RESOLVED – That it be recommended to the Court of Common Council that in future, inconsequential applications for the use of Guildhall be reported to the Policy and Resources Committee only and that anything of consequence be reported to the Court in the usual manner.

21d. The draft non-public minutes of the Members' Privileges Sub-Committee meeting held on 22 June 2017 were noted.

22. **LAVATORIES AND CLOAKROOM FACILITIES**

The Committee considered and approved a report of the City Surveyor concerning the provision of lavatories and cloakroom facilities in Guildhall.

23. **PROJECT FUNDING UPDATE**

The Committee considered and approved a report of the Chamberlain concerning the provision of funding to enable five projects to proceed.

24. **RING OF STEEL STABILISATION AND COMPLIANCE PROJECT**

The Committee considered and approved a report of the Commissioner of the City of London Police concerning the Ring of Steel Stabilisation and Compliance project.

25. **ACTION AND KNOW FRAUD CENTRE -CONTRACT SERVICE BUDGET**

The Committee considered and approved a report of the Commissioner of the City of London Police concerning the Action and know Fraud Centre – Contract Service Budget.

26. **FINSBURY CIRCUS: CROSSRAIL ISSUE**  
The Committee considered and approved a joint report of the Director of Open Spaces, the City Surveyor and the Comptroller and City Solicitor concerning subterranean the infrastructure installed in Finsbury Circus.
27. **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 in respect of refurbishment works at the Central Criminal Court and the potential acquisition of additional housing stock.
28. **CITY OF LONDON FREEMEN'S SCHOOL - MAIN HOUSE**  
The Committee deferred consideration of a joint report of the City Surveyor and the Headmaster of the City of London Freemen's School concerning works to the Main House at the School pending the provision of further information.
29. **BEECH STREET PROPERTY USES**  
This report was considered at item 19.
30. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**  
There were no questions.
31. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT AND WHICH THE COMMITTEE AGREE SHOULD BE CONSIDERED WHILST THE PUBLIC ARE EXCLUDED.**

#### **POLICE ACCOMMODATION STRATEGY**

To avoid any undue delay to the Police Accommodation Strategy Project, the Committee agreed to the approval of matters relating to the Project, which required a decision during the summer recess, being delegated to the Town Clerk in consultation with the Chairman and Deputy Chairman.

### **Part 3 – Non-Public Confidential Agenda**

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

32. **CONFIDENTIAL MINUTES**  
The confidential minutes of the meeting held on 8 June 2017 were approved.
33. **EU ENGAGEMENT**  
The Committee considered and agreed a report of the Director of Economic Development concerning future engagement with the EU.

34. **STAFFING IN THE TOWN CLERKS OFFICE**

The Committee considered and agreed a resolution from an informal meeting of the Resource Allocation Sub-Committee held on 23 June 2017 concerning a staffing matter in the Town Clerk's Department.

**The meeting ended at 3.10pm**

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Chairman

**Contact Officer: Angela Roach**

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## RESOURCE ALLOCATION SUB (POLICY AND RESOURCES) COMMITTEE

Thursday, 6 July 2017

Minutes of the meeting of the Resource Allocation Sub (Policy and Resources) Committee held at Committee Room - 2nd Floor West Wing, Guildhall on Thursday, 6 July 2017 at 10.00 am

### Present

#### Members:

Deputy Catherine McGuinness(Chairman)  
Deputy Jamie Ingham Clark  
Christopher Hayward  
Deputy Edward Lord  
Tom Sleigh  
Sir Michael Snyder

#### Officers:

John Barradell	-	Town Clerk
Peter Kane	-	Chamberlain
Caroline Al-Beyerty	-	Deputy Chamberlain
Philip Gregory	-	Chamberlain's Department
Peter Young	-	City Surveyor's Department
Bob Roberts	-	Director of Communications
Simon Murrells	-	Assistant Town Clerk
Peter Lisle	-	Assistant Town Clerk and Director of the Cultural Hub
Sharon Ament	-	Chairman of the Learning and Engagement Forum
Sian Bird	-	Strategic Partnerships Manager
David Clark	-	Commander City of London Police
Pauline Weaver	-	City of London Police
John Awosoga	-	City of London Police
David Drane	-	City of London Police
Iain Simmons	-	Built Environment Department
Nigel Lefton	-	Rememberancer's Department
Fiona Hoban	-	Rememberancer's Department
Angela Roach	-	Principal Committee and Members Services Manager

With Sir Michael Snyder in the Chair until Item No. 4.

#### 1. APOLOGIES

Apologies were received from Sir Mark Boleat, Charles Bowman, Henry Colthurst, Stephen Haines, Jeremy Mayhew, Hugh Morris, Giles Shilson, John Tomlinson and Sir David Wootton.

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

There were no declarations.

3. **MINUTES**

The public minutes of the Sub-Committee meeting held on 16 March 2017 were approved.

4. **CITY OF LONDON LEARNING AND ENGAGEMENT FORUM**

The Sub-Committee considered a report of the Chairman of the City of London's Learning and Engagement Forum seeking funding to progress the establishment of a cultural education partnership.

The Chairman of the Learning and Engagement Forum was heard in support of the project. The Chairman of the Sub-Committee reminded Members that the development of the partnership was one of the work streams of the City Corporation's Education Strategy. She advised that a more detailed business case would be considered by the Education Board and that it should be noted that as activities progressed, more funding might be needed.

RESOLVED – that it be recommended to the Grand Committee that £150,000 be provided to implement the City Corporation's Culture Mile Learning initiative, subject to approval of a more detailed business case by the Education Board.

5. **DECISIONS TAKEN UNDER DELEGATED OR URGENCY POWERS**

The Sub-Committee considered a report of the Town Clerk reporting action taken since its last meeting and noted that approval was given to the Director of the Built Environment's local risk budget being increased by £203k for 2017/18 to fund additional parking enforcement resources.

RESOLVED – That the report be noted.

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

There were no questions.

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

The following item of urgent business was considered:-

**Cultural Hub Public Realm Temporary Artistic Projects: Look and Feel 'Quick Wins'**

The Sub-Committee considered a report of the Director of the Built Environment concerning the temporary art installations, new street furniture, and greening for the Cultural Hub as part of the Look and Feel 'Quick Wins' for the project.

RESOLVED - That approval be given to the provision of £535,000 to implement the Look and Feel Temporary Artistic Projects in the Cultural Hub for 2017/18.

**8. 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.

<b>Item Nos.</b>	<b>Paragraph(s) in Schedule 12A</b>
9 – 15	3 and 7

**Part 2 – Non-Public Agenda**

**9. NON-PUBLIC MINUTES**

The non-public minutes of the Sub-Committee meeting held on 16 March 2017 were approved.

**10. PROJECT FUNDING UPDATE**

The Sub-Committee considered and agreed a project funding update report of the Chamberlain which covered a number of projects.

**11. POLICE ACCOMMODATION STRATEGY - DELEGATED AUTHORITY**

The Sub-Committee considered and agreed a joint report the City Surveyor, Commissioner of the City of London Police and the Chamberlain concerning the approval of a number of projects in connection with the Police Accommodation Strategy under delegated authority over the summer recess period in order to ensure the timely delivery of the approved strategy.

**12. FUNDING RING OF STEEL STABILISATION AND COMPLIANCE PROJECT**

The Sub-Committee considered and agreed an issues report of the Commissioner of the City of London Police concerning the Ring of Steel Stabilisation and Compliance Project.

**13. ACTION AND KNOW FRAUD CENTRE - CONTRACT SERVICE BUDGET**

The Sub-Committee considered and agreed a report of an issues report of the Commissioner of the City of London Police concerning the provision of additional resources in connection with the Action and Know Fraud Centre project.

**14. LAVATORIES AND CLOAKROOM FACILITIES**

The Sub-Committee considered and agreed a report of the City Surveyor concerning the provision of upgraded lavatories and cloakroom facilities in the West Wing of Guildhall.

**15. FREEMEN'S SCHOOL MAIN HOUSE (PHASE 2) WORKS**

The Sub-Committee considered a joint report of the Headmaster of the City of London Freemen's School and the City Surveyor concerning the project for works to the main House at the City of London Freemen's School. It was

recommended that the report be deferred pending the provision of further financial information.

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

There were no questions.

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

There were no items of urgent business

**The meeting ended at 10.40am**

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Chairman  
Contact Officer: Angela Roach  
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[angela.roach@cityoflondon.gov.uk](mailto:angela.roach@cityoflondon.gov.uk)



## RESOURCE ALLOCATION SUB (POLICY AND RESOURCES) COMMITTEE

Thursday, 20 July 2017

Minutes of the meeting of the Resource Allocation Sub (Policy and Resources) Committee held at Committee Rooms, 2nd Floor, West Wing, Guildhall on Thursday, 20 July 2017 at 12.00 pm

### Present

#### Members:

Deputy Catherine McGuinness (Chairman)	Christopher Hayward
Jeremy Mayhew (Deputy Chairman)	Deputy Edward Lord
Sir Mark Boleat	Deputy Dr Giles Shilson
Deputy Jamie Ingham Clark	Sir Michael Snyder
Henry Colthurst	Deputy John Tomlinson
Simon Duckworth	Alderman Sir David Wootton

#### In Attendance

Roger Chadwick  
Philip Woodhouse

#### Officers:

John Barradell	- Town Clerk & Chief Executive
Peter Lisle	- Assistant Town Clerk
Peter Kane	- Chamberlain
Caroline Al-Beyerty	- Chamberlain's Department
Philip Gregory	- Chamberlain's Department
Roger Adams	- City Surveyors' Department
Andrew Shorten	- City Surveyors' Department
Emma Sawers	- Town Clerk's Department

#### 1. APOLOGIES

Apologies were received from Alderman Charles Bowman, Deputy the Revd Stephen Haines and Hugh Morris.

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

There were no declarations.

#### 3. MINUTES

The public minutes of the Sub-Committee meeting held on 6 July 2017 were approved.

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

There were no questions.

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

There were no items of urgent business.

6. **EXCLUSION OF THE PUBLIC**

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

**Item Nos.**

7 – 8

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

3 and 7

7. **NON-PUBLIC MINUTES**

The non-public minutes of the Sub-Committee meeting held on 6 July 2017.

8. **CITY OF LONDON FREEMEN'S SCHOOL MASTERPLAN FUNDING**

The Sub-Committee considered and agreed a joint report of the Chamberlain and the Headmaster of the City of London Freemen's School on the School's Main House (Phase 2).

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

There were no questions.

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

There were no items of urgent business.

**The meeting ended at 12.21 pm**

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Chairman

**Contact Officer: Emma Sawers**  
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**emma.sawers@cityoflondon.gov.uk**

## PROJECTS SUB (POLICY AND RESOURCES) COMMITTEE

Tuesday, 18 July 2017

**Minutes of the meeting of the Projects Sub (Policy and Resources) Committee held at the Guildhall EC2 at 9.30 am**

### **Present**

#### **Members:**

Sir Michael Snyder (Chairman)  
Hugh Morris (Deputy Chairman)  
Nicholas Bensted-Smith  
Sir Mark Boleat  
Deputy Keith Bottomley  
Marianne Fredericks  
Deputy Jamie Ingham Clark  
Karina Dostalova

#### **In Attendance:**

Graham Packham  
Tom Sleigh  
Philip Woodhouse

#### **Officers:**

Peter Lisley	-	Town Clerk's Department
Craig Spencer	-	Town Clerk's Department
Caroline Al-Beyerty	-	Chamberlain's Department
Christopher Bell	-	Chamberlain's Department
Mark Lowman	-	City Surveyor's Department
Peter Young	-	City Surveyor's Department
Iain Simmons	-	Department of the Built Environment
Jim Turner	-	Barbican Centre

### **1. APOLOGIES**

Apologies for absence were received from Christopher Hayward, Catherine McGuinness, John Tomlinson and James Tumbridge.

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

Hugh Morris declared an interest in matters affecting the City of London Freeman's School as a Governor on the School Board. Jamie Ingham Clark declared an interest in matters affecting the Police Accommodation Strategy as a veteran member of the Honourable Artillery Company. Nick Bensted-Smith declared an interest in item no. 31 as Deputy Chairman of the Board of Governors of the City of London Primary Academy Islington.

3. **MINUTES**

**RESOLVED** – That the public minutes and summary of the meeting held on 6 June 2017 were approved.

4. **GATEWAY APPROVAL PROCESS**

**RESOLVED** – That the Gateway Approval Process be noted.

5. **CROWN PLACE S278 - GATEWAY 1 AND 2**

The Sub-Committee considered a report of the Director of Built Environment proposing works to accommodate the building on the public highway network. It was envisaged that the works would, amongst other things, include widening the footways, street lighting, drainage, the relocation of street furniture and an upgrade of the footway materials.

**RESOLVED** – that the enabling works be approved and that project proceeds to the next Gateway on the light route.

6. **STAND-ALONE VISITOR CENTRE FOR THE MONUMENT - DEVELOPING THE HERITAGE AND RETAIL OFFER - GATEWAY 1 AND 2**

The Sub-Committee considered a report of the Director of Open Spaces concerning the construction of a two-level, stand-alone visitor centre, wrapped around the existing pavilion building in the Monument piazza and the development of the Monument's Heritage and Retail visitor offer.

**RESOLVED** – that the development of a stand-alone visitor centre be approved and that the project proceeds to the next Gateway on the regular route.

7. **EPPING FOREST WOOD-PASTURE RESTORATION UNDER ENVIRONMENTAL (HIGHER LEVEL) STEWARDSHIP AGREEMENT - GATEWAY 1 AND 2**

The Sub-Committee considered a report of the Director of Open Spaces proposing wood-pasture restoration works to be undertaken as part of ten year Environmental Stewardship agreement.

The Chairman advised that he had sought assurances that the annual sum of £46k to be met from the department's local risk budget was affordable.

**RESOLVED** – that wood-pasture restoration works be approved and that the project proceeds to the next Gateway on the light route.

8. **WILLIAM BLAKE AND DRON HOUSE DOOR ENTRY SYSTEMS - GATEWAY 1 AND 2**

The Sub-Committee considered a report of the Director of Community and Children's Services concerning works required to upgrade the door entry systems at Dron House and William Blake Estate.

**RESOLVED** – that the next step of the proposed upgrade works be approved and that the project proceeds to the next Gateway on the regular route.

9. **22 BISHOPSGATE - GATEWAY 3**

The Sub-Committee considered an outline options appraisal report of the Director of Built Environment concerning works to improve the public realm areas and security in and around the 22 Bishopsgate development (formerly known as 'The Pinnacle').

RESOLVED – that the objectives set out in appendix 2 (the schedule objectives) of the report be approved and that:-

1. a budget of £150k be approved to progress the project to Gateway 4; and
2. officers be authorised, in conjunction with the Comptroller and City Solicitor, to progress and sign the s278 agreement with the developer.

10. **MIDDLESEX STREET AREA ENHANCEMENT PHASE 2 - PETTICOAT LANE MARKET IMPROVEMENTS AND PUBLIC REALM - GATEWAY 3**

The Sub-Committee considered a joint outline options appraisal report of the Director of Built Environment and the Director of Markets and Consumer Protection concerning improvements to the operation of Petticoat Lane Market and realm enhancements to the central section of Middlesex Street between Sandys Row and St Botolph Street.

RESOLVED – that the objectives set out in appendix 1 (the schedule objectives) of the report be approved and that:-

1. a budget of £1100k be approved to progress the project to Gateway 4; and
2. officers be authorised to review the legal implications of the proposals, including examining any relevant bye, legislative requirements and highways and planning provisions.

11. **PIPE SUBWAYS OF HOLBORN VIADUCT AND SNOW HILL OVER THAMESLINK - GATEWAY 3**

The Sub-Committee considered an outline options appraisal report of the Director of Built Environment concerning the combination of two pipe subway projects in order to achieve value for money and the appointment of a Quantity Surveyor and contractor to progress the projects to Gateway 4a. The aim being to have a design in place to commence discussions with Network Rail and, if they become available, take advantage of the developer's possessions for the proposed redevelopment of Citicape House at 61-65 Holborn Viaduct situated between Holborn Viaduct and Snow Hill over Thameslink.

RESOLVED – that:-

1. the Director of the Built Environment be authorised to proceed to the next gateway by combining the Holborn Viaduct and Snow Hill over Thameslink projects and close them as two separate projects; and

2. approval be given to increasing the budget by £280,000 to allow a consultant to be appointed, undertake any further exploratory works and for staff costs funded from the On-Street Parking Reserve, bringing the project overall budget to £313,000 (i.e. £280k + £33k already approved).

**12. NEW FULLY ACCESSIBLE EDUCATION AND COMMUNITY ENGAGEMENT CENTRE AT TOWER BRIDGE - GATEWAY 3 AND 4**

The Sub-Committee considered an options appraisal report of the Director of Open Spaces concerning the creation of a fully accessible and functional education and community centre at Tower Bridge to include suitable office accommodation for the Exhibition Management team.

RESOLVED – That approval be given to the project's progression on the basis of Option 3: the creation of a new floor in the South Tower Level 3D to the provision of £47,800 to reach Gateway 5 (fees £32,800; staff costs £15,000).

**13. 10 FENCHURCH AVENUE S278 HIGHWAY AND PUBLIC REALM IMPROVEMENTS - GATEWAY 3, 4 AND 5**

The Sub-Committee considered a report of the Director of Built Environment concerning improvement works to the public highway around 10 Fenchurch Street following concerns expressed by officers about the depth of the footway and other matters.

RESOLVED – that approval be given to the following:-

1. the implementation of the Section 278 highway works with an estimated total cost of £541,308 as listed in the design summary in the main report and shown in the General Arrangement drawing (appendix 1);
2. the adoption of the new areas of public highway created as part of the development despite it not meeting the City standards;
3. the proposal for the developer's own contractors to construct the central passageway;
4. it be noted that the central passageway might need to be designated as a Street of Special Engineering Difficulty;
5. the Director of the Built Environment in conjunction with the Chamberlain's Head of Finance be authorised to approve any adjustments between elements of the approved budget, provided the total approved budget of £541,308 is not exceeded;
6. Officers be authorised to seek relevant regulatory and statutory consents, orders and approvals as might be required to progress and implement the scheme (e.g. traffic orders); and
7. the commencement of the Section 278 works be dependent upon full funding being first received from the developer.

**14. STREET LIGHTING PROJECT - GATEWAY 5**

The Sub-Committee considered a report of the Director of Built Environment seeking authority to start work on the project to upgrade the City's street lighting

The Chairman pointed out that control system for the project had been procured separately and advised that reports should contain the details of all the procurement associated with a project in future.

RESOLVED – That approval be given to the provision of £4.187m from the On-Street Parking Account to deliver the street lighting project.

15. **ALDGATE (PORTSOKEN) PAVILION - GATEWAY 5 AND ISSUE REPORT**

The Sub-Committee considered a report of the Director of Community and Children's Services highlighting a number of issues relating to the Aldgate Pavilion works.

RESOLVED – approval be given to the following

1. an increase of £318,926 in the Aldgate Pavilion project sum, comprising £267,702 for the Kier contract and £51,224 in fees and staff costs, making a revised total of £4,337,188. The additional cost to be met by savings in the Aldgate Highway Changes and Public Realm Enhancement Project;
2. an increase in the Kier contract sum of £410,487 for construction issues and mitigation measures, of which £267,702 was included within the above increase to the Pavilion budget and the remaining £142,785 contained within the existing budget for the main AHCPRE project;
3. note the new key programme milestones; Pavilion opening in December 2017 with the remaining Aldgate Square (part of the Aldgate Highway Changes & Public Realm Enhancement project) completing in March 2018; and
4. the realignment of works and fees budget to capture project costs accurately be noted.

16. **ALDGATE HIGHWAY CHANGES AND PUBLIC REALM ENHANCEMENT - GATEWAY 6**

The Sub-Committee considered a progress report of the Director of Built Environment concerning Aldgate Highway Changes & Public Realm Enhancement project.

The Sub-Committee noted that sufficient S106 resources for the project had yet to be identified and that, in the interim, costs were being underwritten from the On Street Parking Reserve. Reference was made to the difficulties in reallocating S106 contributions and it was suggested that the Chairman and Deputy Chairman be provided with details of the legal position.

RESOLVED – that the report be noted and that the Chairman and Deputy Chairman be provided with details of the legal position in relation to the funding of the project.

**17. ISSUE REPORT – LEADENHALL STREET PEDESTRIAN CROSSING IMPROVEMENTS, 52-54 LIME STREET (SCALPEL) S278 HIGHWAY CHANGES**

The Sub-Committee considered an issue report of the Director of Built Environment concerning the provision of a pedestrian crossing in Leadenhall Street and the Lime Street (Scalpel) development.

RESOLVED – that approval be given to:-

1. combining the Leadenhall Street Pedestrian Improvement Project and the 52-54 Lime Street Section 278 Highway Works to enable them to be progressed to Gateway4/5 as a single coherent package, with a revised total estimated cost of £218,108;
2. the progression of the combined project on the light track approval route with Gateway 5 sign-off delegated to the chief officer subject to no changes to the total cost, specification or programme; and
3. the approval of any changes to the total cost or specification being delegated to the Town Clerk in consultation with the Chairmen and Deputy Chairmen of the Projects and Streets & Walkways Sub-Committees.

**18. CROSSRAIL WORKS APPROVAL (ISSUES REPORT)**

The Sub-Committee considered an issue report of the Director of Built Environment concerning the Crossrail works at Farringdon East, Moorgate /Moorfields and Liverpool Street.

RESOLVED – That:-

1. approval be given in principle to the City delivering the urban realm works at Farringdon and Liverpool St stations on behalf of Crossrail;
2. the approval of Gateway 3-5 i.e. to commence works in relation to Farringdon East be delegated to the Town Clerk, in consultation with the Director of the Built Environment and the Chairmen and Deputy Chairmen of the relevant committees;
3. the Comptroller and City solicitor be authorised to conclude the legal agreement between the City Corporation and Crossrail; and
4. subsequent Gateway 5 reports in relation to Liverpool Street station be submitted to the relevant committees in due course.

**19. SHOE LANE QUARTER PHASE 2 – PUBLIC REALM ENHANCEMENTS (LONDON DEVELOPMENT S278) - ISSUES REPORT**



The Sub-Committee considered an issue report of the Director of Built Environment concerning the detailed design works for the public realm enhancements on Farringdon Street, Stone Cutter Street, Shoe Lane and Plumtree Court, as part of Phase 2 of the Shoe Lane Quarter project.

**RESOLVED** – That approval be given to an increase in the Section 278 works budget of £280k to allow the placing of the order for security bollards and the commencement of enabling works for the steps and retaining wall on Stonecutter Street.

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

There were no questions.

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

There were no items of urgent business.

**22. EXCLUSION OF THE PUBLIC**

**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.**  
23 - 48g

**Paragraph No**  
3

**23. NON-PUBLIC MINUTES**

The non-public minutes of the meeting held on 6<sup>th</sup> June 2017 were approved.

**24. CITY FUND – REFURBISHMENT & EXTENSION OF NEW LIVERPOOL HOUSE, 15-17 ELDON STREET - GATEWAY 1 AND 2**

The Sub-Committee considered and agreed a report of the City Surveyor concerning the proposed extension / refurbishment of 15/17 Eldon Street.

**25. CITY'S CASH - RELOCATION OF CITY'S SALT STORE FROM SMITHFIELD GENERAL MARKET - GATEWAY 2 UPDATE**

The Sub-Committee considered and agreed a report of the City Surveyor concerning the relocation of the City's salt store from Smithfield General Market.

**26. PHASE I, CONVERSION OF UP TO NINE PODIUM-LEVEL SHOP UNITS FOR RESIDENTIAL USE ON THE MIDDLESEX STREET ESTATE - GATEWAY 3**

The Sub-Committee considered and agreed a report of the Director of Community and Children's Services concerning the conversion of up to nine podium level shop units to residential use on the Middlesex Street Estate.

27. **GUILDHALL WEST WING – PROVISION OF UPGRADED LAVATORIES AND CLOAKROOM FACILITIES FOR MEMBERS AND GUILDHALL GUESTS - GATEWAY 3 AND 4**  
The Sub-Committee considered and approved a report of the City Surveyor concerning the provision of lavatories and cloakroom facilities for Members and guests in Guildhall.
28. **ESMCP - INTEGRATED COMMAND AND CONTROL SYSTEM UPGRADE TO ESN-READINESS (ESN-R) - GATEWAY 3, 4 AND 5**  
The Sub-Committee considered and approved a report of the Commissioner of the City of London Police concerning the Emergency Services Mobile Communication Programme.
29. **CITY OF LONDON FREEMEN'S SCHOOL MAIN HOUSE (PHASE 2) - GATEWAY 4**  
The Sub-Committee deferred consideration of a joint report of the City Surveyor and the Headmaster of the City of London Freeman's School concerning works to the Main House at the School.
30. **CITY OF LONDON FREEMEN'S SCHOOL – 2016 MASTERPLAN OUTLINE PLANNING - GATEWAY 2**  
The Sub-Committee considered and agreed a joint report of the City Surveyor and the Headmaster of the City of London Freeman's School concerning works to the Main House at the School.
31. **PROVISION OF ADDITIONAL PRIMARY SCHOOL PLACES AND SOCIAL HOUSING ON THE FORMER RICHARD CLOUDESLEY SCHOOL SITE, GOLDEN LANE, EC1 - GATEWAY 4C**  
The Sub-Committee considered and agreed a joint Gateway 4C report of Director of Community and Children's Services and the City Surveyor concerning the project to provide additional primary school places and a number of residential units on the former Richard Cloudesley School site at Golden Lane.
32. **GOLDEN LANE COMMUNITY CENTRE - GATEWAY 5**  
The Sub-Committee considered and agreed a report of Director of Community and Children's Services concerning the refurbishment of the Community Centre on the Golden Lane Estate.
33. **POLICE ACCOMMODATION STRATEGY - P3G MOUNTED UNIT GATEWAY- GATEWAY 1 AND 2**  
The Sub-Committee considered and approved a report of the Commissioner of the City of London Police concerning the mounted police unit.
34. **POLICE ACCOMMODATION STRATEGY - DECANT, COLP DIRECT FIT OUT - GATEWAY 5**  
The Sub-Committee considered and approved a report of the Commissioner of the City of London Police concerning the Police Accommodation Strategy's fitting out arrangements.

35. **POLICE ACCOMMODATION STRATEGY - RELOCATION OF FORCE CONTROL ROOM - GATEWAY 5**  
The Sub-Committee considered and approved a report of the Commissioner of the City of London Police concerning the project to relocate the Force Control Room.
36. **POLICE ACCOMMODATION STRATEGY - DELEGATED AUTHORITY REQUEST**  
The Sub-Committee considered and approved a joint report the City Surveyor, Commissioner of the City of London Police and the Chamberlain concerning the approval of a number of projects in connection with the Police Accommodation Strategy under delegated authority.
37. **RING OF STEEL STABILISATION AND COMPLIANCE PROJECT - ISSUE REPORT**  
The Sub-Committee considered a report of the Commissioner of the City of London Police concerning the Ring of Steel Stabilisation and Compliance project. Approval was delegated pending the provision of further information.
38. **LONDON BRIDGE STAIRCASE - ISSUE REPORT**  
The Sub-Committee considered an issue report of the Director of Built Environment concerning the London Bridge Staircase project.
39. **123-124 NEW BOND STREET- REDEVELOPMENT BEHIND A RETAINED FAÇADE (CITY'S ESTATE) - ISSUE REPORT**  
The Sub-Committee considered and agreed a report of the City Surveyor concerning the 123-124 New Bond Street Development.
40. **LONDON WALL PLACE S278 – ADDITIONAL SECURITY MEASURES - ISSUES REPORT**  
The Sub-Committee considered and agreed an issue report of the Director of Built Environment concerning the provision of additional security measures at the London Wall Place.
41. **POULTRY MARKET, MAJOR REPAIRS - ISSUE REPORT**  
The Sub-Committee considered and agreed an issue report of the City Surveyor concerning the repairs project for the Poultry Market.
42. **PROJECT MANAGEMENT EVENT; KEY THEMES FOR ORGANISATIONAL ACTION**  
The Sub-Committee considered and agreed a report of the Town Clerk concerning the arrangements for project management.
43. **CUSTOMER RELATIONSHIP MANAGEMENT**  
The Sub-Committee considered and agreed a report of the Chamberlain concerning the Customer Relationship Management project.
44. **BUILDINGS PROGRAMME (INCLUDING HOUSING PROJECTS) – RED, AMBER AND GREEN**

The Sub-Committee considered and noted a report of the City Surveyor concerning the Buildings Programme.

45. **BARBICAN CAMPUS PROGRAMME AMBER AND RED PROJECTS**

The Sub-Committee considered and noted a report of the Managing Director of the Barbican Centre concerning the Barbican Campus Programme.

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

The Sub-Committee noted a report of the Town Clerk on the action taken under delegated authority or urgency procedures in relation to the renewal of the fire alarm system at the Guildhall School, refurbishment works at the Central Criminal Court and Bishopsgate Police Station.

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

There were no questions.

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

The following items of urgent business were considered:-

**48a. Lord Mayor's State Coach - Gold Finishes Issue Report**

The Sub-Committee considered and agreed a report of the City Surveyor concerning the refurbishment of the Lord Mayor's State Coach.

**48b. Dron House Community Centre Conversion - Gateway 7**

The Sub-Committee considered and agreed a report of the Director of Community and Children's Service concerning the outcome of the Dron House Community Centre Conversion project.

**48c. Curve Refurbishment Phase 1 - Gateway 7**

The Sub-Committee considered and agreed a report of the Managing Director of the Barbican Centre concerning the outcome of the Curve refurbishment project.

**48d. Fire Alarm Refurbishment - Gateway 7**

The Sub-Committee considered and agreed a report of the Managing Director of the Barbican Centre concerning the outcome of the fire alarm refurbishment project.

**48e. Art Gallery Roof - Gateway 7**

The Sub-Committee considered and agreed a report of the Managing Director of the Barbican Centre concerning the outcome of the Art Gallery Roof project.

**48f. Barbican Centre - Foyer Furniture - Progress Report**

The Sub-Committee noted a report of the Managing Director of the Barbican Centre concerning the maintenance and replacement of foyer furniture.

**48g. ACTION AND KNOW FRAUD CENTRE CONTRACT**

The Sub-Committee delegated the approval of matters relating to the Action and Know Fraud Centre contract to the Town Clerk in consultation with the Chairman and Deputy Chairman.

**The meeting closed at 10.30am**

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Chairman

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

**Thursday, 6 July 2017**

**Minutes of the meeting of the Public Relations and Economic Development Sub (Policy & Resources) Committee held at the Guildhall EC2 at 3.00 pm**

### **Present**

#### **Members:**

Deputy Catherine McGuinness (Chairman)	Jeremy Mayhew
Sir Mark Boleat (Deputy Chairman)	The Lord Mountevans
Deputy Keith Bottomley	Deputy Tom Sleigh
Anne Fairweather	Sir Michael Snyder
Deputy Edward Lord	James Tumbridge
Andrew Mayer	Alderman Sir David Wootton

#### **In attendance:**

John Tomlinson

#### **Officers:**

John Barradell	- Town Clerk
Simon Murrells	- Assistant Town Clerk
Paul Double	- Remembrancer
Bob Roberts	- Director of Communications
Damian Nussbaum	- Director of Economic Development
Peter Young	- Corporate Property Group Director
Giles French	- Assistant Director of Economic Development
Nigel Lefton	- Director of Remembrancer's Affairs
Jeremy Blackburn	- Head of Corporate Affairs
Joanne Burnaby-Atkins	- Film Liaison Officer
Emma Sawers	- Executive and Members Services Officer

### **1. APOLOGIES FOR ABSENCE**

Apologies for absence were received from Alderman Sir Michael Bear.

### **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 8 June 2017 be approved as a correct record.

#### **Matters Arising**

- The Chairman raised that the Chairman of Planning and Transportation had asked if he could go to the Labour and Conservative party conferences, which the Sub Committee endorsed.

4. **EDO UPDATE**

The Director of Economic Development updated Members on a newsletter that his team had sent out to Members of the Sub Committee entitled “City of London: Financial and Related Professional Services Highlights”, and asked for Members’ feedback.

Members, on the whole, thought this newsletter was a good idea but some Members discussed some of its wording. Specifically, there was question why only “related” professional services to the financial services sector was mentioned. Many felt that the City Corporation needed to look at all the professional services in the City as a whole. One suggestion would be “Financial and Professional Business Services”. The Director agreed to look at this and reword.

A Member also suggested that the prominent messages and what the Director wanted the audience to remember should be on the front page and that the City of London Corporation should be referenced throughout, rather than City of London.

5. **PERMITTING FILMING AND PHOTOGRAPHY FOR ADVERTISING PURPOSES ON TOWER BRIDGE**

Members considered a report of the Director of Communications on permitting filming and photography for advertising purposes on Tower Bridge.

The Director of Communications was encouraged to be more ambitious in the extra revenue this could raise for the bridge per year.

**RESOLVED**, that requests to film on the Bridge at pavement level should be assessed on a case by case basis and if the brand or product is suitable and the fee is attractive, permission be granted.

6. **POST-ELECTION OPPORTUNITIES AND THREATS**

Members noted a joint report of the Remembrancer and Director of Communications summarising the changes to Parliament and Government following the General Election and the implications for the City of London Corporation.

**RECEIVED**

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

Business Alliances

A question was raised asking if there is a case to establish more business alliances in the City, building on the success of Cheapside. This could, for example, be around the cultural hub.



**RESOLVED**, for the Member to raise this question at the next meeting of the Policy and Resources Committee.

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

There were no urgent items.

9. **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.

10. **POLITICAL AND PARLIAMENTARY ACTIVITY**

Members received an update of the City Corporation's political and parliamentary activity from the Director of Communications and the Remembrancer.

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

There was one question on the City Corporation's regional strategy.

12. **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 3.55 pm**

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Chairman

**Contact Officer: Emma Sawers**  
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<b>Committee:</b> Policy and Resources Committee	<b>Dated:</b> 21/09/2017
<b>Subject:</b> Proposed Change to the Quorum of the Board of Governors of the Guildhall School of Music and Drama	<b>Public</b>
<b>Report of:</b> The Town Clerk	<b>For Decision</b>
<b>Report Author:</b> Gemma Stokley, Committee and Member Services Officer	

## Summary

Over the last calendar year, the Governance and Effectiveness Committee of the Board of Governors of the Guildhall School of Music and Drama has been considering its compliance with *The Higher Education Code of Governance* (“*The Code*”) and related matters.

This report summarises a recommended change to the existing quorum of the Board of Governors of the Guildhall School of Music and Drama in order to better comply with the Code and to reflect best practice in the Higher Education sector and illustrates the Board’s thought process in arriving at this recommendation.

### Recommendation

Members of the Policy & Resources Committee are asked to approve the proposed change to the quorum of the Board of Governors of the Guildhall School of Music and Drama: ***“The quorum consists of any seven Common Council Governors plus three co-opted Governors”*** - for onward submission to the Court of Common Council.

### Main Report

### Background

1. The Board of Governors of the Guildhall School of Music and Drama’s Governance and Effectiveness Committee regularly review any necessary governance changes to ensure that the Guildhall School reflects best practice in the Higher Education (HE) sector in so far as possible, given its unique circumstances and relationship with the City of London Corporation.
2. The Governance and Effectiveness Committee of the Guildhall School’s Board is chaired by Sir Andrew Burns, a Co-opted Governor on the Guildhall School Board, former Chairman of the Council of Royal Holloway, University of London, Chairman of the Committee of University Chairs and one of the UK’s leading experts on university governance.
3. Over the last calendar year, the Governance and Effectiveness Committee of the Board of Governors of the Guildhall School of Music and Drama has been

considering its compliance with The Higher Education Code of Governance (“The Code”) and related matters.

4. By visibly adopting the Code, governing bodies demonstrate leadership and stewardship. Governing bodies are asked to provide an explanation of where a whole or primary element or supporting ‘must’ statement is inappropriate to their governance arrangements.

### **Current Position**

5. The Board of Governors is generally compliant with the Code except in those areas where the School’s unique status as a Department of the City of London and the consequential governance and practical support arrangements for governance are not compatible.
6. To date, the School have sought to explain where the unique nature of their ownership by the City of London Corporation makes some statements within the Code inappropriate. However, it is also recognised that there are some ‘quick wins’ in terms of how the School might be *more* compliant in certain areas – quorum being perhaps the most obvious of these.
7. Within the School’s current statement of compliance is reference to the need to revisit the quoracy requirements of the Board.
8. The Governance and Effectiveness Committee and, indeed, the full Board, have expressed the desire for all Board Governors to be treated as equal. The current quoracy requirement of the Board (“any seven Common Council Governors”) requires only Common Council Governors to be present in order for important strategic decisions to be legitimately made at a Board meeting. This has, at times, been difficult to achieve in the past year and also does not reflect an equality of Board membership.

### **Proposals**

9. The Governance and Effectiveness Committee recommends that the quoracy requirement should be more inclusive of non-Common Council Governors as a move towards equalising the status of members of the Board.
10. There are other Committees where a majority of Common Councilmen, together with external members, is required to establish a quorum but external members are also explicitly referred to. An example of this is the City’s Audit and Risk Management Committee whose quorum is “5 Members – at least 3 of which must be elected by the Court of Common Council and at least 1 external representative”.
11. The Board therefore recommend, to both the Policy & Resources Committee and to the Court of Common Council that the quorum requirement for the Board and Article 5 of its *Instrument & Articles of Government* be amended to read:

***“ The quorum consists of any seven Common Council Governors plus three co-opted Governors”.***

12. The Remembrancer has advised that Privy Council approval is required for this amendment.

## **Conclusion**

13. The proposal regarding quorum set out within this report reflects the Board of Governors desire to reflect good practice within Higher Education whilst also being mindful of the Guildhall School's unique relationship with the City of London Corporation and the desire to not, in any way, diminish the responsibility/number of Common Council Governors required to achieve a quorum.

## **Appendices**

- None

## **Background Papers:**

- Guildhall School's Statement of Compliance with the HE Code of Governance

## **Gemma Stokley**

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<b>Committee(s):</b> Education Board Policy and Resources Court of Common Council	<b>Date:</b> 14 September 2017 21 September 2017 12 October 2017
<b>Subject:</b> Appointments to the City of London Academies Trust	<b>Public</b>
<b>Report of:</b> Town Clerk	<b>For Decision</b>
<b>Report author:</b> Alistair MacLellan, Town Clerk's Department	

### **Summary**

Due to a potential conflict of interest, the current Chairman of the Education Board has not taken up the role of Company Member and Trustee<sup>1</sup> of the City of London Academies Trust. However it has not been possible to make an appointment in the room of the Education Board Chairman as the January 2016 resolution of the Court is explicit that the Education Board Chairman should perform both of these roles. Therefore it is recommended that the January 2016 resolution should be adjusted to permit a representative to be appointed to those roles in the room of any member who is not able to serve.

#### **Recommendation:**

- That Members amend the January 2016 resolution of the Court of Common Council to permit a representative of the Chairman/Deputy Chairman of the Policy Committee and the Education Board to serve as Company Member/Trustee of the City of London Academies Trust where the original candidate is not able to serve.

### **Main Report**

1. At the meeting of the Court of Common Council on 14 January 2016, it was resolved that the following appointments be made to the City of London Academies Trust.
  - a. Up to four Company Members, to be the Chairman and a Deputy Chairman of the Policy Committee, and the Chairman and Deputy Chairman of the Education Board.
  - b. Up to six Directors/Trustees to consist of two Directors/Trustees nominated by the Policy Committee, two Directors/Trustees nominated by the Education Board, and the Chairman and Deputy Chairman of the Education Board.
  - c. The City of London Corporation be appointed as a corporate members with the Town Clerk appointed for that purpose.

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<sup>1</sup> Company Members are responsible for safeguarding the ethos and objects of a company: they have the power to appoint and remove Company Trustees. Trustees are responsible for carrying out the business of the Trust e.g. the management of its academies.

2. The current Chairman of the Education Board has been unable to take up an appointment with the City of London Academies Trust due to a potential conflict of interest with an existing role with another academy trust.
3. Therefore to allow for a City member to be appointed in the room of the Education Board Chairman and to introduce some flexibility into the appointments to the City of London Academies Trust more generally it is proposed that the January 2016 resolution of the Court of Common Council be amended (**amendments in bold**) to,
  - a. Up to four Company Members, to be
    - i. the Chairman and a Deputy Chairman of the Policy Committee, **or their representatives,**
    - ii. the Chairman and Deputy Chairman of the Education Board, **or their representatives.**
  - b. Up to six Directors/Trustees to consist of
    - i. two Directors/Trustees nominated by the Policy Committee,
    - ii. two Directors/Trustees nominated by the Education Board,
    - iii. the Chairman and Deputy Chairman of the Education Board **or their representatives.**
  - c. The City of London Corporation be appointed as a corporate members with the Town Clerk appointed for that purpose.

**Alistair MacLellan**

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Town Clerk's Department

City of London Corporation



<b>Committee</b>	<b>Date</b>
<b>Policy and Resources Committee (for decision)</b>	21 September 2017
<b>Establishment Committee (for decision)</b>	17 October 2017
<b>IT Sub-Committee (For Information)</b>	23 November 2017
<b>Subject:</b> <b>General Data Protection Regulation (GDPR)</b>	<b>Public</b>
<b>Report of:</b> Michael Cogher Comptroller & City Solicitor	<b>For Decision</b>

## Summary

This report summarizes the new requirements of the General Data Protection Regulation (GDPR) and the work required by the Corporation to secure compliance with it by 25<sup>th</sup> May 2018 including the appointment of a data protection officer (DPO). GDPR substantially updates data protection law, including changing conditions for processing, strengthening privacy and other rights and increasing penalties for breaches of the rules.

## Recommendations

1. Note the report (All Committees)
2. That the Comptroller & City Solicitor is appointed as the Corporation's Data Protection Officer (P&R and Establishment Committees).

## 1. Introduction

The current data protection regime is based on an EU Directive from 1995 and implemented in the UK by the Data Protection Act 1998. Since then there have obviously been significant advances in IT and fundamental changes to the ways in which organizations and individuals communicate and share information.

As a result the EU has introduced updated and harmonized data protection regulations known as the General Data Protection Regulation ("GDPR") which is due to come into force on 25 May 2018.

It will be implemented in the UK, notwithstanding Brexit, by legislation announced in the Queen's Speech.

This Report outlines the steps that the Corporation will need to take in order to ensure that it is GDPR compliant.

## 2. Impact

The Information Commissioner's Office (ICO) which is responsible for guidance and enforcement of data protection has said:

“Many of the principles in the new legislation are much the same as those in the current Data Protection Act. If you are complying properly with the current law, then you have a strong starting point to build from. But there are some important new elements, and some things will need to be done differently”.

GDPR introduces several new concepts and approaches. Equally many of the existing core concepts of personal data, data controllers and data processors are broadly similar. It remains founded on a principles based approach.

Whilst much detail and in particular the domestic legislation and ICO guidance is not yet available the Corporation needs to review its organizational and technical processes both Corporately and Departmentally.

### 3. Key Changes

The principal changes relevant to the Corporation are briefly summarized below:-

1. **Increased enforcement powers** – fines for breaches of the DPA are currently limited to £500,000. This will be increased to £10 million or 2% of annual turnover or £20 million or 4% of annual turnover depending on the nature of the breach, with the latter applying to breaches of the data protection principles and data subject rights.
2. **Consent will be harder to obtain** – consent is one of the various conditions which can be relied on for processing and the GDPR will require a higher standard of consent by clear affirmative action demonstrating a freely given, specific informed and unambiguous consent. The burden of proof for establishing this will be on the data controller. It will therefore be necessary to review current processing based on consent to ensure that it will meet the new standards or identify alternative grounds for processing. In addition, Public bodies will no longer be able to rely on their own “legitimate interests” for processing and will again have to identify alternative grounds – this is likely to be that the processing is necessary for the performance of a task carried out in the public interest or in the exercise of official authority in most cases. (NB it is anticipated that the Corporation's hybrid nature will be properly reflected in the legislation).
3. **A risk based approach to compliance** – organizations will bear responsibility for assessing the degree of risk that their processing activities pose to data subjects. This is reflected in the “privacy by design and default” provisions and other requirements described below.
4. **Privacy by design and default** – having regard to the state of the art and the cost of implementation and the nature, scope and context of the processing, organizations will be required to implement data protection “by design and by default” at the time of determination of the means of processing and the

processing itself. This recasts and strengthens the current duty under the Seventh Data Protection Principle.

5. **Privacy Impact Assessments (PIA'S)** – organizations will be required to carry out PIAs before introducing processing by new technologies likely to pose a risk to data privacy and in other circumstances to be specified. Mandatory consultation with the ICO may be required in certain circumstances.
6. **Records of Processing Activities** – organizations will need to maintain detailed documentation recording their processing activities. The information required includes the purposes of the processing, categories of data subjects, personal data, and those to whom data will be disclosed and general technical and security measures in place.
7. **Appoint a Data Protection Officer** – certain organizations, including all public authorities, will have to appoint a Data Protection Officer. This is dealt with in more detail below.
8. **New Breach Notification Rules** – breaches will have to be notified to the ICO within 72 hours where feasible unless the breach is unlikely to result in risk to individuals. Where a high risk to individuals arises they will also have to be notified unless an exception applies.
9. **Additional Rights for Individuals** – these comprise the right to be forgotten, a right to object to profiling and to data portability.
10. **Less Time for Subject Access Requests** – the time limit for responding to SAR's will be reduced from 40 days to 1 month and the information which must be provided will be extended.

#### **4. Appointment of a Data Protection Officer (DPO)**

As a public authority the Corporation will be required to appoint a DPO whose minimum tasks are defined in Article 39 as:

- To inform and advise the organization and its employees about their obligations to comply with the GDPR and other data protection laws.
- To monitor compliance with the GDPR and other data protection laws, including managing internal data protection activities, advise on data protection impact assessments; train staff and conduct internal audits.
- To be the first point of contact for supervisory authorities and for individuals whose data is processed (employees, customers etc.).

It is recommended that the DPO holds a senior position in the organisation with direct access to "board" level. In the Corporation's context it is therefore recommended that the Comptroller and City Solicitor, a member of Summit Group, who currently manages the Data Protection and Freedom of Information Compliance Team and who is chairman of the Information Board be appointed as DPO.

## **5. Preparation and Project Plan**

Preparations for GDPR will involve a review of the Corporation's information governance practices, policies and procedures; training and awareness raising; and ensuring the necessary technical IT and information security systems are GDPR compliant. These tasks are the subject of detailed project plans to be overseen by the Information Board and IS Steering Group.

### **(a) Information Governance**

Work in this area will include:-

- A programme of awareness raising and training from September 2017
- Documenting data held (including considering the reasons for its collection and retention)
- Reviewing Privacy Information
- Inclusion of new rights into policies
- Amending Subject Access Request procedures
- Reviewing the basis of processing (particularly in relation to consent and future lack of reliance on "legitimate interest" grounds qua public body)
- Reviewing the Data Breach procedures
- Ensuring procedures incorporate data protection by design and default
- Reviewing relevant contractual provisions

### **(b) Information Technology Systems**

Work in this area will include:-

- Audit of IT contracts to ensure new responsibilities of IT Suppliers are adequately provisioned for
- Review of systems capability to support Privacy Impact Assessments – Privacy requirements to be specified in any new IT contracts
- Information retention schedules and the right to be forgotten
- Review and changes to IT policies impacted by GDPR responsibilities

## **6. Validation of Approach & Implementation**

Because of the risks presented by GDPR it has been agreed that a review of the Corporation's approach will be undertaken by its internal auditors, Mazars, and their findings reported to Summit and committees as appropriate.

It is proposed that the Governance and IS Project Plans will be reviewed in September 2017 and with an audit of progress against the Plans taking place in January 2018.

Michael Cogher  
Comptroller & City Solicitor

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<b>Committee:</b> Finance Committee Policy & Resources Committee	<b>Date:</b> 12 September 2017 21 September 2017
<b>Subject:</b> Supplier Health & Safety Appraisals	<b>Public</b>
<b>Report of:</b> The Chamberlain	<b>For Decision</b>
<b>Report author:</b> Chris Bell, Commercial Director for City Procurement, Chamberlain's Department	

## Summary

City Procurement recently took a recommendation to the officer-led Health, Safety, and Wellbeing Committee that would require City of London suppliers to hold a Safety Schemes in Procurement (SSIP) accreditation when tendering for work which has health and safety (H&S) risks. This was in response to queries from the Committee about the H&S credentials of certain suppliers bidding for Corporation contracts. Due to the limited capacity within the corporate H&S teams and a lack of an H&S expertise in City Procurement it was approved as the best option to mitigate risk to the City Corporation and insure compliance with H&S legislation.

Due to the current political climate the officer-led Health, Safety, and Wellbeing Committee approved this recommendation with immediate effect as an interim measure. City Procurement is now seeking to formally ratify this proposal through the appropriate governance structure including Member Committee approvals. The report below outlines the options and recommendation for use of SSIP accreditation schemes as a permanent solution. The recommendation was approved by chief officers at Summit Group in August 2017.

## Recommendation

- Members are asked to approve Safety Schemes in Procurement accreditation as a mandatory requirement for suppliers delivering goods, works and service contracts that have Health and Safety implications.

## Main Report

### Background

1. Health and Safety legislation including the Health and Safety at Work Act 1974 (HSW), the Management of Health and Safety at Work Regulations 1999 (MHSWR), and the Construction Design and Management Regulations (CDM) places a duty on the City Corporation for the health and safety of its employees, contractors employees and members of the public.
2. This legislation requires the City Corporation to undertake due diligence and appoint contractors that are competent and adequately resourced to complete contracts safely.
3. CDM places full H&S responsibility on the Contracting Authority and in April 2007 the Health and Safety Executive (HSE) published an Approved Code of Practice (CDM Appendix 4). CDM Code of Practice sets out 'core criteria' in a two stage assessment process:
  - Stage One is an assessment of 'Organisational Capability'.

- Stage Two is an assessment of adequate resource and training to fulfil project specific requirements.

### **Current Position**

4. City Corporation relies on in-house knowledge and capacity to undertake both stage one and stage two assessments. City Procurement does not have resource in house to undertake assessments and must rely on the limited capacity within the Corporate H&S team for support.
5. There is no existing H&S Policy which addresses procurement process or contractor behaviour.
6. The Health and Safety Executive (HSE) endorses the Safety Schemes in Procurement Forum (SSiP) which is an umbrella organisation to facilitate mutual recognition between health and safety pre-qualification schemes.
7. SSiP Forum has 23 registered members, 19 certification bodies (OHSAS 18001 certification only) and supporter members. Its online portal would allow the City Corporation to check credentials quickly and easily upon receipt of tender response.

### **Options**

8. City Procurement proposes the following options to Members in order to minimise the existing risk:
  - Option One – require suppliers bidding for City Corporation’s goods, service and works contracts (excluding deliveries) to be accredited by any scheme recognised by the SSIP Forum.
  - Option Two – Hire a qualified H&S officer to evaluate tenders as a new additional dedicated resource
  - Option Three – Outsource H&S evaluations to a third party
9. City Procurement recommends Option One; SSIP accreditation being mandatory for CoL suppliers.
10. SSIP accreditation would allow for minimal intervention for stage one assessments allowing the current H&S resources to be focused on the more in-depth stage two assessments.
11. SSIP assessments are all judged on core criteria approved by HSE. These core criteria describe what it means for a construction business to comply with basic H&S law. Each SSIP forum member is audited each year to make sure their processes comply.
12. The SSIP Forum was designed to be proportionate and a cost effective option for small-to-medium enterprises to meet CDM responsibilities. The assessment carried out by SSIP members is a desktop scrutiny of documentation, supplemented by telephone calls and e-mails, typically lasting 2-4 hours.
13. The Corporate H&S team have drafted a ‘Corporate Control of Contractors Policy’ and option one would support this policy.

### **Conclusion**

14. The requirement to be SSIP accredited has been built into the current procurement procedures and communications have been sent to all existing suppliers as part of an awareness campaign. This was due to this measure being agreed as an interim solution.



15. Members are asked to approve the use ofSSIP accreditation as part of selection criteria for all suppliers to City Corporation for goods, services and works as a permanent measure to mitigate risk.
16. The introduction of this recommendation would allow the City Corporation to evidence part one of CDM requirements, free up H&S officer time to focus on part two assessments, and take into account the SME community by adopting a low cost industry standard assessment tool.

**Chris Bell,**

Commercial Director for City Procurement, Chamberlain's Department

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# Agenda Item 8

<b>Committee:</b>	<b>Date:</b>
Finance Policy and Resources	12 September 2017 21 September 2017
<b>Subject:</b> Pilot Scheme for Business Rates Devolution in London	<b>Public</b>
<b>Report of:</b> Chamberlain and Remembrancer	<b>For decision</b>
<b>Report author:</b> Caroline Al-Beyerty, Deputy Chamberlain Sam Cook, Assistant Parliamentary Affairs Counsel	

## SUMMARY

London Councils is seeking an ‘in principle’ view from its constituent authorities about a possible pilot scheme for business rates devolution in London. Depending on the progress of talks with the Government, it could begin in the 2018–19 financial year. The scheme would involve the Greater London Authority, the London borough councils and the Common Council forming a business rates ‘pool’, which would pay a single joint tariff into the national system. The retained share of business rates would be increased from 67% to 100%, meaning that any growth in rates would be retained within London, rather than a share being fed into the national system as at present. It would be guaranteed, by London Councils and ultimately by the Government, that no authority would lose out financially from taking part in the scheme—meaning that existing individual allocations, including those under the City’s special arrangements, would be preserved.

On current projections for business rates revenue growth, the scheme would unlock significant financial benefits in the next financial year, estimated at £229 million for London as a whole and £10–£20 million for the City Corporation. The precise method of distribution is open for discussion, but it is proposed to take account of the location in which growth is generated, residential population, and formula-assessed need, as well as creating a collective investment fund to support strategic economic development projects in London. It is envisaged that a business rates pool could, if it became permanent, provide a platform for further devolution to London in the future. Participation in the pilot scheme would not, however, commit the City Corporation to any longer-term pooling arrangement.

The scheme is subject to negotiation with the Government, as well the agreement of all London boroughs. In the event of a successful negotiation, a full proposal will be put before Members for a final decision on whether or not to participate.

## RECOMMENDATIONS

It is recommended that:

- the Finance Committee endorse the following recommendation to the Policy and Resources Committee;
- the Policy and Resources Committee authorise the Chairman (or her representative), at the next meeting of the London Councils Congress of Leaders, to—
  - express ‘in principle’ support for the rates retention pilot scheme set out in London Councils’ Draft Prospectus, on condition that the final arrangements include sufficient protection for the position of the City Corporation, so that revenue attributable to the City Premium, the City Offset and the City’s formula allocation are unaffected and remain under the City’s sole control;
  - support a method of distribution of any financial dividend from the scheme which either gives relatively high weight to the retention of revenue growth where it is generated, or gives equal weight to that factor alongside those of population, need, and collective investment.

## MAIN REPORT

### Background

1. London Councils and the Greater London Authority have long been exploring ways of bringing about further devolution to London government, including fiscal devolution. A significant development occurred in the spring of this year, when a Memorandum of Understanding was agreed with the Government, committing the parties to further discussions in a number of areas. Among these was the devolution of business rates.
2. Prior to the General Election the Government was taking forward a Local Government Finance Bill (previously reported to the Committee) which would have led to the 100% retention of business rates within local government by 2019–20. In anticipation of this, a number of local pilot schemes were set up to test elements of the 100% retention scheme. They included, in London, the devolution of the TfL capital budget.
3. These lines of work converged on the idea of an expanded London pilot incorporating the most significant features of the 100% retention scheme. This would involve London retaining the entirety of any growth in its business rates during the pilot period in exchange for forming a business rates ‘pool’. Once in place, the pool would have the potential to become a vehicle for further devolution to the capital. Discussions took place with officials from the Department for Communities and Local Government with a view to putting a pilot scheme in place for the 2018–19 financial year.
4. The Local Government Finance Bill was left stranded when Parliament dissolved ahead of the Election. It was then omitted from The Queen’s Speech in the new Parliament. The Government has since reaffirmed its

commitment to the principle of greater devolution, but declined to offer any more detail about its policy. This leaves it unclear whether 100% retention is still in prospect, and, if so, what form it might take. In a recent letter to the Mayor of London and the Chair of London Councils, the Chancellor of the Exchequer has, however, reiterated the Government's commitment to the Memorandum of Understanding, and seemingly kept open the possibility of a 100% retention pilot scheme in London.

5. Against this uncertain backdrop, London Councils has taken the view that it should proceed on the basis that a pilot scheme along the lines being discussed prior to the Election remains possible. It has therefore drawn up a Draft Prospectus which will form the basis of the next stage of discussions with the Government. In order to keep alive the possibility of the scheme's taking effect in the coming financial year, London Councils has requested that each of its constituent authorities give an 'in principle' view on the Draft Prospectus at the meeting of the Congress of Leaders on 10<sup>th</sup> October. The support of the City Corporation and all of the London boroughs will be required if the scheme is to proceed. Accordingly the view of Members is now sought.

## **Proposals**

6. The full Draft Prospectus is reproduced as an Appendix to this report. The main features of the proposed pilot scheme are summarised in the following paragraphs.

### *Basic elements*

7. The pilot scheme proposed in the Draft Prospectus would involve the Greater London Authority, the London borough councils and the Common Council forming a business rates 'pool'. Legally, this means that a single 'tariff' payment into the national system will be worked out for London as a whole, by comparing its aggregate need with its total business rates base. The distribution of retained business rates among the participating councils will then be determined by the pooling agreement rather than by a Government formula as at present.
8. A key principle of the Draft Prospectus is, however, that no authority will be worse off as a result of participating in the pool. This 'no loss' guarantee will first be met through any additional revenue that is retained in London under the scheme, but, as encouragement to take part in the pilot, will be underwritten by the Government in the case that London as a whole suffers a fall in revenue. The effect is that each authority will retain all of its individual allocation under the present system—including, in the case of the Common Council, the special funding made available through the City Premium and the City Offset, as well as the City's formula allocation. Any actual 'pooling' of resources will be confined to the additional money retained in London by virtue of the scheme.
9. This additional money results from the other main feature of the proposed scheme, whereby any growth in business rates revenue above current baselines during the currency of the scheme will be retained locally within

London, rather than a share being fed into the national distribution system as at present. This will be achieved through increasing the retained share of business rates from 67% to 100% (with a corresponding increase to the 'tariff' payment flowing from London to other areas), and abolishing the 'levy' payment which currently serves as an upper limit on the amount of revenue growth which can be locally retained.

10. Additional retained revenue arising from the scheme will first be used to give effect to the 'no loss' guarantee by compensating any authority which has seen a decrease in its rates revenue and thus would otherwise lose out from the move to 100% retention. Assuming (as is currently projected) that there has been sufficient growth in revenue to leave a surplus after this, it will be distributed among the participating authorities.

#### *Distribution of benefit*

11. London Councils has identified four principles which should inform the distribution formula for any surplus arising from the pilot scheme. First, as the benefits from the proposed scheme can only be 'unlocked' with the participation of all London authorities, all should receive a share of any benefit resulting from the scheme. Second, the role of individual authorities in generating growth for the benefit of the pool should be recognised and incentivised by allowing a share of the additional revenue to be kept where it is generated. Third, the distribution should recognise different levels of need in London. Fourth, the wider devolution agenda can be served by dedicating a portion of the surplus to collective investment in London's economic development.
12. On the basis of these principles, London Councils has suggested that four notional 'pots' will be used to distribute any surplus. The first pot will be distributed according to where the growth in business rates revenue has occurred. The second will be distributed according to formula-assessed need. The third will be distributed on the basis of residential population. The fourth pot will be a collective investment fund, to fund strategic investments in projects which promote economic development.
13. London Councils has suggested four alternative options whereby different weightings are given to the four pots. These are shown in Appendix A to the Draft Prospectus (appended to this report). London Councils has asked for views on the distribution model at October's meeting of the Congress of Leaders.

#### *Governance*

14. The Draft Prospectus makes clear that both the formation of a business rates pool and the framework governing its administration will require unanimous agreement on the part of the constituent authorities of London Councils and the GLA. Moreover, if the pilot scheme were to continue beyond the 2018–19 financial year, each participating authority would have the option to withdraw. The Draft Prospectus does not give any details as to how day-to-day decision-making would operate, although it accepts that minority interests will

need to be protected. This aspect will require more work (and careful scrutiny) as the proposal advances from the 'in principle' stage.

### **Financial implications**

15. As noted above, the Draft Prospectus guarantees that no authority will be worse off as a result of participating in the proposed business rates pool. This will ensure that the Common Council receives at least what it would have received under the current system, including the funding made available to it through its arrangements as a 'special authority' for business rates (*i.e.* the City Premium and the City Offset), as well as the City's formula allocation.
16. This 'no loss' guarantee, underwritten by the Government, is likely to be limited to the duration of the pilot scheme, rather than something which could be carried forward into any longer-term pooling arrangement. However, as noted elsewhere, participation in the pilot scheme would not commit the City Corporation beyond the initial year.
17. The main implication of the scheme is that it will enable the full proceeds of any growth in business rates income to be retained within London. While some of the resulting additional revenue will be subject to redistribution within London and some will be put to collective purposes, a significant share will be retained by the individual authorities in whose areas the growth is generated. Given that substantial growth in business rates revenue is currently forecast for the City, the ability to retain a greater share of this growth is likely to be of direct financial benefit.
18. The size of this benefit will depend both on actual receipts in the relevant years and on the model of distribution adopted in the pilot scheme. London Councils' current modelling estimates that the proposed pilot scheme would unlock an additional £229 million in revenue for London in the 2018–19 financial year. Depending on the distribution model adopted, the City Corporation could expect to receive from around £10 million to around £20 million of this. As the City is an area of high projected growth in revenue, the Corporation benefits from a formula weighted more towards the retention of growth where it is generated and less towards redistribution. Assuming an intermediate scenario where equal weight was given to the four principles, the projected gain would be around £12.4 million. A fuller illustration is given in Appendix A to the Draft Prospectus (appended to this report).

### **Strategic implications**

19. The City Corporation is committed to supporting further devolution in London. Despite the fresh uncertainty surrounding the Government's policy, a business rates pilot currently appears to offer the most promising avenue for progress on this. If it were to go ahead, the proposed pilot scheme would offer the opportunity to demonstrate successful collaboration among London's local government bodies in matters of finance and governance. This could build confidence in London's ability to take on further funding and responsibilities in the future, as well as putting in place some of the structures that will be necessary for devolution to succeed. Furthermore, this approach to devolution would not involve the 'combined authority' model on which the

Government's devolution policy has been based elsewhere in the country. It is not considered to be in the City Corporation's wider interests to see this model introduced in the capital.

20. The formation of a business rates pool would, in theory, mean that the amount of funding available to the Common Council depended on agreement within London government, rather than solely a decision by national Government as at present. It is clear in the current proposal that the current level of funding is guaranteed, including that flowing from the City's special arrangements. If the pool were to develop into a permanent arrangement, however, this dependency on a local agreement could be a potential source of strategic risk. It is considered that such risk is minimised by two main factors. The first is that the City Corporation's participation in a pilot scheme would not commit it to any longer-term arrangement. The second is that the City Corporation will, as a pre-condition of its participation in any longer-term arrangement, be able to insist on suitable consent requirements for any change to the funding model within the pool.

## **Conclusions**

21. The prospects of a successful negotiation with the Government are unclear, in the light of the uncertainty which has arisen since the Election about its policy towards business rates devolution. Nevertheless, a pilot scheme along the lines set out in the Draft Prospectus would unlock potentially considerable financial benefits from projected growth in business rates revenue. It would also provide a platform for further progress on London devolution. It would not expose the City to increased financial risk. Officers are satisfied that the proposals are compatible with the City's unique interests, particularly those relating to its arrangements as a special authority for business rates, and will work to ensure that those interests are effectively safeguarded in the detailed design of the scheme. Accordingly, it is recommended that the City Corporation offer 'in principle' support for the pilot scheme set out in the Draft Prospectus, on condition that the final arrangements include sufficient protection for the position of the City Corporation. This means that revenue attributable to the City Premium, the City Offset and the City's formula allocation must be unaffected and remain under the City's sole control.
22. As to the distribution of the expected surplus, a formula weighted more towards the retention of growth where it is generated would be the most financially advantageous for the City Corporation. Unlocking any financial benefit at all, however, depends on securing consensus throughout London government, and this may require a more balanced approach to the competing considerations. It is also considered that the creation of a collective investment fund for projects to support London's economic development would align with the City Corporation's wider priorities. On balance, it is recommended that the City Corporation be prepared to support either an option which gives relatively high weight to growth-generation (Option B or C in the Draft Prospectus), or one which affords equal weight to each of the four proposed 'pots' (Option A in the Draft Prospectus), according to which appears the more politically viable. Even the latter would, on current projections, still see the City receive the largest individual benefit from the pilot scheme, at some £12.4 million in the next financial year.



23. If Members decide to give ‘in principle’ support, officers will continue to engage in detailed work on how the scheme would operate, as well as supporting London Councils in its discussions with the Government and the GLA. In the event that negotiations were successful, a full proposal would be put before Members for a final decision on whether or not to participate.

## **Appendix**

- London Business Rates Pilot Pool 2018-19 – Draft Prospectus

## **Background Papers**

- Policy and Resources Committee, 16 February 2017, Item 16, and Finance Committee, 21 February 2017, Item 12: Report of the Chamberlain and Remembrancer on the Local Government Finance Bill;
- Finance Committee, 18 October 2016, Item 16: Delegated actions report on responses to Government consultations on rates retention and fair funding;
- Policy and Resources Committee, 24 September 2015, Item 10: Report of the Town Clerk and the Remembrancer on the London devolution settlement.

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## London Business Rates Pilot Pool 2018-19 – Draft Prospectus

### Introduction

1. This draft prospectus sets out how it is envisaged that the London Business Rates pilot pool would work in practice, were the 33 Leaders/Mayors and the Mayor of London to agree to form a pool in 2018-19.
2. The Government established pilots in 6 areas of the country in April 2017, including London where the GLA's level of retained business rates increased from 20% to 37%, replacing TfL transport grant and Revenue Support Grant. An expanded London pilot in 2018-19, which would require all 33 London Boroughs and the Mayor of London to agree to pool, would seek at least to replicate the common features of the deals in the other 5 pilot areas: Greater Manchester; Liverpool City Region; West Midlands, West of England and Cornwall.

### Founding principles

3. It is proposed that there are two founding principles that would require agreement at the outset by all pooling members.

#### 1) Nobody worse off

4. The first founding principle of the agreement would be that ***no authority participating in the pool can be worse off than they would otherwise be under the 50% scheme.***
5. DCLG civil servants have indicated an expectation that a London pilot pool would be underpinned by the same safety net arrangements and “no detriment” guarantee currently offered to existing pilots in 2017-18. This ensures that the pool, as a whole, cannot be worse off than the participating authorities would have been collectively if they had not entered the pool.
6. Existing Enterprise Zones and “designated areas”, along with other special arrangements, such as the statutory provision to reflect the unique circumstances of the City of London, would be taken into account in calculating the level of resources below which the guarantee would operate. For boroughs in an existing pool<sup>1</sup>, DCLG have also indicated that the basis of comparison would include the income due from that pool.
7. The impact of the guarantee would be to ensure that the minimum level of resources available for London, as a whole, could not be lower than it would otherwise be. In order to then ensure that no *individual authority* is worse off, the first call on any additional resources generated by levy savings and additional retained rates income,

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<sup>1</sup> Of the 33 London authorities in 2017-18 this includes Barking & Dagenham, Havering and Croydon

would be used to ensure each borough and the GLA receives at least the same amount as it would have without entering the pool.

8. The level of Revenue Support Grant (RSG) for each borough has been set by the 4-year settlement (to 2019-20). For each borough this would be replaced by retaining additional rates (just as the GLA has done this year). In addition Public Health Grant (PHG) and the Improved Better Care Fund (iBCF) would also be replaced by rates, leading to an adjustment of expected baselines and top-ups or tariffs (as appropriate). While the composition of each borough's "core funding" (retained rates plus RSG, Public Health Grant and iBCF) will therefore change, the overall quantum will not. This revised position is then the baseline against which the "no detriment" guarantee is calculated. Each borough – whether its business rate income grows or declines during the operation of the pilot pool – will receive, as a minimum, the same amount of cash it would have received under the existing 50% system.

## 2) All members share some of the benefit

9. Growing London's economy is a collective endeavour in which all boroughs make some contribution to the success of the whole. In recognition of the complex interconnectedness of London's economy, it is proposed that the second proposed founding principle would be that **all members would receive some share of any net benefits arising from the pilot pool.**
10. The net financial benefit of pooling consists of retaining 100% of growth (rather than 67% across London under the current scheme), and in not paying a levy on that growth (which tariff authorities and tariff pools currently pay). The principle would mean that *any aggregate growth* in the pool overall – because of the increased retention level – would generate additional resources to share, with each pooling member benefit to some extent.
11. In addition, it could be possible to transfer of some Central List properties located in London (for example, the London Underground network) to the London pool, thereby increasing the capacity of the pool to benefit from growth on those properties. This would be explored with government as part of the pool negotiation.

## **Sharing the benefits of pooling**

### Objectives

12. Assuming the pool generates some level of additional financial benefit, the question of how to share this will be central to any final pooling agreement. The latest estimated net benefit to participating in the pool is expected to be in the region of £230 million in 2018-19, based on London Councils' modelling using boroughs' own forecasts.
13. Discussions with the Executive and informally with Group Leaders, have identified four objectives that could inform the distribution of such gains:

- **incentivising growth** (by allowing those boroughs where growth occurs to keep some proportion of the additional resources retained as a result of the pool)
  - **recognising the contribution of all boroughs** (through a per capita allocation)
  - **recognising need** (through the needs assessment formula); and
  - **facilitating collective investment** (through an investment pot designed to promote economic growth and lever additional investment funding from other sources).
14. A “pure” way to **incentivise growth** would be for the London local authorities where growth occurs to retain the full benefit, including any levy savings, after ensuring all authorities had been brought up to the level of funding they would otherwise have received under the current 50% scheme. This option would see the greatest reward go to those whose business rates grow, but would produce no net benefit for the minority of boroughs where no (or negative) growth is expected.
15. A simple **per capita distribution** using the latest population estimates from the ONS<sup>2</sup>, would recognise the requirement to work collectively to grow London’s economy and ensure a share of the benefit for all authorities.
16. While the role of incentivising growth is important, some recognition of **increasing need** and demand for services has also been identified as a priority. Economic and business growth also drives, and is reinforced by, increasing demand for services across the capital. One measure that could be used to distribute any net benefit could therefore be to reflect the Government’s current assessment of need: Settlement Funding Assessment (although this will clearly be subject to change in future following any “Fair Funding” review).
17. Recognising the requirement for **collective investment** to promote further economic growth could be facilitated by retaining resources in a strategic investment pot. Such an approach is also likely to be viewed favourably by Government, as it helps address the original policy objectives behind business rate retention and would require closer working and governance arrangements to be developed between the Mayor and the 33 borough Leaders for the purposes of establishing and operating the pool, and in delivering the desired outcomes.
18. Individually, these principles would drive very different distributions of the direct benefits received by boroughs. The pure “incentives” approach would obviously favour those with the highest growth rates. Distribution according to SFA and population creates a more even spread of resources, but arguably provides less incentive to promote growth, and may therefore not optimise the opportunity for London in the longer term. It is proposed that a distribution mechanism should be a blend of all four of these objectives.

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<sup>2</sup> The 2014-based Sub-National Population Projections for 2018

19. In deciding the balance between the four objectives, and therefore the relevant weighting between the measures listed above, there are countless possible variants. However, following initial discussions with Group Leaders, four potential options are illustrated below:

- A. An even split percentage between the four pots (25:25:25:25).
- B. Reducing the strategic investment pot to 10% of the total, while the “reward”, “needs” and “population” pots are equally weighted (30:30:30:10).
- C. Greater “incentive weighting” with equal weighting for the other three pots (40:20:20:20)
- D. Greater “needs” and “population” weightings (each 30%) with equal remaining weightings of 20% for “incentives” and “investment” pots (20:30:30:20)

20. The potential net benefit for each borough from this model – based on the latest information available on estimated income for 2018-19 – is set out in the charts at Appendix A and summarised in the table below. Under the 100% pilot pool it is estimated that there might be £470m of retained growth: £229m more than under the 50% scheme (after ensuring no borough is worse off as a result of participating).

**Table 1 – Distribution options for estimated £229m net benefit of pooling in 2018-19**

Option	A	B	C	D
GLA share (£m)	£62	£75	£66	£66
Aggregate borough share (£m)	£110	£131	£117	£117
Investment pot (£m)	£57	£23	£46	£46
<b>TOTAL (£m)</b>	<b>£229</b>	<b>£229</b>	<b>£229</b>	<b>£229</b>
Minimum borough gain (£m)	£1.2	£1.5	£1.1	£1.4
Maximum borough gain (£m)	£12.4	£14.9	£19.6	£10.1

Source: London Councils’ modelling using London Boroughs’ data supplied by borough finance directors or where not available by applying the latest 2017-18 forecasts to 2018-19.

21. Leaders are invited to consider the options in the context of balancing the objectives of incentives and need, and be in a position to indicate a preference for the weighting by the October Leaders’ Committee and Congress meeting.

*Investment pot principles*

22. If an “investment pot” is created, the final amount of funding available will not be known until after the final audited outturn figures are confirmed for 2018-19 – likely to be in September 2019. A final methodology for allocating resources to specific projects is therefore not necessarily required at the outset of the pooling agreement. However, it will be important to consider the criteria and process for developing and approving proposals, in order to maintain a balance between simplicity of operation, strategic impact and broad appeal.

23. More immediately, it is proposed that the founding pool agreement includes *guiding principles* for the use of such an investment pot, for approval by all members of the pool. As such, it is proposed that investment proposals approved would:
- promote increased economic growth, and increase London's overall business rate income; and
  - leverage additional investment funding from other sources.
24. It is proposed that these principles would be agreed as part of the founding agreement for the pool – and would therefore require unanimous support. It is then assumed that decisions on the allocation of the pot would be taken by the Congress of Leaders and the Mayor annually in accordance these principles.

## **Governance**

25. Leaders and the Mayor have previously endorsed the view that commitment to the collective management of devolved business rates would require unanimous support, and have identified Congress as the appropriate body formally to recognize those commitments.
26. However, the Congress of Leaders has no power to bind authorities. Local decisions would need to be taken by each authority to agree the terms of the legal agreement which would underpin the arrangements.
27. Participation in a pool in 2018-19 would not bind boroughs or the Mayor indefinitely. As with existing pool arrangements, the founding agreement would need to include notice provisions for authorities to withdraw in subsequent years.
28. Subsequent decisions (e.g. the application of a strategic investment pot) could be subject to the voting principles designed to protect group, sub-regional or Mayoral interests, such as those previously endorsed by Leaders and the Mayor in the London Finance Commission (both 2013 and 2017), and set out in London Government's detailed proposition on 100% business rates in September 2016. This will require the development of formal terms of reference for Congress to underpin collective decision-making in accordance with the decision principles previously agreed. As mentioned in paragraph 22, any such decisions would not be required until the level of available resources is confirmed after all accounts have been audited (i.e. September 2019).
29. Establishing a business rates pool in London will require each authority participating in the pool to agree to do so; and to also agree the terms upon which they will participate jointly with other members, including to appoint a lead authority as accountable body for the pool and to decide how the pool should operate. While the legal framework for the operation of the pool is yet to be determined in consultation with the authorities and the Government, should the London local authorities each resolve to delegate the exercise of their relevant functions to a joint committee, such

as Leaders' Committee, this would require the Leaders' Committee governing agreement to be formally varied which requires the agreement of all 33 authorities for the variation to be effective.

## **Accounting and reporting arrangements**

### Lead authority

30. As in other existing pools, a lead authority would be required to act as the accountable body to government and would be responsible for administration of the pooled fund. The same authority – or another – could also hold any properties transferred to London from the Central List, as there is currently no legislative provision for a “regional list”. The role of the lead authority/authorities could receive political oversight from the Leaders and Mayor of London; London Councils and the GLA could provide technical support.
31. The lead authority responsibilities from existing pool agreements typically include:
- Receiving payments from pool members and making payments to central government on behalf of pool members on time.
  - Maintaining a cash account on behalf of the pool and paying interest on any credit balances.
  - Liaising with and completing all formal pool returns to central government.
  - Administering the schedule of payments between pool members in respect of the financial transactions that form part of the pool's resources.
  - Providing the information required by pool members in preparing their annual statement of accounts in relation to the activities and resources of the pool.
  - Leading on reporting to understand the pool's position during and at the end of the financial year.
32. The lead authority would, therefore, be responsible for the net tariff payment to central government as well as the internal tariff and top up payments to the pool authorities. The partner billing authorities would make payments to the lead authority based on an agreed schedule, which could be made on the same schedule of payment dates agreed for tariff and top up payments.
33. It is likely that the resources required to perform this function would be 1 FTE post, which would likely be a senior accountant with considerable experience and understanding of collection fund accounting and the business rates retention scheme.

### Reporting

34. In order to perform the functions of the lead authority, each member authority of the pool would need to provide timely information as well as making payments on time to the agreed schedule.



35. Forecast (NNDR1) and outturn (NNDR3) figures will still need to be produced, as per the existing NDR Regulations 2013, in order to enable budget processes to be complete, payments determined that need to be made to the lead authority and to government (by the lead authority) and to the GLA during the course of the year as well as transfers to General Funds.
36. The pool would use NNDR1 returns to establish the schedule of payments to be made to the lead authority and for the calculation of any notional levy savings to be made. However, it would not be until the outturn position is known (the NNDR3 form) that actual reconciliation would be made and the final growth/decline for the pool as a whole, and individual pool members, would be established. This will be in September 2019 after accounts have been audited for the financial year 2018-19.
37. The NDR income figures in the forms determine the growth/decline for that year and it is this figure that would determine the amount to be shared between pool members or between local authorities and central government in the current system.

#### The treatment of appeals

38. Variances against forecast in the non-domestic rating income are reflected in the forecast surplus or deficit of the collection fund at the start of the following year (information which is collected as part of NNDR1). Appeals provisions impact each year on the calculation of the NNDR income figure: a higher provision in a year, everything else being equal, reduces the NNDR income figure determining growth/decline for that year.
39. A separate pooled collection fund would be required to be established that would sit with the lead authority. A key issue will be the treatment of Collection Fund surpluses and appeals provisions within the pool. The key principle pooling authorities would have to agree is that the benefits (or costs) of actions undertaken by the boroughs prior to entering the pool should remain with the borough so that no borough can be worse off than they would have been under the 50% scheme. So – for example – if a provision established in 2013-14 proves not to be necessary and is released during 2018-19, the borough should receive at least as much as it would have under the existing 50% scheme, plus its share of any additional retained revenues.
40. The pool's collection fund account would have to continue beyond the life of the pool until all appeals relating to the pool period were resolved. Provisions released after the operation of the pilot would be distributed on the basis of the pool's founding agreement – i.e. the borough where the provisions originated would receive at least as much as it would under the 50% retention system, with any additional resources being shared according to the pool's agreed distribution mechanism. There would therefore be no "gaming" benefits to individual boroughs of setting higher (or lower) provisions. The lead authority would be responsible for administering this.
41. Further work will be undertaken to set out how the accounting and reporting requirements would work in practice, which is likely to mean either additional lines on

the existing NNDR form or an additional “London pool” form administered by the lead authority. This will be confirmed as part of the final pooling agreement.

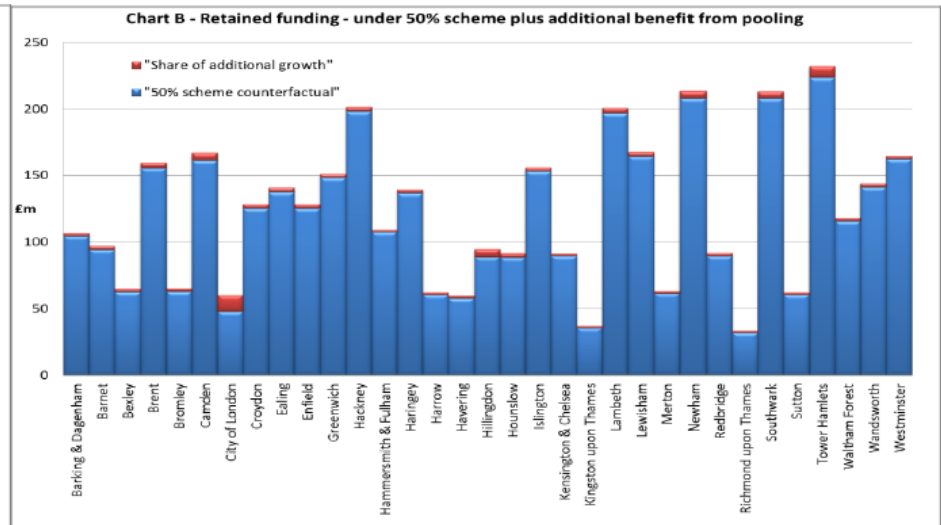
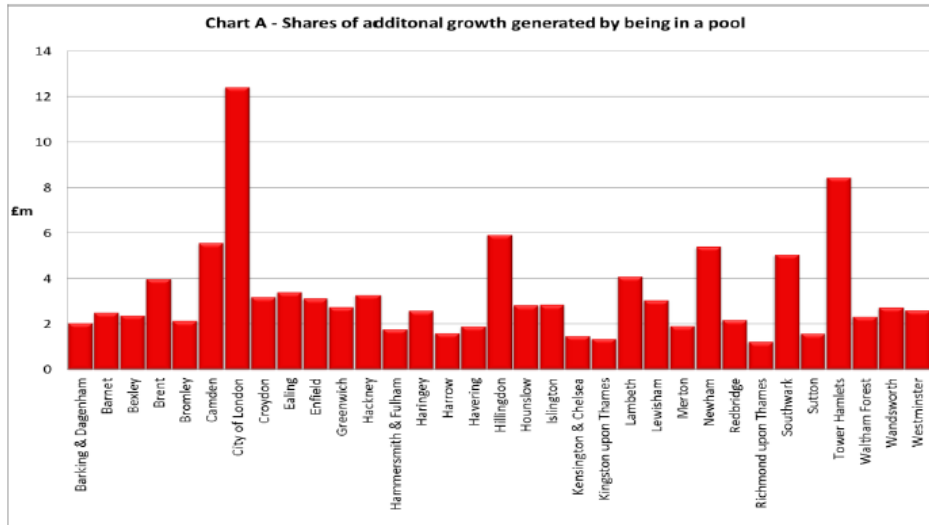
## **Timetable**

42. A 2018-19 pilot would require agreement with Government at or around the Autumn Budget – likely to be in November 2017. This, in turn, would necessitate initial agreement in principle at the meetings of the Leaders’ Committee and Congress of Leaders on 10th October 2017 on the basis that each authority had been consulted and had either previously authorised that decision to proceed with participation in the pilot, or that their authority’s Leader had been given delegated authority to do so.
43. This draft prospectus forms the basis for internal consideration and discussion within each of the 34 prospective pooling authorities over the summer, in order for each Leader and the Mayor to be in a position to consider each authority’s in principle position about the pool and to indicate this at the Congress of Leaders on 10th October, in the event that the Government wishes to pursue a pilot pool in London.
44. A final detailed pooling agreement would then be negotiated with DCLG, with the likely deadline being the time the Local Government Finance Report is published in February 2018. Respecting the tight timeframes for the pilot’s commencement in April 2018 and the likelihood that an agreement would need to be reached with the Government in the Autumn, it is probable that further local decisions required from the 34 prospective pooling authorities relating to the legal framework to be implemented, could follow in the intervening period but all these matters would need to be resolved in a timely manner prior to April 2018 to allow for implementation.

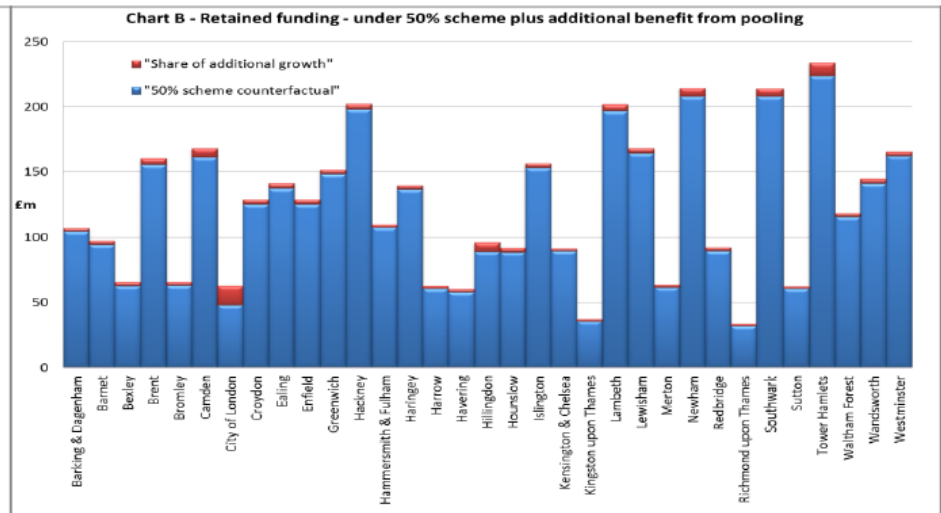
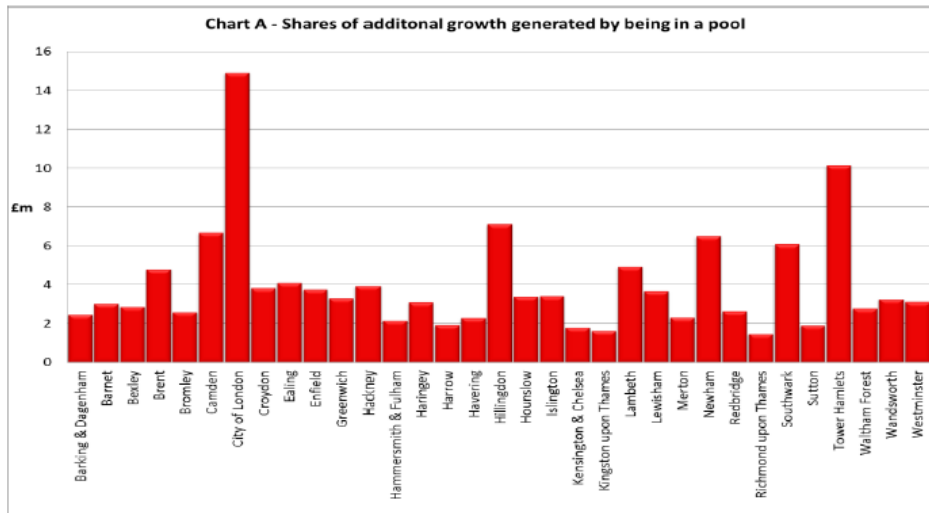
## **Appendix A – Modelled Options**

1. This appendix shows the impact of varying weightings on the overall distribution of any net additional benefit from being in the pool. It assumes the latest growth estimates for 2018-19 across London boroughs (combining where available figures from a recent survey of treasurers and, where not available, the latest published estimates of growth in 2017-18 applied as if in 2018-19). The overall net benefit being distributed is £229m.
2. The charts below show the distribution of growth under four different scenarios for the relative weightings between the four potential distribution “pots” described above - i.e. incentives; needs (SFA); population (ONS 2018 projection) and investment pots.
  - Option A: weights each pot at 25%
  - Option B: Incentives (30%), Needs/Population (30% each) and Investment (10%)
  - Option C: Incentives (40%), Needs/Population (20% each) and Investment (20%)
  - Option D: Incentives (20%), Needs/Population (30% each) and Investment (20%)
3. For each option we have illustrated both the cash gain for each borough (red, left-hand bar charts) and the marginal gain over the retained funding under the existing 50% position (red and blue, right-hand bar charts).

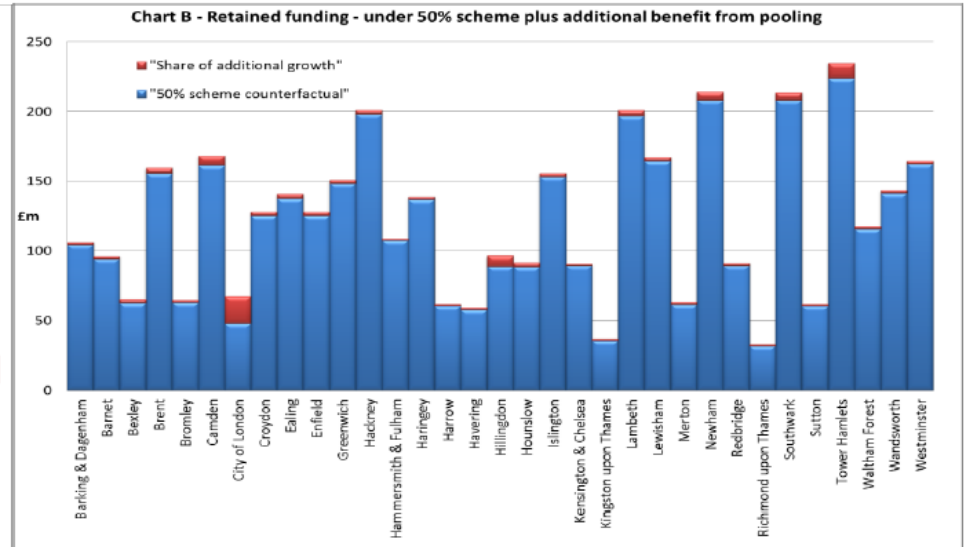
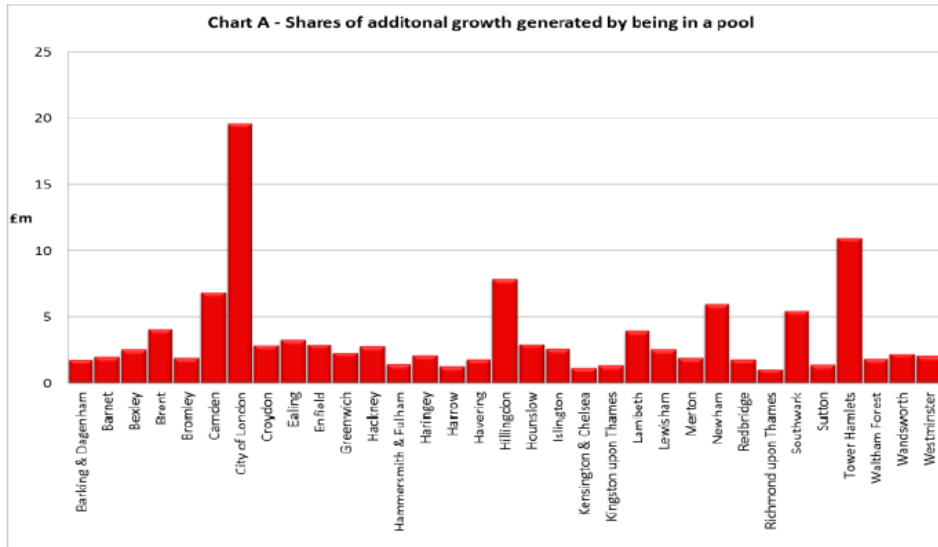
### Option A: Equal split between pots – 25%/25%/25%/25%



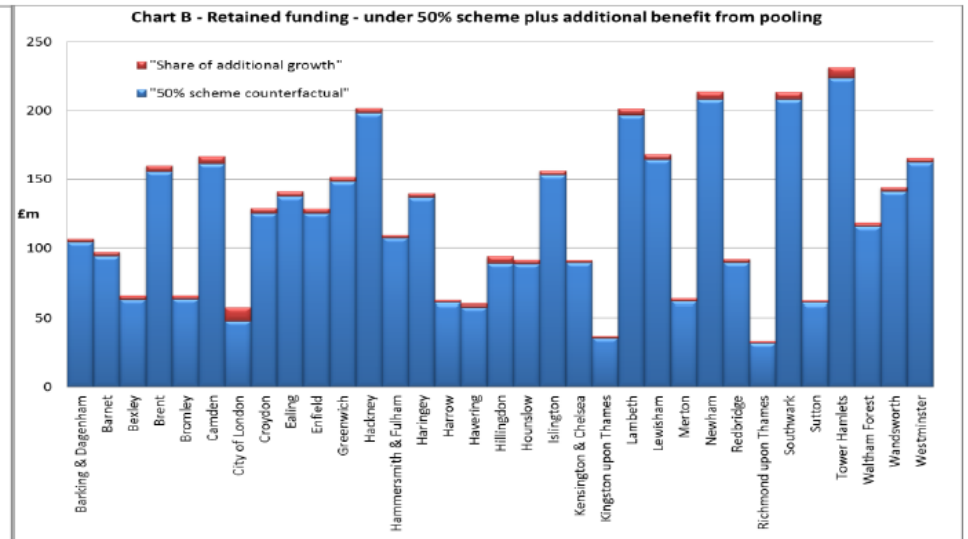
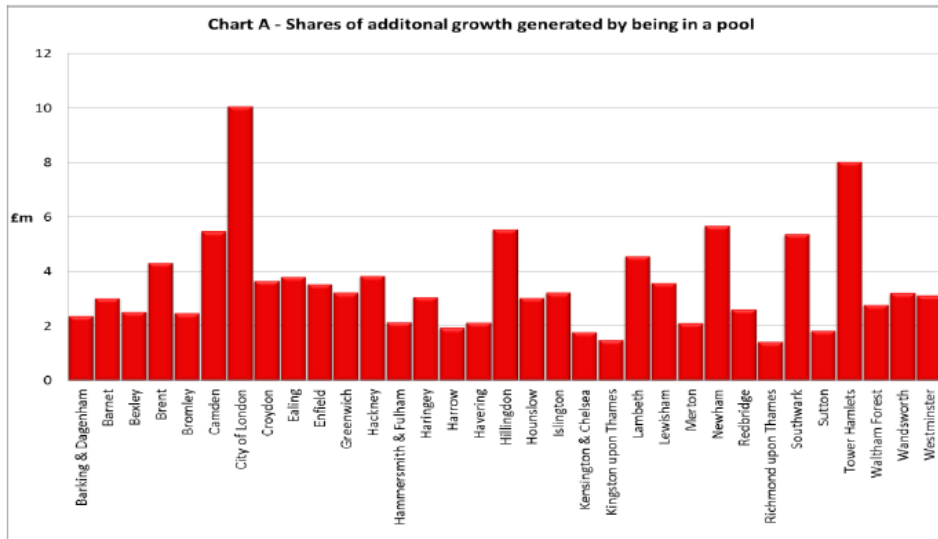
### Option B: Reduced "investment pot": 30%/30%/30%/10%



**Option C: Greater “incentive” weighting: 40%/20%/20%/20%**



**Option D: Greater “Needs/population” weighting: 20%/30%/30%/20%**



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# Agenda Item 9

<b>Committee(s)</b>	<b>Dated:</b>
Corporate Asset Sub Committee Policy and Resources Committee	<b>18 July 2017</b> <b>21 Sep 2017</b>
<b>Subject:</b> Energy Efficiency Loan Scheme update	<b>Public</b>
<b>Report of:</b> City Surveyor	<b>For Decision</b>
<b>Report author:</b> Mansi Sehgal, Corporate Energy Manager	

## SUMMARY

The Energy Efficiency Fund (EEF) as recommended in the AECOM report was launched on 6 July 2016 for service departments to apply for a loan to implement energy saving projects. The scheme has approval to operate until the end of 2018-19.

Out of the six bids submitted in July 2016, three were approved by the Energy Board. These are:-

- a. Guildhall System Condenser Pump Controls, City Surveyors department
- b. Freeman's School Solar Photo Voltaic panels (PV), City of London Freeman's School
- c. Warren Offices Solar PV, Open Spaces department

For 17-18 there are two projects in the pipeline and will be considered for the loan:

- Swimming pool covers at City of London Freeman's School (timeline to be confirmed by the School).
- LED lighting upgrade at Guildhall Complex West Wing (application to be submitted in July 2017).

Feedback from some departmental energy representatives indicates that one of the barriers to bidding for project loans is the lack of funding for feasibility studies for new energy saving initiatives. These are currently not funded by the loan scheme as payback cannot be guaranteed. Hence there is a proposal to allocate 15% of the loan (£75,000) as a grant to unlock potential future energy projects.

## RECOMMENDATION (S)

Members are asked to:

- Note the three projects approved by the Energy Board in Dec 2016.
- Approve the use of up to 15% (£75,000) of the annual £0.5m loan allocation as a grant instead of a loan for feasibility studies which support energy project development to be approved by the Energy Board.
- Extend the Energy Efficiency Loan scheme to the end of 2020/21 to allow the scheme to run for a five year period with a further review report at the end of 2018-19.

## MAIN REPORT

### Background

1. The Energy Efficiency Fund (EEF) was launched on 6 July 2016 for departments to apply for the loan money to undertake energy efficiency projects. Various communication methods were used including an Insight Lunch, Intranet promotions and face to face meetings to promote the loan.
2. Six bids were received in this opening round (please see Appendix 1), all of which were assessed and scored against the following criteria:
  - a. Payback (35% weighting);
  - b. Alignment with corporate objectives, service improvements and links to other strategic projects (15% weighting);
  - c. Risks to delivery of the project and quality of evidence of risk management (15% weighting);
  - d. Robustness of proposed management and governance arrangements (10% weighting);
  - e. Plans for monitoring project success and achieving savings (10% weighting), and
  - f. Benefits Realisation, including CO2 savings, reputational impact and wider socio-economic factors (15% weighting).

### Results

3. The review panel agreed to shortlist projects that scored more than 60% overall. The following bids were qualified as a result:
  - a. Guildhall CHW System Condenser Pump Controls, City Surveyors Department
  - b. Freeman's Solar PV, Freeman's School
  - c. Warren Offices Solar PV, Open Spaces Department
4. The current T&Cs of the Fund do not approve of projects over a payback of more than 10 years - one of the main reason where the Guildhall Solar PV bid fell short of in comparison to other two solar PV bids.
5. Harrow PVs and Hampstead Lido PVs scored less than 60%, however we have been informed that Open Spaces department is progressing with these two projects and funding them through local risk resources.

### Progress since the approval

6. Guildhall System Condenser Pump Controls  
Soon after the approval in Sep 2016 the project manager did an outline design and received a quote for the works. However, during the detailed design stage it was identified the condenser pump itself is likely to need replacement to accommodate the pending chiller plant replacement. Therefore the installation of the pump controls



has been put on-hold for now to coincide with the replacement of the chiller plant listed in the 20-year plan for 2018/19.

#### 7. Warren Offices Solar PV

The planning application has been formally approved and a supplier has also been selected. Provisional start date for the project is 31<sup>st</sup> July 2017.

#### 8. Freeman's Solar PV

The planning application has been formally approved and a supplier has also been selected. The School needs to confirm on the project start date.

### **2017-18 projects pipeline**

#### 9. Freeman's new swimming pool covers

Pool covers are a standard best practice measure for reducing energy consumption, and the Carbon Trust advise installation typically reduces heat losses by 10-30%. The Energy Team has obtained a quote from a supplier for £44,074 and the supplier estimates annual savings of £23,902 and a 1.8 year payback.

#### 10. GHC West Wing LED lighting replacement

The existing florescent lighting is to be replaced with LED equivalents at the GHC West Wing which are about 70% more energy efficient. The LED lighting will result in improved lighting levels and significantly lower maintenance requirements. The Energy Team's early estimates are suggesting a payback of 7 years with a capital investment of for ~ £87,000.

#### 11. Guildhall Solar PV installation

The Energy Team is also looking to discuss and re-evaluate the Guildhall Solar PV installation bid with the new BRM contractor.

### **Existing barriers and review of the scheme**

12. The uptake for the loan scheme is still low and one of the main barriers is the very nature of the fund itself i.e. it is set up as a loan. The Energy Team witnessed a few cases during the last 12 months where service departments were able to fund individual projects through their local risk resources and were not keen on applying for a loan.

13. Furthermore the loan scheme does not fund feasibility studies as repayment cannot be guaranteed. The Corporation has already in the past implemented quick win projects and now is the time to explore complex energy efficiency projects such as assessing options to replace main GHC energy plant. Such a complex project would definitely require a feasibility study to appraise various

options. Another project at Guildhall's Art Gallery requires a feasibility study that was originally recommended by the AECOM study.

14. There was another case where it was revealed that the internal departmental policy do not encourage them borrowing from the centre.
15. It should also be noted that a number of energy saving projects have progressed utilising other sources of funding For example the Department of Built Environment have approval for capital funding to replace the Street lighting bulbs with LED lanterns . The Gateway 5 report is due to be submitted July 17 and it has been indicated the roll out will take approximately 18 months from the kick off.

## **Conclusion**

16. In the original report (put forward to the Efficiency & Sub Committee in July 2014) it was suggested to review the scheme after two years of its establishment. However mainly due to changes in personnel the loan scheme was not operational until 2016/17 and due to the current low uptake the Energy Team proposes the following changes:

- To release up to 15% (£75,000) of the annual loan sum of £0.5m for grant funding technical feasibility studies on an annual basis to assist and accelerate the development of business cases for project applications to the loan scheme.
- To again review the scheme at the end of 2018/19 financial year to assess any positive impact of releasing a % of the loan money for feasibility studies.
- To revise the timeframe of the loan. At present it extends up to 2019/20. Given that the loan was official launched in 2016/17 and 2017/18 will be the first year when the loans to the approved bids will be paid out, the Energy team recommends to extend the life of the loan scheme to 2020/21.

## **Mansi Sehgal**

Corporate Energy Manager

City Surveyor's Department

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## Appendix 1: Energy Efficiency Loan Bids

EEF Applications Tranche 1 (August 2016)									
Project	Department	Project	Funds requested	Simple Payback (years)*	NPV**	Savings (kWh/year)	Savings in year 1 (£/year)**	Savings	Score
1	City Surveyors	Guildhall CHW System Condenser Pump Controls	£33,551	1.7	£186,983	162,060	£18,935	14.7% reduction for West Wing Chillers electricity	77%
2	Freemen's School	Freemen's Solar PV	£62,930	8.6	£28,148	35,787	£6,732	25% reduction for Sports Hall electricity	63%
3	Open Spaces	Warren Offices Solar PV	£61,920	9.8	£15,884	30,259	£5,767	29% reduction for Warren offices electricity	63%
4	City Surveyors	Guildhall West Wing Solar PV	£58,594	11.5	£7,476	29,774	£4,968	1.3% reduction for West Wing electricity (excl. chillers)	55%
5	Open Spaces	Hampstead Lido Solar PV	£37,780	9.1	£9,954	22,200	£3,841	6% reduction for the Lido electricity	50%
6	Open Spaces	Harrow Road Solar PV	£21,520	9.9	£4,590	10,320	£1,967	31% reduction for the site electricity	50%
<b>Total</b>			<b>£276,295</b>		<b>£253,035</b>	<b>290,401</b>	<b>£42,211</b>		
<p>* Pay back year is the point at which the undiscounted cumulative net cash flow exceeds the funding requested.</p> <p>** NPV is calculated over life of asset; anticipated lives is 25 years for solar PV life and 15 years for pumps controls.</p> <p>*** These are the savings for the first 12 months following installation, savings for subsequent years may differ.</p>									

## Appendix 2- Background information on the EEF Loan Scheme

1. In May 2013, the City commissioned AECOM to carry out a strategic energy review of the operational estate. The overall aim of the review was to prepare a roadmap for how the City can reduce its energy use by 40% by 2025 against a 2008/9 baseline. In December 2014, the Finance Committee agreed an energy reduction target of 9% for the period 2014/15 to 2017/18, which would maintain the City's progress towards the 40% reduction by 2025.
2. As a result of this study a set of recommendations were put forward and agreed by the Chief Officer Summit Group in January 2014. These were reported to the Efficiency and Performance Sub Committee in July 2014 and the Finance Committee in December 2014.
3. One of the recommendations was to set up an Energy Efficiency Fund (interest free loan) that would allow for easy access to finance, enabling strategic energy investments to take place in the City.
4. In September 2014, the Efficiency and Performance Sub Committee gave in-principle support to the establishment of a fund, but highlighted the need for a revised report, with a detailed business case to be presented to the Resource Allocation Sub Committee.
5. In December 2014, an outline proposal for the fund was reported to the Finance Committee, and in March 2015 the Resource Allocation Sub Committee approved the establishment of the internal Energy Efficiency Fund, with funding of £500k per annum for five years. This was endorsed by the Policy and Resources Committee.
6. Members authorised the City Surveyor, with the support of the Town Clerk and the Chamberlain, to establish appropriate administration arrangements for the Fund, which would be based on the operational and eligibility criteria outlined in the report to Members. Members also noted a proposal for an annual review of progress with the fund and projects funded, to be reported to the Efficiency and Performance Sub Committee.
7. Since approval was given to the establishment of the fund, both the Town Clerk's Head of Sustainability and the (then) Corporate Energy Manager had left the City Corporation. As a result, there were some delays in progressing with the establishment of the fund.
8. The new Corporate Energy Manager joined the City Corporation later in 2015, developing an Opportunity Outline to take forward the full set of recommendations from the AECOM review. This was endorsed by the Chief Officer Summit Group in September 2015, who also agreed the establishment of a Strategic Energy Programme Board to drive this project forward. The Board has been chaired by the Deputy Town Clerk, with membership including the Director of Open Spaces and staff from the Town Clerk's, Chamberlain's and City Surveyor's Departments.

9. The Board reviewed and revised the outline operational and eligibility criteria to develop a formal set of Terms and Conditions for the Fund. The key changes from the outline presented to Members are:
- To revise the payback period from 5 years (extendable upto 8 years in exceptional cases) to 5 years (extendable to upto 10 years in exceptional circumstances);
  - To allow bids to be made from all City operational properties, rather than restrict bids to only Guildhall, Walbrook Wharf and the Barbican Centre; and
  - To relax the restriction of bids to proven technologies only – allowing consideration to be given to less mature technologies.
10. The Fund was launched on 6 July 2016, with an initial deadline for bids of 19 August 2016. This was supported by
- a. An Insight Lunch;
  - b. Communications on the Intranet; and
  - c. Emails to, and face-to-face meetings with the departmental Energy Wardens and Energy Coordinators.

### **Amendments to the EEF Loan Scheme since its launch**

11. In the past six months the following two amendments were proposed and agreed:

#### 11.1 Rebranding of the fund

On 23<sup>rd</sup> September 2016 the CASC approved the re-branding of the fund from 'Energy Efficiency Fund' to 'Energy Efficiency Loan'. The rebranding deemed necessary to promote the nature of the scheme as an interest free loan.

#### 11.2 Accessibility

It was further agreed in March 2017 Energy Board meeting that the loan shall be accessed on an on-going basis rather than organising for formal bidding rounds. This action was taken in a hope to improve the uptake of the loan.

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<b>Committees:</b>		<b>Dates:</b>
Streets & Walkways Sub	- For Information	5 September 2017
Projects Sub	- For Decision	7 September 2017
Policy and Resources	- For Decision	21 September 2017
Planning and Transportation	- For Decision	Urgency
<b>Subject:</b> Temple Area Traffic Review	<b>Gateway 2 Project Proposal Complex</b>	<b>Public</b>
<b>Report of:</b> Director of the Built Environment <b>Report Author:</b> Nasser Abbasi		<b>For Decision</b>

### Recommendations

- The **Project Sub-Committee and Planning & Transportation Committees** are asked to agree this project proposal as set out in this report, particularly those detailed in paras 1 to 4, except for the use of the On-street parking Reserve (OSPR).
- The **Policy and Resources Committee** is asked to agree to the use of the OSPR funding as detailed in paras 2 and 21.

It should be noted that in the normal course of events the use of the OSPR would have been considered by the Resource Allocation Sub-Committee and its recommendation subsequently ratified by the Policy and Resources Committee. Given that the Sub-Committee is not scheduled to meet again until 19 October 2017 and the need to press on with the project, approval is being sought from the Grand Committee directly.

<b>1. Approval track and next Gateway</b>	<b>Approval track:</b> 1. Complex <b>Next Gateway:</b> Gateway 3 - Outline Options Appraisal (Complex)		
<b>2. Resource requirements to reach next Gateway</b>	<b>Item</b>	<b>Reason</b>	<b>Funds/ Source of Funding</b>
	Staff Costs	A resource, initially for 9 months, to carry out project management activities, including coordinating with all	On Street Parking Reserve (OSPR)
			<b>Cost (£)</b>
			£110,000

		project partners, working groups, stakeholder engagement, developing and appraising options.		
	Fees	Appointment of professional services particularly for companies to obtain and analyse traffic data (see para 4 below)	OSPR	£50,000
	<b>Total</b>		<b>OSPR</b>	<b>£160,000</b>
	<p>Please note that Transport for London's (TfL's) costs have not been included. This is because they have agreed to work with the City to advance the review and that their costs have so far been absorbed within their business functions. The need for additional funding to meet TfL costs can be assumed following Gateway 3.</p> <p>Costs relating to highway consultancy work including any necessary specialist traffic modelling and design work consequent to the redesigning of the junctions with Embankment (should this be possible) has also not been included at this stage. This is because it is anticipated that the consultant contracted by the Inns will initially provide this advice. Confirmation is awaited and members will be advised of the latest position at committee.</p> <p>If it becomes apparent that additional costs for the activities above are required, an issues report will be submitted to Members for their consideration.</p> <p>The use of the OSPR funding is subject to the recommendation of the Officer Priorities Board and the agreement of Resource Allocation Sub Committee.</p>			
<b>3. Agree the objectives of this project</b>	Agree the objectives as set out at paragraph 8 of this report.			
<b>4. Next steps</b>	<ul style="list-style-type: none"> <li>• Commission and analyse traffic data e.g. vehicle composition, origin and destination, ease of movement at junctions and pinch points, loading, parking and servicing provision. Completion target end November 2017.</li> <li>• Consult with stakeholders impacted by possible changes in parking, loading and/or servicing provision. Target</li> </ul>			



	<p>commencement December 2017 and completion end of March 2018.</p> <ul style="list-style-type: none"> <li>• Review provision of cycle hire docking stations and opportunities for relocation. Target completion date end February 2018.</li> <li>• Establish potential new developments (including the Thames Tideway project) in the area and the impact of these in terms of construction and their future impact on the highway. Target completion date end February 2018.</li> <li>• Vectos working with TfL/City to explore the opportunities to improve access and egress onto the Embankment. Completion target end February 2018.</li> <li>• Submit Gateway 3 report. Target delivery date May 2018. This report will set out viable options, known implications and proposals for area wide consultation for Member agreement.</li> </ul>
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## Project Summary

<p><b>5. Context</b></p>	<p>Following TfL’s implementation of their Cycle Superhighways along New Bridge Street and Victoria Embankment in early 2016, convenient motor vehicle routes into and out of the Temple area has been reduced. This affects the southern and eastern extremities of the area in particular.</p> <p>The convenience of traffic circulation within the streets bounded by Fleet Street, New Bridge Street and Victoria Embankment also needs to be assessed as part of this review.</p> <p>The Inns believe the above issues are having a negative impact on their business.</p> <p>Local Ward Members, the Chairman and Deputy Chairman of Streets &amp; Walkways Sub Committee as well as the Inns have requested that these streets and junctions be reviewed. The Chairman and Deputy Chairman have instructed that this review be conducted with urgency and this is reflected in the approach and programme as set out in this report.</p> <p>As part of on-going engagement between TfL, CoL and the Inns, a revised layout to improve access and egress from New Bridge Street is already in progress. This involves potential alterations to three junctions including Tudor Street, Bridewell Place and Watergate.</p> <p>It should be noted that access and egress to the area was first reduced following the introduction of the “Ring of Steel” in December 2003. Apart from providing improve security benefits, the restricted access and egress have also provided environmental improvements such as lower traffic volumes, less pollution (noise and air quality) and associated road safety</p>
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	<p>benefits. It is therefore important to ensure that these benefits are appropriately balanced against the need for additional access and egress.</p> <p>Members should be aware that in delivering this project City officers will have to work closely with TfL. The City is responsible for the Temple area's street network however TfL are the Highway Authority responsible for the Embankment and as such are responsible for the operation of its junctions with Carmelite Street and Temple Avenue. This project will specifically explore options to improve egress and access at these 2 junctions and TfL have given their commitment to fully engage with this process. However it should be noted that TfL advise that they have already invested significantly in looking at this issue and consider improvement unlikely. It should also be noted that should options be identified to improve access and egress at the junctions then there may be consequential environmental impacts. These would need to be assessed and it would be necessary to consult widely with local residents, businesses and other stakeholders before formal recommendations are made.</p> <p>Finally it should be noted that any outline option presented and agreed at Gateway 3 would need to be fully modelled, assessed (including safety) and have a detailed design completed and approved by TfL before they can be taken as definitely deliverable.</p> <p>This project will therefore:</p> <ol style="list-style-type: none"> <li>1. Consider how effective vehicle movement (including HGVs) is within the area and where necessary, establish opportunities to improve these movements.</li> <li>2. Options for improving access and egress to the area (the Embankment in particular).</li> </ol> <p>In taking this project forward specific consideration will be given to the impact of the Thames Tideway project and the needs of any future developments within the area and the Gateway 3 report will, therefore, give specific recommendations in relation to the timing of any future improvements.</p>
<p><b>6. Brief description of project</b></p>	<p>The review will predominately focus on two elements:</p> <ul style="list-style-type: none"> <li>• Firstly, the two key junctions off Victoria Embankment. (Temple Avenue and Carmelite Street). This is because these two junctions control access/egress onto the Transport for London Road Network which is intended to carry strategic traffic movement. As these two junctions are controlled and managed by TfL, it will require their participation and agreement to any future change and officers have secured their commitment to engage in the review process. It is anticipated that this element of the review will be carried out by Vectos, the</li> </ul>

	<p>consultant engaged by the Inns to provide them with professional advice, although this is awaiting confirmation. City &amp; TfL officers will ensure that the consultant's activity and advice meet the public's needs.</p> <ul style="list-style-type: none"> <li>• Secondly, improving movement within the streets and junctions bounded by Victoria Embankment, New Bridge Street and Fleet Street. In particular the project will examine whether the various highway facilities such as parking bays, cycle docking station, cycle lanes as well as the existing street layout, contributes towards a restriction on convenient traffic circulation, particularly for HGV's.</li> </ul> <p>Appendix 1 illustrates the area to be included within the review.</p> <p>The work envisaged includes data gathering and analysis of the existing street usage including identifying locations where access and egress is hampered or not available. Once the need for change and the available options are known wider local needs will be identified through local and political engagements. This process will be agreed through the Gateway 3 report and at this point the appropriateness of establishing a working party will also be considered. Future needs of the area such as developments or other changes to land use will also be taken into account e.g. Thames Tideway.</p>
<p><b>7. Consequences if project not approved</b></p>	<p>The desire for better and more convenient access, egress and circulation for some occupiers in this area would not be met.</p> <p>The Corporation could be seen as not being responsive to local needs.</p>
<p><b>8. SMART Objectives</b></p>	<p>The overall objective of the project is to deliver a balance, which is acceptable to the local community, between improved convenient vehicle movement, appropriate security needs and consequent environmental impacts. The subset objectives include:-</p> <ul style="list-style-type: none"> <li>• To comprehensively review options to improve egress and access in relation to the Embankment and where viable options are established and if appropriate, deliver these,</li> <li>• An appropriate level of security is in place,</li> <li>• Impediments to traffic circulation are identified and removed or modified,</li> <li>• Through traffic are not attracted to use the area, or if unavoidable, appropriate mitigation measures are introduced where possible,</li> <li>• Road danger is reduced where possible,</li> <li>• Improved public realm where practicable,</li> <li>• Air and noise pollution are not made worse or if unavoidable, appropriate mitigation measures are</li> </ul>

	<p>considered and introduced where possible,</p> <ul style="list-style-type: none"> <li>The needs and aspirations of the wider community are taken into account in considering options.</li> </ul>
<b>9. Success criteria</b>	<ul style="list-style-type: none"> <li>Options to improve access to and egress to the Temples area, particularly from the Embankment, are comprehensively explored and any viable options identified.</li> <li>Agreed measures are introduced to time, budget and quality,</li> <li>Any proposals meet local needs as identified through local resident, business and stakeholder consultation.</li> <li>Traffic circulation in the Temple area is improved.</li> </ul>
<b>10. Key Benefits</b>	<ul style="list-style-type: none"> <li>Local needs are met,</li> <li>Improved motor vehicle access to and from the Temple area,</li> <li>Improved journey times and reduced journey distances.</li> </ul>
<b>11. Notable exclusions</b>	<p>The junctions along New Bridge Street are excluded from this review as these are already in progress with TfL. However, the implications of changes at this location will be factored in the review of the area.</p> <p>The John Carpenter Street/Victoria Embankment junction should also be excluded because the public realm in this street was recently enhanced and meets local needs.</p> <p>The review does not take into account any costs associated with TfL or specialist traffic modelling/consultancy. If these are required, an issues report or if appropriate a gateway report will be submitted for Member decision.</p>
<b>12. Governance arrangements</b>	<p><b>Spending Committee:</b> Planning and Transportation Committee</p> <p><b>Senior Responsible Officer:</b> Iain Simmons</p> <p><b>Project Board:</b> No</p>

### Prioritisation

<b>13. Link to Strategic Aims</b>	1. To support and promote The City as the world leader in international finance and business services
<b>14. Links to existing strategies, programmes and projects</b>	It will be necessary to take into account the Thames Tideway Project as well as other known developments in the area.
<b>15. Project category</b>	7a. Asset enhancement/improvement (capital)
<b>16. Project priority</b>	C. Desirable

## Options Appraisal

<b>17. Overview of options</b>	<p>A number of options will be considered. This may range from minor measures such as changes to parking, waiting and loading restrictions up to complex junction alterations. Further details will be set out in the Gateway 3 report.</p>
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## Project Planning

<b>18. Programme and key dates</b>	<p><b>Overall programme and key dates:</b> See paragraph 4</p> <p><b>Other works dates to coordinate:</b></p> <ul style="list-style-type: none"> <li>• Thames Tideway</li> <li>• Known developments in the area</li> </ul>
<b>19. Risk implications</b>	<p><b>Overall project risk:</b> Green</p> <p><b><u>Key Risks &amp; mitigation</u></b></p> <ul style="list-style-type: none"> <li>• The review of Embankment junctions does not deliver any options that TfL consider viable.</li> </ul> <p><u>Proposed mitigation:</u> Whilst this risk cannot be eliminated the engagement of Vectos expertise will work to ensure all options are vigorously explored.</p> <ul style="list-style-type: none"> <li>• Risk of opposing stakeholder needs causing disagreements for an agreed outcome or proposal</li> </ul> <p><u>Proposed mitigation:</u> Agree objectives, engagement and consultation once options established. Consider setting up working party.</p> <p><b><u>Key Issues &amp; Mitigation</u></b></p> <ul style="list-style-type: none"> <li>• Delivery may be delayed due to Thames Tideway or other works.</li> </ul> <p><u>Proposed mitigation:</u> Keep Members/stakeholders and key CoL personnel regularly appraised of developments.</p>
<b>20. Stakeholders and consultees</b>	<ul style="list-style-type: none"> <li>• The Honourable Society of the Inner Temple</li> <li>• The Honourable Society of Middle Temple</li> <li>• Ward Members</li> <li>• TfL</li> <li>• City Police</li> <li>• Other emergency services</li> <li>• Local occupiers</li> </ul>

## Resource Implications

<b>19 Total estimated cost</b>	<b>Likely cost range:</b> 2. £250k to £5m							
<b>20 Funding strategy</b>	Choose 1: No funding confirmed	Choose 1: Internal - Funded wholly by City's own resource						
	<table border="1"> <thead> <tr> <th data-bbox="533 595 1161 651">Funds/Sources of Funding</th> <th data-bbox="1161 595 1351 651">Cost (£)</th> </tr> </thead> <tbody> <tr> <td data-bbox="533 651 1161 741">OSPR</td> <td data-bbox="1161 651 1351 741">160,000 – 3,000,000</td> </tr> <tr> <td data-bbox="533 741 1161 831" style="text-align: right;"><b>Total</b></td> <td data-bbox="1161 741 1351 831"><b>160,000 – 3,000,000</b></td> </tr> </tbody> </table>		Funds/Sources of Funding	Cost (£)	OSPR	160,000 – 3,000,000	<b>Total</b>	<b>160,000 – 3,000,000</b>
	Funds/Sources of Funding	Cost (£)						
OSPR	160,000 – 3,000,000							
<b>Total</b>	<b>160,000 – 3,000,000</b>							
<p>The Funding Strategy is subject to the recommendation of The Officer Priorities Board (which they accepted in August 2017) and the agreement of Policy and Resources Committee. The OSPR is already fully committed so would require the reprioritisation of other works.</p>								
<b>21 On-going revenue implications</b>	No revenue implications have been identified at this stage, however if there are any, these will be set out in the next appropriate gateway report.							
<b>22 Investment appraisal</b>	N/A							
<b>23 Procurement strategy/Route to Market</b>	Quotations for fees and services will be obtained in line with procurement regulations.							
<b>24 Legal implications</b>	<p>In carrying out its traffic functions, the City must have regard, inter alia, to its duty to secure the expeditious, convenient and safe movement of vehicular traffic and other traffic (which includes pedestrians) and the provision of suitable and adequate parking facilities on and off the highway - s.122 Road Traffic Regulation Act 1984.</p> <p>Depending on the scope of the measures, the City and TfL may need to exercise its highway and traffic powers. For example, the making of Traffic Regulation Orders.</p> <p>There may also be a need to enter into relevant legal agreements or amendments of existing agreements, for example, under s.8 of the Highways Act 1980 (providing for agreements between local authorities in relation to certain highway works).</p>							

	Further details will be provided as the project progresses.
<b>25 Corporate property implications</b>	None envisaged
<b>26 Traffic implications</b>	The purpose of the review is to improve traffic access, egress and circulation to and from the Temple area
<b>27 Sustainability and energy implications</b>	N/A
<b>28 IS implications</b>	N/A
<b>29 Equality Impact Assessment</b>	An equality impact assessment will be undertaken

### Appendices

<b>Appendix 1</b>	Plan showing the area to be included within the review
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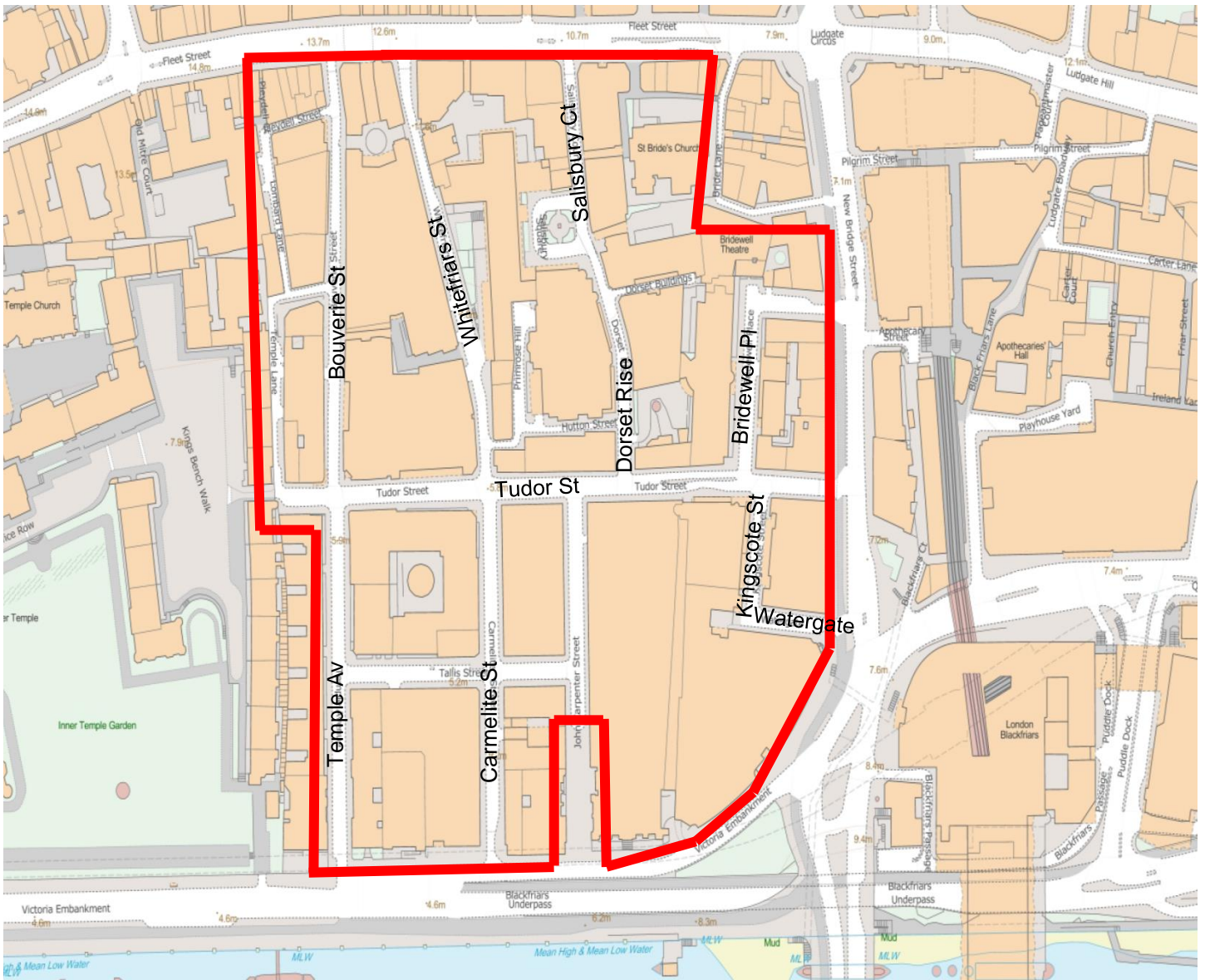
### Contact

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# Appendix 1 – Temple Area Traffic Review



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<b>Committee(s)</b>	<b>Dated:</b>
Community and Children’s Services	11 May 2017
Policy and Resources Committee	21 September 2017
<b>Subject:</b> Request for additional resources to support Unaccompanied Asylum Seeking Children	<b>Public</b>
<b>Report of:</b> Director of Community and Children’s Services	<b>For Decision</b>
<b>Report author:</b> Rachel Green, Service Manager Children and Families	

## Summary

This report asks Members to agree additional Central Risk funding to cover the increased costs of providing a service to unaccompanied asylum seeking children (UASC). A report on the rising costs was presented to the Community and Children Services Committee, who supported the recommendation to progress seeking approval for the additional resources needed to cover this pressure.

The City of London has a duty to accommodate and support UASC who are in our area. We have no control over who arrives or when.

In 2015/16 we had a number of UASC, via our out-of-hours Duty Service and via the police. We have since taken an additional UASC from the Calais ‘Jungle’. The ‘Jungle’ closing was not predicted.

We had a further number in February to April 2017, with five UASC presenting at our police stations. Each of these young people presenting had formerly been in the closed Jungle.

Since reporting to the Community and Children Services Committee, we had a further influx of eight UASCs arriving in July.

The challenge is that the Home Office funding for UASC does not cover the cost of basic foster placement provision, support or running the statutory service for them. The further challenge is that the level of funding from the Home Office decreases as the UASC get older; we receive less for 16/17-year-olds, even though the actual cost of service provision is the same, and we receive no funding for young people aged 18 and over – again, we have statutory duties that cost money.

The reason the situation is more challenging now is that we had an unexpected volume of UASC in 2015/16, and again at the start of 2017 and, as these children get older, their funding is reducing and in some cases stopping. Our staffing costs have increased due to the volume, and this is factored in to the asylum budget. Expenditure in this area has exceeded the Central Risk budget since 2015/16.

## **Recommendation**

Members are asked to:

- Note the report and agree to the provision of £232,000 to the Community and Children Services Central Risk budget to cover the costs of this new pressure in respect of UASC.

## **Main Report**

### **Background**

1. Unaccompanied asylum seeking children (UASC) are some of the most vulnerable children in the country. They arrive in the UK without parents to care for them. They have often made long and treacherous journeys, which can involve – among other harmful factors – physical violence, hunger and life-threatening risk associated with people traffickers. This is in addition to experiencing war, persecution and displacement from family and community.
2. On arrival, these young people are in an unfamiliar country and are likely to be surrounded by people unable to speak their first language. Everything is new: people, home, local area, customs, culture, systems. It is a frightening experience, in addition to the journey and situation in their country of birth.
3. The young people are likely to be uncertain or unaware of who to trust and of their rights. Because of the circumstances they have faced, UASC often have complex needs in addition to those faced by looked after children more generally.
4. The City has a statutory responsibility under S20 of the Children Act 1989 for housing and supporting UASC arriving in the City as their first point of contact in the UK. We had five UASC arrive directly in the City between February and early April 2017. The children also arrive via the pan-London rota (we take two UASC per year as part of the rota) and we also accommodated one young person from the Calais 'Jungle'.
5. We have successfully referred one UASC to an out of London Local Authority via the National Referral Mechanism (NRM). This process took six weeks, and we incurred the initial cost. Any young person aged 16/17 arriving in the City in the next year will be referred out of London via the NRM. The eight UASC who arrived in July have been referred to the NRM however, we will have to meet the costs of providing placements and support until they are moved. Local authorities across London are struggling to refer out via the NRM, as receiving authorities are not accepting cases on a consistent or timely basis.
6. The Home Office provides funding until the day before the UASC's 18th birthday. The amount for under-16s is currently £114 per day (£95 per day for any child arriving at the City before 1 July 2016), and £91 per day for 16–17-year-olds (£71 per day for any children arriving before 1 July 2016). No funding is received from the Home Office once the child turns 18.

Under the provisions of S.23C Children Act 1989 the local authority must continue supporting the UASC as care leavers until they turn 21 years old ( or 25 years old if they are in full-time education). The Children and Social Work Act 2017 , sets out the requirement for Local Authorities to support all care leavers regardless of educational status until age 25. The City of London Children Social Care and Early Help Service adheres to this practice model.

### **Current Position**

7. The City of London currently has a total of 26 UASC, of which 14 are over 18 and attract no funding from the Home Office due to the Government ruling that councils will not receive funding for their first 25 care leavers.
8. The City of London is on the pan-London (Croydon) rota where we have agreed to take up to an additional two UASC per annum, which could fall in any age category. However, given the current high numbers of UASC that the City of London are looking after, we are currently exempt from taking 2 off the rota.

In 2015/16, we took two young people aged within the 16–17 funding provision from the pan-London rota. We took four children under 16 and one 16-year-old who arrived directly from either our Emergency Duty Service or via City of London Police. This was a large increase in numbers of young people. In 2016/17, we have received two in the 16–17 age bracket from the rota and from Calais. Between February and April 2017, we have accommodated five young people aged 16-17, each of whom had lingered in France after the Jungle closed, then found their way to the City. One of these five has been transferred out via the NRM, one is in the process of age assessment and the other reaches 18 in three weeks, and does not qualify for accommodation/financial support post 18. Two will remain in our care on a long term basis. From May – August we have accommodated a further eight UASC.

9. We cannot predict either the rate of referrals or the cost of each individual referral because of age, circumstances and our statutory requirement to assess them individually according to need.
10. The cost of support has been higher this year due to the needs of our young people. We do not have any young people at university in this academic year. Young people cannot go to university if they do not have Refugee Status – that is five years' guaranteed stay in the UK. It is more cost-effective if our young people are at university than residing in supported housing. Further, the older the young people arrive, the more support in settling they need.
11. We have two young people who have no recourse to public funds, and this means they cannot access universal credit or housing benefit after the age of 18. This results in high costs as we pay for housing and subsistence, until the age of 25, or if the young person returns to their home country or manages to obtain legal status in the UK. We continue to provide a service as part of our corporate parenting responsibility; a duty requires that we act as any good parent would.

12. As our cohort of UASC reach 18, the risk of them exhausting their rights in the UK increases each year. This then affects the budget in future years for the above mentioned reasons.
13. The 2016/17 draft outturn shows an overspend of £92,000 against budget. The costs will increase as our UASC population continues to get older to the over-18 age range, and as we accommodate more young people. This issue was highlighted in the Revenue and Capital Budgets 2017/18 report which was approved by Members in January 2017.
14. Due to the nature of this service, it has been classified as central risk as the eventual financial outturn can be strongly influenced by external factors, which are outside of the Director's control. Also as a general rule, central risk budgets are not automatically inflated each year and are usually kept at the same level unless a request for additional funding is approved.
15. In 2016/17 gross expenditure for UASC was £714,000, of which £334,000 was met from Home Office funding and the remaining £380,000 from the City of London's City Fund. As the net budget for 2016/17 was £288,000, the outturn shows an overspend of £92,000. This is on account of increased numbers of young people being supported in 2015/16 getting older, and not attracting the same level of funding from the Home Office. One was reassessed as over 18, and this has affected our spend.
16. The table below summarises the financial information going back to 2013/14.

	2013/14	2014/15	2015/16	2016/17	2017/18 (estimate)
No. of clients	19	15	21	18	20
<b>Budget (£'000)</b>					
Cost of service	394	444	485	578	497
Less: Home Office funding	(142)	(151)	(200)	(290)	(206)
<b>Net expenditure</b>	<b>252</b>	<b>293</b>	<b>285</b>	<b>288</b>	<b>291</b>
<b>Outturn (£'000)</b>					
Cost of service	384	432	597	714	726 (*)
Less: Home Office funding	(134)	(166)	(218)	(334)	(203)
<b>Net expenditure</b>	<b>250</b>	<b>266</b>	<b>379</b>	<b>380</b>	<b>523</b>
<b>Variance (£'000) (over)/ underspent</b>	<b>2</b>	<b>27</b>	<b>(94)</b>	<b>(92)</b>	<b>(232)</b>

\* Outturn assumes two new cases from the pan-London (Croydon) rota (based on them being 16–17-years-old) and does not take account of any new clients that may present themselves directly to the City of London.

## **Options**

17. Option 1: Keep the 2017/18 budget at the current level. If this option is chosen, Members should note that the eventual outturn will be over budget and may not be contained within the Director's overall central risk budget.
18. Option 2: Agree to a central budget increase of £232,000 in order to meet the increased pressures on the Asylum Seekers budget.

## **Proposals**

19. It is recommended that, for the reasons set out in the report, Members agree to an increase of £232,000 to the Director's central risk budget.

## **Corporate & Strategic Implications**

20. Caring well for our UASC population fits within the first strategic priority of the People Department, that of safeguarding and early help. By providing support to our young people to the age of 25, we aim to prevent escalation of issues and keep our young people safe.
21. In previous year, the service ended for young people at age 21. We know that, for young people who have left the service in previous years, there were high levels of mental health need, in addition to the effects of isolation and loneliness. We are investing in stronger, sustained support that continues to age 25 for all care leavers. This fits within the second strategic priority of the People Department which is to promote health and wellbeing. If the service is not robust and ongoing to 25, young people's health and wellbeing may deteriorate, and this would have long-term effects in adulthood.
22. As Corporate Parents to our UASC, we want our children to be happy and successful. We provide tuition, coaching for employment and support with college and university. We have a statutory duty to provide travel costs for education to age 25, a bursary for university and out of term time accommodation. This work enables young people to learn, thrive and achieve their full potential, as set out in the third strategic priority of the People Department.

## **Conclusion**

23. The City of London Children's Social Care and Early Help Service is committed to providing an exceptional service for UASC, and is providing the recommended length of care as set out in the Children and Social Work Act 2017.
24. The costs of providing support to children as they become 16, 17 and 18 increases as the Home Office funding (which does not cover the cost of provision) decreases and then stops at age 18.

25. Abiding by the recommendation in the Children and Social Work Act 2017 to provide support to 25 for all care leavers increases the spend.

26. The costs of providing support to those who have exhausted their legal right to remain, from age 18 and to 25 if remaining in the UK, will grow.

**Rachel Green**

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<b>Committee(s)</b>	<b>Dated:</b>
Policy & Resources Committee – For Decision	21/09/2017
<b>Subject:</b> Bid from Worshipful Company of Chartered Architects to support Livery Halls book	<b>Public</b>
<b>Report of:</b> Peter Lisle, Assistant Town Clerk and Cultural Hub Director	<b>For Decision</b>
<b>Report author:</b> Nick Bodger, Head of Cultural and Visitor Development	

## Summary

The City Corporation has been approached by the Worshipful Company of Chartered Architects (WCCA) with a bid to support a new publication exploring the City of London's Livery Halls.

The WCCA has quoted a total fee of £45,000 for delivering the book, of which the Company has committed £22,500 (50%) from its own resources, proposing to make up the remainder by approaching other Livery Companies for their support. It is anticipated that this will leave a £5,000 funding gap. The request to the City Corporation is to bridge this gap.

If approved, funding would help cement the special relationship the City Corporation shares with the Livery and demonstrates its support for cultural assets outside of the Culture Mile, for which it has recently received significant publicity for its financial support. In return, the City Corporation would receive prominent recognition within the book and ten free copies for its libraries and/or other non-retail use (equating to a total retail value of £450). If the WCCA raises more than its funding target, it has pledged to donate the excess to the Lord Mayor's Appeal.

The City Corporation's commitment is sought with some urgency by the WCCA which is aiming to have the book published in September 2018 to coincide with its 30<sup>th</sup> anniversary of achieving full livery status. The City Corporation's commitment is viewed as an endorsement that will help underpin the fundraising campaign.

## Recommendation(s)

Members are asked to:

- Approve sponsorship of £5,000 to the Worshipful Company of Chartered Architects for the publication of a new book entitled *The Livery Halls of the City of London*, to be paid for from your 2017/18 Policy & Resources Committee Contingency Fund which, at the time of this meeting, has an uncommitted balance of £348,200.

## **Main Report**

### **Background**

1. The City Corporation has received a bid from the Worshipful Company of Chartered Architects (WCCA) for £5,000 support towards the cost of a new book showcasing the City's Livery Halls. The £5,000 requested constitutes 11% of the total fee for producing the book, which has been quoted at £45,000.
2. The book will be authored by Anya Mathews and Henry Russell with a foreword by Alderman Charles Bowman. A new library of images of the Halls will be created by photographer Andreas von Einsiedel for use within the book.
3. It is anticipated that this will be a visually-exciting, high-quality publication exploring the histories and varying architectural styles of the Livery Halls. A partial mock-up of the book is shown in appendix 1; it is suggested that the book is sold at a retail price of £45 per copy.
4. The WCCA has identified that no recent and up-to-date book showcasing the City of London's Livery Halls in one volume currently exists and – because most Halls are closed to the public (being available only through private hire) – that the book will offer a rare opportunity for the public to see inside these buildings, demystifying the City and its Livery, which are sometimes perceived as closed and inaccessible. Furthermore, if interest is strong, the WCCA suggests that the book may provide a new stimulus for the Halls to open more regularly.
5. The Chairman of the Livery Committee has been consulted during the writing of this report and recognises that the book may help to foster a greater understanding of the history of the City and of the City Civic.

### **Current Position**

6. Merrell Publishers have been selected by the WCCA to produce the book. WCCA have quoted a total fee of £45,000 for developing its contents (text and images) with Merrell undertaking editing, production and marketing (the cost of which will be met by income from sales).
7. Of the £45,000 total required, the WCCA has committed £22,500 from its own resources. The remainder, it anticipates, will be made up of the City Corporation grant and contributions from other Livery Companies, who it is yet to approach.
8. The City Corporation funding is sought urgently so that the fundraising campaign may begin and the book be published in time to coincide with the 30<sup>th</sup> anniversary of the WCCA achieving full livery status (this being September 2018). It is anticipated that a commitment from the City Corporation will help endorse the project in the eyes of potential funders.
9. The WCCA estimate that it is likely to raise £17,500 from the Livery, citing the £5,000 from the City Corporation as an essential bridge in the funding gap.

10. The £45,000 total fee and the suggested model the WCCA are proposing accords with the City Corporation's commissioning of Thames & Hudson to produce *The City of London: Architectural Heritage and Innovation in the Square Mile* edited by Sir Nicholas Kenyon in 2010. This book was sponsored by your Committee and is of a similar quality, format and retail price proposed for the Livery Halls publication.

## **Proposals**

11. The request to the City Corporation is for a contribution of £5,000 towards the total fee of £45,000. This commitment is seen as an essential endorsement of proposal and one which may help to lever funding from other Livery Companies and funders. The commitment (if approved) is also seen as reaffirmation by the City Corporation of its special relationship with the Livery and – it is suggested – will help to cement this relationship going forward.

12. In return for its contribution, the WCCA has offered the City Corporation prominent recognition within the book and ten free copies for its libraries and/or other non-retail use (equating to a total retail value of £450). If the WCCA raises more than its funding target, it has pledged to donate the excess to the Lord Mayor's Appeal.

## **Corporate & Strategic Implications**

13. A precedent for the City Corporation funding publications of this nature was set in 2010 when your committee approved funding to commission Thames & Hudson to produce *The City of London: Architectural Heritage and Innovation in the Square Mile* (edited by Sir Nicholas Kenyon), albeit this was project-managed in-house.

14. A contribution to the cost of the publication to be produced by the WCCA helps cement the special relationship the City Corporation shares with the Livery and demonstrates its support for cultural assets outside of the Culture Mile, for which the City Corporation has recently received significant publicity for its financial support.

15. The book helps to provide the public with a rare opportunity to glimpse inside the City of London's Livery Halls, noting most are closed to the public and only accessible through private hire. It is considered that the book – should it drive strong interest in these assets – may help to act as a stimulus for Halls to open more regularly.

16. The proposal accords with two of the three strategic objectives of the City Corporation's new draft Corporate Plan in that it will help:

- a. Shape the City of the future: by strengthening its connections, its capacity and its character as a great place to work, live and visit; and
- b. Contribute to a flourishing society: by inspiring everyone to play their part in an inclusive culture of creativity and opportunity

## Implications

17. The requested sponsorship sum of £5,000 cannot be met by departmental local risk budgets on a number of counts, most specifically because this is an external bid for a project promoting assets outside of the City's Corporation's property portfolio. As such, the bid does not align with local business plan objectives and so support would inevitably have a negative impact on the programmes and activities developed to realise these. The proposal would also not be eligible under the City's Central Grants Programme in that it does not meet the published criteria sufficiently enough to achieve funding.
18. This is a one-off bid to the City Corporation. No further request for support of this project is anticipated from the WCCA, noting £22,500 of the total £45,000 target has already been committed (50%) which, with a City Corporation contribution of £5,000, rises to 61%. With discussions with a number of uncommitted Livery companies underway, the shortfall is expected to be made up in good time for the publication of the book in September 2018.

## Conclusion

19. The Livery Halls within the Square Mile are often closed to the public with no comprehensive resource existing that enables exploration of their history and architecture. This bid for funding, if successful, will help to demystify the City and the Livery and promote understanding. Furthermore, if interest is strong, the book may provide a stimulus for the Halls to re-examine access and result in more regular openings.
20. Approval of this request of £5,000 towards the publication underpins the special relationship between the City Corporation and the Livery and recognises the Livery's importance in City life.
21. Recognition of the City Corporation's contribution with the book and other benefits cited in this report also justify the modest sum requested.

## Appendices

- Appendix 1: partial mock-up of *The Livery Halls of the City of London*, to be published by Merrell in association with the Worshipful Company of Chartered Architects.

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FOREWORD BY  
*Charles Bowman*

PREFACE BY  
*The Master of  
the WCCA*



THE  
LIVERY HALLS  
OF THE CITY OF LONDON

ANYA MATTHEWS & HENRY RUSSELL

PHOTOGRAPHY BY  
*Andreas von Einsiedel*  
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**MERRELL**

**DRAFT JACKET**





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# THE LIVERY HALLS OF THE CITY OF LONDON

ANYA MATTHEWS & HENRY RUSSELL

FOREWORD BY  
*Charles Bowman*

PREFACE BY  
*The Master of the WCCA*

PHOTOGRAPHY BY  
*Andreas von Einsiedel*

**MERRELL**  
LONDON • NEW YORK

IN ASSOCIATION WITH  
THE WORSHIPFUL COMPANY OF  
CHARTERED ARCHITECTS







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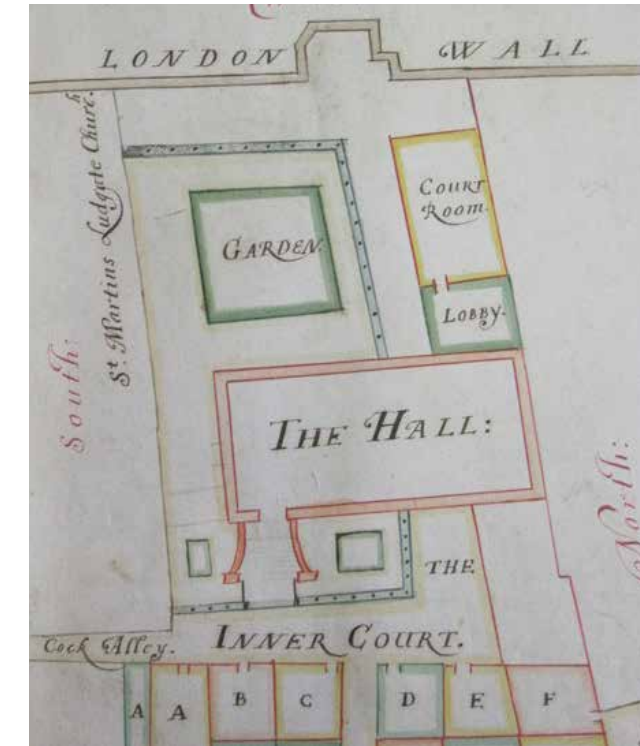
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STATIONERS' HALL





## The Livery Halls of the City of London

Anya Matthews and Henry Russell

Foreword by Charles Bowman

Preface by the Master of the WCCA

Photography by Andreas von Einsiedel

For more than 600 years livery companies have played a leading role in commercial activities and social and political life in the City of London. These trade associations, each representing a particular craft or profession, were originally responsible for controlling, for example, wages and working conditions. Their headquarters – the livery halls – evolved from large medieval townhouses to become an identifiable building type paralleled only by the guild houses of northern European mercantile cities and the Venetian *scuole*. This beautiful book is the first major exploration of these architecturally significant buildings. Dr Anya Matthews, who has studied the halls in depth, provides an introduction and an illustrated history of the buildings that have been lost over the centuries, while Henry Russell surveys each of the 40 present-day halls, from the Master Mariners in the west to the Coopers in the east. All existing livery halls have been photographed especially for the project by the renowned interiors photographer Andreas von Einsiedel, making this a truly outstanding publication.

- A landmark celebration of the remarkable livery halls – both extant and lost – of the City of London
- With specially commissioned imagery by the leading interiors photographer Andreas von Einsiedel
- Features in-depth entries on the 40 existing halls, as well as an illustrated history of the lost buildings

**ANYA MATTHEWS** is an architectural historian who has researched and written widely on the livery halls of London.

**HENRY RUSSELL** is a historian who has contributed to numerous newspapers and periodicals, including *The Times* and *Financial Times* magazines. He is the author of more than 20 books on subjects ranging from early medieval fortifications and Wren's Royal Hospital Chelsea to etiquette and contemporary interior design.

**CHARLES BOWMAN** is a Senior Partner at a major accountancy firm. A member of the Court of the Worshipful Company of Grocers and a liveryman of the Worshipful Company of Chartered Accountants in England and Wales, he has fulfilled a number of important civic roles in the City of London.

**ANDREAS VON EINSIEDEL** specializes in interiors photography and is a regular contributor to such periodicals as *World of Interiors*, *House & Garden* and *Architectural Digest*.

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<b>Committee(s)</b>	<b>Dated:</b>
Policy & Resources – For decision	21/09/2017
<b>Subject:</b> Sponsorship of Centre for London ‘London Conference 2017’	<b>Public</b>
<b>Report of:</b> Bob Roberts, Director of Communications	<b>For Decision</b>
<b>Report author:</b> Peter Cannon, Town Clerk’s Department	

## Summary

In recent years the City Corporation has sponsored the Centre for London’s annual London Conference, where political, business and third-sector leaders discuss issues affecting London and its future. The London Conference 2017 will be held on 16<sup>th</sup> November and will have the theme ‘Fair City’. It is proposed that the City Corporation agree to be a sponsor of the London Conference 2017 for £25,000, to be drawn from the Policy Initiatives Fund. This will help the City Corporation to continue to engage in policy debates on the future of London.

## Recommendation

Members are asked to:

- Agree to sponsor the Centre for London’s London Conference 2017, for £25,000, from the Policy Initiatives Fund.

## Main Report

### Background

1. The Centre for London is a politically-independent, not-for-profit think-tank and charity focused on exploring economic and social challenges across London. The Centre of London’s stated aim is to work with policymakers to develop “long-term, rigorous and radical solutions” for London.
2. Each year, the Centre for London holds the ‘London Conference’ where different policy issues affecting London are discussed with speeches, panel events, debates and interactive sessions. Previous speakers at the conference have included Lord Adonis, Michele Dix, Alicia Glen, Lord Heseltine, Boris Johnson, Tessa Jowell, Sadiq Khan and David Miliband. The conference is an invite-only event for senior business, third-sector and local government leaders. City Corporation representatives who have previously spoken at the conference include Sir Mark Boleat, Sir Nicholas Kenyon and Sharon Ament.
3. The City Corporation has a longstanding relationship with the Centre For London: the City Corporation gave seed funding when it was first set up in 2011, and

further core funding in 2012 and 2013. It has collaborated with the organisation on a number of high-level events and projects, including being a sponsor of the London Conference in 2014, 2015 and 2016.

### **Current Position**

4. The theme of this year's conference is 'Fair City', with a focus on inclusive growth in London and ensuring all Londoners can access economic, social and cultural opportunities in the capital. It will be held at IET London, Savoy Place, on 16th November 2017.

### **Proposal**

5. It is proposed that the City Corporation agree to sponsor the conference for £25,000 + VAT. As a sponsor, the City Corporation would have:
  - a speaking opportunity at the conference
  - membership of the advisory group planning the conference
  - an invitation to the pre-conference dinner
  - acknowledgement as a major sponsor on invitations, online and in press releases
  - branding at the event and in promotional materials
  - ten delegate places at the conference

### **Corporate & Strategic Implications**

6. Supporting and participating in the London Conference accords well with the City Corporation's key policy priority of engaging with London and national government on key issues of concern to our communities, as set out in the Corporate Plan 2015-19.

### **Implications**

7. It is proposed that the required funding of £25,000 is drawn from the Policy Initiatives Fund 2017/18, categorised under Events and charged to City's Cash. The current uncommitted balance in the 2017/18 Fund is £124,200 prior to any allocation being made for any other proposals on today's agenda.

### **Conclusion**

8. Sponsoring the London Conference 2017 will provide an opportunity for the City Corporation to continue to engage with politicians and other audiences on policy issues affecting London and to demonstrate the City Corporation's involvement in the policy debates on the future of London.

### **Peter Cannon**

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<b>Committee</b> Public Relations and Economic Development Sub-Committee Policy and Resources Committee	<b>Dated:</b> 21 September 2017 21 September 2017
<b>Subject:</b> Green Finance Summit 2018	<b>Public</b>
<b>Report of:</b> Damian Nussbaum, Director, EDO	<b>For Decision</b>
<b>Report Author:</b> Simon Horner, Head of Policy and Innovation	

## Summary

The City of London and its Green Finance Initiative (GFI) hosted a two-day Green Finance Summit in May 2017, attracting more than 600 delegates and speakers from government, regulatory bodies, academia and industry. The GFI proposes that a second summit be held in 2018 in order to build upon the success of this year's inaugural summit, to provide a high-profile platform for government, industry and GFI-led announcements and promote London's status as a leading global hub for green finance.

## Recommendations

**It is recommended that:** Members approve that the Corporation hosts a repeat summit in 2018, building on the success of this year's event.

## Main Report

### Background

- Climate Change is one of the most significant threats to the global economy but green finance – capital markets deployed to mitigated climate change is a significant opportunity for London. \$90tn in capital needs to be mobilised to meet the commitments made at the Paris summit and we must ensure that London is well placed to capture that activity. Others, notably Paris, Luxembourg and New York will do so otherwise. On May 31 and June 1 the Green Finance Initiative (GFI), in partnership with the UN Principles for Responsible Investment (PRI), co-hosted the Green Finance Summit 2017. The event was intended to showcase London's role as a global hub for green finance. The GFI considered the event a great success, having secured more than 600 delegates and VIP speakers including the CEO of the Green Investment Bank and Professor Dieter Helm. In order to build upon this event, the GFI recommends hosting a Green Finance Summit 2018. A project plan is being developed, having learned lessons from last year's Summit, to ensure capacity for delivery.

## **Proposal**

2. London faces increasing competition in this space from rival financial centres (specifically Luxemburg, Paris, Hong Kong, New York and Singapore) and a Green Finance Summit in 2018 will help maintain London's green leadership profile and provide a platform for related GFI, industry and government announcements.
3. The GFI considers it necessary to secure third-party funding for a Green Finance Summit 2018, including via sponsorship and co-host packages and (TBC) ticket sales.
4. The Green Finance Summit 2017 was funded from EDO's 2016/17 budget (carried forward) but we have been unable to allocate the requisite funds this financial year. The summit costs from 2017 were £74,200 and we anticipate similar costs for the 2018 summit. As such we will be looking to raise a similar number from sponsors and ticket sales to deliver a 'break-even' event.

## **Implication**

5. Ultimately our target and expectation is that the summit be financed through sponsorship and ticket sales. This year's event was delivered with the United Nations Principles for Responsible Investment, though they provided no financial support. For 2018 we would look to secure major financial sponsors in addition to minor sponsors to be drawn from institutions minded to speak at the event, distribute marketing materials or host side events (e.g. technical talks, breakouts, networking reception, etc.). This would permit a diverse range of discussions and evidence of cross-industry engagement, though would require a prolonged period of negotiation with targeted headline sponsors this Autumn.

## **Conclusion**

6. We recommend that members support the delivery of a Green Finance Summit 2018. Hosting this event will ensure London maintains its profile in this fast growing sector. We intend to make the 2018 Summit self-funding through sponsorship deals and ticket sales. We would like to commence detailed planning for the event in October.



<b>Committee</b>	<b>Dated:</b>
Policy and Resources – For decision	24/08/2017
<b>Subject:</b> City Week 2018 event sponsorship	<b>Public</b>
<b>Report of:</b> Damian Nussbaum, Director of Economic Development	<b>For Decision</b>
<b>Report author:</b> Sarah Murray, regulatory affairs	

## Summary

The City of London Corporation is seeking to continue its high level involvement with the annual City Week event, organised by City and Financial Global taking place on April 23<sup>rd</sup> and 24<sup>th</sup> 2018. The working title of this year's edition is 'Securing continuity and growth against a backdrop of global change'. The Corporation has been involved for many years and hosted the 2017 edition. The City's support of City Week, providing the Guildhall as the venue for the conference, and with an active role in the shaping of the agenda, places the Corporation at the heart of on key debates amongst International stakeholders.

## Recommendation

Members are asked to agree to provide £25,000 from the 2017/18 Policy Initiatives Fund, categorised under 'Events' and charged to City's Cash in order to finance the City's sponsorship of the 8<sup>th</sup> City Week annual conference. A high profile by the City of London Corporation in City Week provides a valuable opportunity to shape discussions with our business stakeholders on key topics and promote the UK to a global audience.

## Main Report

## Background

1. The City Corporation has previously participated in City Week as a sponsor. The event has become established in the annual financial services events calendar and is actively supported by TheCityUK and DIT, to showcase UK expertise in financial and professional services. Prominent speaking roles were taken by the City Corporation in previous editions, including the keynote address being provided by The Lord Mayor, participation of CPR as well as a number of senior representatives of the City Corporation and IRSG members.

## Proposals

2. The proposal is for the City Corporation to be a partner of the 2018 City Week conference, by providing the Guildhall as a venue for the conference. In return, the City of London Corporation will play an important role in shaping the agenda around themes and topics of central importance to the Corporation. The topline

theme of 'Securing continuity and growth against a backdrop of global change' provides an opportunity to demonstrate how London is preparing for the post Brexit landscape. In particular representatives of the City can promote work underway to enhance the UK's influence on the shape of the global regulatory environment.

3. In line with previous editions, a number of senior figures have been identified as speakers. The list includes Rt Hon David Davis MP, Rt Hon Phillip Hammond MP, and Rt Hon Boris Johnson MP, senior figures from industry, as well as representatives of global financial standard setters. Other partners include TheCityUK and DIT. In addition to partners, the City Week conference is typically sponsored by a coalition of businesses. In recent years this has included HSBC, London & Partners, Linklaters, The Investment Association, the Law Society, ICMA etc.
4. Partnership in this event provides the City Corporation also with complimentary conference passes, along with prominent branding opportunities. In addition to the Lord Mayor providing the keynote address, the Corporation would look to securing high profile speaking opportunities once again for City of London Corporation representatives in debates that best fit priority topics to promote the City as the premier international destination for global investors. In particular, the 2018 edition provides an opportunity to promote our global Britain agenda and joint work on international investment underway in partnership with the department for International Trade, as well as the Corporation's global regulatory engagement strategy.

### **Implications**

5. It is proposed that the required funding of £25,000 is drawn from the 2017/18 Policy Initiatives Fund, categorised under Events and charged to City's Cash. City and Financial Global are taking a larger space for the 2018 event (costing £48,984 in total) and covering the remaining costs (£23,984). The current uncommitted balance in the 2017/18 Fund is £124,200 prior to any allocation being made for any other proposals on today's agenda.

### **Conclusion**

6. The proposed support of the 2018 City Week as a partner, and in particular the prominent involvement of the Corporation in the events of City Week accords well with the role the City Corporation plays in leading debates on issues that affect the City and the financial services industry. Partnership of this event will provide a forum for high-level interaction with key City Corporation audiences and supports the City Corporation's economic development programme and engagement on key political and economic issues.

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<b>Committee(s)</b>	<b>Dated:</b>
Policy and Resources Committee – For decision	<b>21 September 2017</b>
<b>Subject:</b> The Commonwealth Business Forum 2018	<b>Public</b>
<b>Report of:</b> Director of Economic Development The Remembrancer	<b>For Decision</b>
<b>Report author:</b> Duncan Richardson	

### Summary

The Commonwealth Summit takes place in the week of 16 April 2018. In the context of building a “Global Britain”, HMG attaches very high significance to the Summit and has mobilised resources accordingly. The Summit and coinciding Commonwealth Business Forum provide an opportunity for the Corporation to advance City objectives: drive forward the City’s place in the world as the leading Commonwealth financial centre, support a priority HMG initiative and showcase City facilities.

As outlined in a report to this committee in June 2017, the City of London Corporation is working as a full partner on this project with Cabinet Office and the Commonwealth Enterprise and Investment Council (CWEIC). The collective ambition is that the Guildhall and Mansion House host the majority of the Commonwealth Business Forum (CBF) from 16-18 April. The CBF will convene Heads of Government, Trade Ministers, business leaders, academia and civil society. The agenda will showcase the UK financial and professional services’ potential – and develop opportunities for the sector – to help achieve greater trade and prosperity across the bloc’s developed and developing markets.

If members choose to support COL involvement, we will shape deliverables and follow-up for the CBF in order to place the City of London at the heart of this initiative.

### Recommendation(s)

Members are asked to:

- Agree, in principle, to the City Corporation hosting the Commonwealth Business Forum from 16-18 April 2018.
- Note that a follow-up paper will be presented to the Hospitality Working Party requesting funding for a banquet in the Guildhall.
- Note that, as the agenda takes shape, further papers providing detailed costings will be brought to this committee.
- Note that policy discussions relating to the agenda and outcomes are ongoing. As a full partner in this initiative, the COL is contributing to designing the CBF programme in coordination with HMG and CWEIC. Further papers detailing the policy direction will be brought to this committee.

## **Main Report**

### **Background**

1. The Commonwealth Summit (previously known as the Commonwealth Heads of Government Meeting – CHOGM) takes place in the week of 16 April 2018. In the context of building a “Global Britain”, HMG attaches high importance to the Summit and has mobilised resources accordingly. Brexit offers an opportunity to position the UK as a leader in global trade, especially in financial and professional services (FPS). Recent years have witnessed the emergence of Commonwealth countries as major economic forces in which UK FPS firms have substantial interest. Establishing enhanced trade relations with Commonwealth partners will present UK-based businesses with significant trade and investment opportunities.
2. HMG has commissioned the Commonwealth Enterprise and Investment Council (CWEIC) to design, organise, and implement the Commonwealth Business Forum (CBF) to coincide with the Commonwealth Summit in London during April 2018. This Forum will run in parallel with the Commonwealth People’s Forum (organised by the Commonwealth Foundation) and the Commonwealth Youth Forum (organised by the Commonwealth Secretariat).
3. CWEIC is an organisation with which COL has a strong relationship. The Corporation has worked closely with the CWEIC since its creation in 2014. In June 2017, the Policy and Resources Committee agreed to renew funding for the provision of office accommodation for CWEIC within the Guildhall complex.
4. CWEIC’s CEO of six months, Richard Burge, has ambitious plans for the CBF. He intends to put the City of London at the centre of the initiative. We are working in close partnership with CWEIC and support the vision to hold CBF 2018 in the City of London. CWEIC’s intention is that the Guildhall and Mansion House form the central hub for three days of meetings. As such, the CBF will also aim to utilise iconic City buildings, demonstrating both the history of the City and also its modern and innovative spaces.

### **Agenda and outcomes**

5. CBF 2018 will build on CBF 2015 in Malta which was attended by 15 Heads of Government and 1200 business leaders including the Lord Mayor and Chairman of Policy and Resources. Aims and objectives will be further informed by discussions at the Trade Ministers Meeting of March 2017 which welcomed 35 Ministers and over 100 business leaders. The overarching thematic focus of the event will be on achieving increased Commonwealth prosperity by boosting trade and investment.
6. In coordination with HMG and CWEIC, taking this overarching objective and previous related meetings into account, we have agreed to design CBF 2018 around six core themes:
  - Accessing modern financial services
  - Easing the pathways for business and growth
  - Harnessing Commonwealth Technology and Innovation
  - Creating a new attitude to sustainable business
  - Mobilising an export economy
  - Attracting inward investment

7. This thematic approach aligns strongly with COL objectives. The agenda will showcase UK FPS expertise and the sector's potential to increase intra-Commonwealth trade and prosperity. In convening heads of government, ministers, senior policymakers and business delegates, CBF 2018 is an opportunity to:
  - Design initiatives which harness UK FPS expertise to address current and future barriers to Commonwealth trade.
  - Explore potential future trading relationships and advocate for FPS-friendly change.
  - Promote UK expertise, products, services and initiatives to a global audience.
  - Build business relationships.
8. With these opportunities in mind, we are refining our thinking to develop targeted roundtable and plenary sessions. Thematic areas covered will include but not be limited to cybersecurity, green finance, infrastructure finance, FinTech, trade facilitation, regulatory coherence and the promotion of UK Legal Services.
9. HMG wants clear deliverables. The priority when designing specific sessions will be capacity to deliver lasting change. We, therefore, have the opportunity, in partnership, to drive forward the Commonwealth agenda over the subsequent two years until the next Summit.
10. In recognition of the City Corporation's contribution, City of London branding will feature heavily in CBF marketing with members having the opportunity to participate across event as appropriate.

#### **Roles, responsibilities and governance**

11. A CBF taskforce comprising COL (EDO and Remembrancers), CWEIC and HMG meets regularly to coordinate the planning and delivery of CBF 2018.

#### **Current Position**

12. We are working closely with CWEIC and HMG to develop an agenda which achieves City objectives. Costs will be shared between COL and HMG. HMG has committed to covering all catering and security charges.
13. Subject to approval, an application will be made to the October 2017 Hospitality Working Party for funding to host a banquet. Members should note that a separate application will come to the Policy Initiatives Fund for hosting the programme across the Guildhall and Mansion House complexes.
14. Further meetings to develop the policy areas of focus and outcomes are pending. Reports will be submitted to this committee for member agreement on these aspects.

#### **Corporate and strategic implications**

15. All themes offered by CWEIC and HMG align closely with City of London objectives. Involvement in this initiative is an opportunity to advance City interests directly.

#### **Conclusion**

16. The City Corporation is working in partnership with HMG and CWEIC to develop a programme which places the City of London at the heart of the Commonwealth Business Forum. This is an opportunity to further City objectives in core policy areas.

- Promoting and building the UK's financial services offer.
- Showcasing the City and Corporation.
- Reinforcing senior links.

17. Members are asked to agree to the commitment of resources. We will keep the committee updated as our progress on the programme develops.

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<b>Committee(s):</b> Policy & Resources Committee	<b>Date:</b> 21 <sup>st</sup> September 2017
<b>Subject:</b> Gigabit City Programme update	<b>Public</b>
<b>Report of:</b> Director of Built Environment	<b>For information</b>
<b>Report author:</b> Steven Bage Strategic Infrastructure Advisor	

## Summary

This report seeks to provide Members with an update on the Gigabit City Programme being led by the City Property Advisory Team (CPAT), which aims to provide improved world leading wired and wireless connectivity for businesses, residents and visitors to the Square Mile.

Broadband speeds in the City remain some of the slowest in the UK, and residents and SMEs are now demanding speeds of up to 1 gigabit per second at affordable price points. Similarly the City's Wireless connectivity (WiFi, 3G and 4G) is patchy in many areas due to network coverage and capacity issues and requires significant investment in key high density areas.

The Gigabit City Programme is making good progress in addressing existing issues with wired and wireless connectivity, and so far agreement in principle has been secured from BT, Virgin Media and G.Network to roll out new affordable fibre broadband services at speeds of up to 1 gigabit from 2017-2018. CPAT and Department of the Built Environment (DBE) will work with these and other operators to facilitate timely installation to residents and SMEs in unserved areas.

The City of London Wireless Concession, signed with Cornerstone Technology Infrastructure Ltd (CTIL) in March 2017, will deliver a world leading free to use gigabit WiFi network by the end of September 2017. Following on from the deployment of the WiFi network it is proposed to expand the existing 4G network capacity through the installation of up to 400 "small cells" providing enhanced mobile coverage at street level during 2018-2019, The Wireless Concession will also present attractive market conditions for mobile operators, which will ensure that the Square Mile is amongst the first to benefit from 5G when it becomes available in 2020.

### Recommendations:

- i. **Members are asked to note the contents of this report for information.**

**Main Report**

## Background

1. The provision of fixed line telecommunication services to high end businesses in the City is well provided for through the existence of ten tier 1 fibre providers that have the ability to deliver significant capacity to provide for their needs. However, the City Corporation is under significant pressure to promote the delivery of affordable broadband services for smaller businesses that do not have the ability to pay for the services provided to high end businesses. The lack of affordable broadband services consistently remains one of the top complaints received by CPAT from both residents and small businesses, who in many areas have no option other than using BT Openreach's out dated copper broadband lines providing some of the slowest speeds in the UK. Broadband is now recognised as the “fifth utility” necessary for both domestic and business use. Businesses and residents are now demanding speeds of up to 1 gigabit at affordable prices. Such provision is widely available elsewhere in the UK but not in Central London.
2. In addition to lack of provision of affordable broadband, many parts of the Square Mile suffer from patchy mobile (4G) coverage owing to the sheer volume of users using the services coupled with the difficulty in getting signal penetration as a consequence of historic narrow streets and a dense urban environment. The external WiFi network deployed by the Cloud during 2007-2017 was recently shut down due to the greater need for investment to ensure a seamless user experience across the City's streets and spaces. For the City to maintain its reputation as a world business centre it is imperative that the City ensures that the telecommunication provision is world class so that broadband connectivity both for wired and mobile users provides the optimum environment for businesses, workers, visitors and residents to flourish.
3. The City of London “Gigabit City” Programme (formerly called the Superfast City Programme) is currently being led by the City Property Advisory Team (CPAT) and seeks to bring about world class wired and wireless connectivity in the Square Mile by:
  - Securing investment and quick deployment of new fibre broadband infrastructure to offer speeds of up to and beyond 1 gigabit per second at affordable price points.
  - Working with delivery partner CTIL, to build unparalleled world class wireless networks (WiFi, 4G and 5G post 2020) within the Square Mile using City owned street furniture assets and buildings.
4. The following key achievements have been made since the programme was introduced in 2014:
  - Securing of investment in 35 superfast broadband cabinets to serve 5000 premises in the Square Mile (SME and residential clusters) through discussions between former Chairman of Policy & Resources and CEO of BT Group. CPAT and DBE has worked alongside the Openreach delivery team



in rolling out cabinets across the City, which should all be complete by December 2017.

- Further commitment obtained from BT to invest in faster affordable broadband with speeds up to 1 gigabit per second to 12,000 premises in unserved areas. Following further discussions between Chairman of Policy & Resources and CEO of BT Group a joint implementation plan allowing out of hours and weekend working will be implemented with DBE, that will speed up required street work to install gigabit fibre services. Work expected to begin very soon and to be completed by 2019.
- Completion of 2 year public tender led by CPAT, IT and City Procurement to appoint a partner to lead the Wireless Concession to deliver free to use world leading gigabit WiFi network by September 2017 and 400 4G small cells by 2019. The Concession will generate around £18m in revenue to the City of London over the 15 year contract period.
- Commencement of network roll out to provide faster affordable broadband of up to 1 gigabit per second to 3000 properties on the City's 12 housing estates, expected to be completed by the end of 2018.
- Development of a standardised wayleave (led by CPAT and Remembrancers) in conjunction with City of London Law Society, British Standards Institution, trade associations and the telecoms and property industries, to speed up broadband connections, which has been adopted and is being routinely used by many telecoms operators and landlords,

## **Gigabit City Programme latest**

### *Wired connectivity*

5. The City Corporation has actively engaged with BT Openreach to encourage delivery of affordable fixed line broadband services. In response to this pressure BT Openreach is currently deploying superfast broadband cabinets to allow the various retail providers to offer their customers enhanced broadband speeds of up to 80 megabits per second. This is the same service already offered to businesses and residents in most areas of the UK other than in certain remote areas and curiously, Central London. This service will serve 5,000 premises in the Square Mile and predominately covers only the residential and small business clusters.
6. Many areas will not be covered by these cabinets and BT Openreach has committed to delivering a new "fibre to the premises" (FTTP) service through a new network in the Square Mile delivering up to 1 gigabit to over 12,000 premises.
7. The Chairman of Policy & Resources met with the CEO's of BT and Openreach on the 30<sup>th</sup> August 2017, where it was requested that a joint delivery plan should be formed with the City Corporation to overcome constraints to delivery around street works. This delivery plan will include closer collaboration with DBE to allow

out of hours working in the evening and at weekends to speed up install time to SMEs and residents.

8. The Director of the Built Environment has, through the local risk budget, secured a one year resource to assist in stimulating the delivery of a range of alternative network providers to provide affordable broadband services. The post is located in the CPAT team working to the Strategic Infrastructure Advisor and has now commenced a programme to engage with ten Tier I fibre network operators in the City (who offer more expensive fibre optic “leased line” connections to larger businesses in the City), and with new market entrants currently operating outside of the Square Mile, to encourage investment and roll out of faster more affordable services with speeds of up to 1 gigabit per second. From initial discussions it is clear that, to date they have been discouraged by the cost of deploying network infrastructure and the lack of information regarding coverage. CPAT will seek to facilitate easier and faster deployment of network infrastructure in those areas that currently suffer from poor broadband connectivity ( “not spots”) by:
  - Mapping “not spot” areas in the Square Mile and disseminate to fibre broadband providers.
  - Identifying barriers for investment and determining how best the City Corporation can unlock.
  - Undertaking demand stimulation campaigns and activities with providers, businesses, building owners and residents to promote the delivery and take up of services.
  - Developing an on-line portal to identify services available in City streets.
9. Some of the fibre providers currently active in other parts of London have indicated their willingness to deploy networks in the Square Mile, and it is anticipated that, with the ongoing assistance of CPAT and DBE, roll out of new fibre broadband infrastructure should take place during 2018. Following the appointment of the new post, positive discussions have taken place with several providers and good engagement has been made in particular with BT, Virgin Media, G.Network who have given agreement in principle to pilot areas being connected to trial network install techniques and likely take up of services.
10. CPAT has recently responded to the Department of Culture Media & Sport’s “Local Full Fibre Network” (LFFN) Expression of Interest document which offers public bodies the opportunity to bid for a share of £200m to fund the roll out of full fibre broadband networks across the UK. As part of the expression of interest document the potential for providing duct infrastructure for telecommunication providers has been identified along with the option of delivering a “gigabit broadband” voucher that could be utilised to help pay towards the cost of connection. This model was previously used as part of a London wide connectivity voucher scheme that resulted in over 400 businesses in the City upgrading their broadband provision. As part of any second stage this would need to be developed further.
11. The City Corporation has committed to facilitating the provision of affordable gigabit fibre broadband to the City’s 3000 flats on 12 housing estates (including those in other London Boroughs) by the end of 2018 (approved by DCCS Grand

Committee in February 2017). The initiative will include a low cost no contract broadband option for residents on benefits or low incomes. CPAT will lead the coordination of installations with the department of Community & Children's Services across the 12 estates, which is expected to begin in November 2017.

### Wireless connectivity.

12. Following the conclusion of a public tender process and approval from relevant committees, CTIL was awarded a contract to undertake a Wireless Concession which will deliver:

- A world leading gigabit WiFi network across the Square Mile by the end of September 2017, which will be free to use on an unlimited basis, which will be more advanced than the Link NYC gigabit WiFi network recently built in New York City
- A network of at least 400 4G small cells by 2019, using City street furniture to provide enhanced mobile coverage at street level, that will be the largest project of its kind anywhere in the UK, and will place the City in the best position to adopt 5G when it comes available (2021).

13. The WiFi network will be launched for public use at the end of September 2017 and a communication strategy is being developed to ensure public awareness,

14. O2 is the first mobile operator to commit to rolling out small cells in the Square Mile and has committed to rolling out 242 by April 2019, with installation starting in September 2017. Discussions have also taken place with 3 around roll out over 200 small cells in the City which are expected to be delivered by early 2018.

15. The Wireless Concession will allow CTIL access to City Corporation assets (selected buildings and street furniture) on an exclusive basis over a 15 year period. In return for the award of the concession CTIL are building out the WiFi network with no initial cost to the City Corporation. The total cost of building and managing the network during the life of the concession is circa £5.1m. Under the terms of the concession CTIL will recoup the cost of delivering the WiFi network before entering into the revenue share element of the concession which could deliver the City Corporation circa £12.9m generated from the renting of the City owned street furniture and building assets to mobile operators

16. The Wireless Concession will promote the City as an exemplar in providing world class wireless infrastructure, to support agile working and future adoption of smart cities applications. The London Assembly Regeneration Committee's "*Digital Connectivity in London*" report published on 29<sup>th</sup> June 2017 recognised the leading role of the City Corporation in delivering a world leading gigabit WiFi network and 400 4G small cells across the Square Mile.

17. 5G (the next generation mobile standards) is expected to be rolled out in the UK 2021 once the standards have been internationally ratified. It is important that the Square Mile is in a state of readiness for when 5G becomes available. To this end CPAT is engaging with Kings College London and Ericsson, who have been

granted £5.3m from the Government's 5G innovation fund, with a view to a 5G trial taking place within the Guildhall complex. The trial will aim to understand the opportunities that could result from deployment of a 5G network and associated enabled technology. Working with Kings College and Ericsson will help inform the City Corporation's understanding of how a 5G network can be deployed and the benefits to be derived so should aid future rollout in the City.

## **Conclusion**

18. Whilst the Square Mile has a world class telecommunication infrastructure for those businesses that can afford it, the City has lagged behind other global and UK cities in the provision of affordable gigabit broadband. There are now a number of telecommunication providers who are seeking to deliver networks to the City and other providers who have indicated a desire to do so, but require support to remove barriers. A dedicated post has been provided for 1 year whose focus will be on supporting the deployment of networks through proactive engagement with providers and end users.
19. The recent concession granted to CTIL will provide for the delivery of a world leading public gigabit WiFi network that will be free to use by workers, resident and visitors in the Square Mile. The concession will also provide for the delivery of additional 4G capacity that should enhance user experience and also provide a mechanism for deploying 5G networks in the future.

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<b>Committee(s):</b>	<b>Date(s):</b>
Policy and Resources Committee	21st September 2017
<b>Subject:</b> Revenue Outturn 2016/17	<b>Public</b>
<b>Report of:</b> The Town Clerk, the Chamberlain, the Remembrancer	<b>For Information</b>
<b>Report Author:</b> Laura Tuckey, Chamberlain's Department	

## Summary

This report compares the revenue outturn for the services overseen by your Committee in 2016/17 with the final budget for the year. Overall, total net expenditure during the year was £19.424m, against the budget of was £20.950m representing a better than budget position of £1.526m, as summarised in the table below.

By Division of Service	Final Budget £000	Revenue Outturn £000	Variations Better/(Worse) £000
Resilience and Community Safety (Inc. One Safe City Programme)	1,626	1,503	123
Media and Communications	1,967	1,925	42
Economic Development	5,369	5,209	160
Grants and Contingencies	5,904	5,003	901
Remembrancer	6,084	5,784	300
<b>Division of Service Totals</b>	<b>20,950</b>	<b>19,424</b>	<b>1,526</b>

The most significant reduced requirements within Grants and Contingencies were on Promoting the City (£453,000), the Policy Initiatives Fund (£81,600) and Committee Contingency (£152,200) There was a reduced requirement in Remembrancer's for corporate hospitality (£236,000) and Resilience and Community Safety had reductions on Employees & Supplies and services (£88,000).

Your Committee has already agreed to carry forward the unspent balances on the Policy Initiatives Fund and Committee Contingency of £81,600 and £152,200 respectively. In addition, the Town Clerk and the Remembrancer have put forward proposals to carry forward £713,000 (of which £253,000 relates to local risk and £460,000 relates to central risk) and £35,000 respectively. These proposals have been presented to the Chamberlain in consultation with the Chairman and Deputy Chairman of the Resource Allocation Sub Committee and been approved.

## Recommendations

It is recommended that this revenue outturn report for 2016/17 and the budgets carried forward to 2017/18 are noted.

## **Main Report**

### **Budget Position for 2016/17**

1. The 2016/17 original budget for the services overseen by your Committee was £16.786m as endorsed by the Court of Common Council in March 2016. This has subsequently been increased to a final budget of £20.950m. An analysis of the increase of £4.164m is provided in Appendix 1.

### **Revenue Outturn for 2016/17**

2. The 2016/17 actual net expenditure for the services being reported to your Committee totalled £19.424m, an underspend of £1.526m compared to the budget of £20.950m. A comparison with the final budget for the year is set out in Appendix 2. The most significant variations were:
3. Reduced net expenditure on Grants and Contingencies £901,000 (Town Clerk's risk) primarily due to:-
  - Unspent central risk provisions of £81,600 and £152,200 within the Policy Initiatives Fund and Committee Contingency respectively which your Committee, on 16 March 2017, agreed to carry forward; and
  - The Promoting the City budget was significantly underspent against budget by £453,000. The initial set up of the new units has taken longer than anticipated, particularly the recruitment of suitably skilled staff to deliver the key aims that were identified in the 'Promoting the City' report by Sir Simon Fraser. There are several carry forward requests, which subject to approval will fund planned projects and activity that were delayed whilst the unit was established.
4. Reduced net expenditure by the Remembrancer's Department of £300,000 largely in respect of:-
  - Lower expenditure on corporate hospitality across the sub categories of State Visits/Guests of Government, Strategic Hospitality and General Hospitality of £236,000 principally due to one state banquet (The President of the Republic of Columbia) taking place in 2016/17; and
  - Unspent local risk provisions of £35,000 which is subject to carry forward requests as detailed in appendix 3.
5. Reduced net expenditure by the Economic Development Office of £160,000 largely in respect of :-
  - Fees & services and conference expenses, which has been reduced while work streams are re-aligned in the post-brexite global political environment.

6. Reduced net expenditure on Resilience and Community Safety activities of £123,000 mainly as a result of:-

- More vacancies than expected and lower than anticipated spending on employees and supplies and services. As a result a request to carry forward £88k as detailed in appendix 3 has been submitted.

### **Budgets Carried Forward to 2017/18**

7. Chief Officers can request local risk underspends of up to 10% or £500,000 whichever is the lesser, to be carried forward, so long as the underspend is not clearly fortuitous and the resources are required for a planned purpose. Such requests are considered by the Chamberlain in consultation with the Chairman and Deputy Chairman of the Resource Allocation Sub Committee.

8. Overspending is carried forward and recovered through reductions in 2017/18 budgets.

9. The Town Clerk has proposed to carry forward £253,000 local risk and £460,000 central risk underspend. The Remembrancer has proposed to carry forward £35,000 of their local risk underspends. Details of the use of the carry forwards are set out in Appendix 3.

10. These proposals have been agreed by the Chamberlain in consultation with the Chairman and Deputy Chairman of the Resource Allocation Sub Committee and the 2017/18 budgets increased accordingly.

### **City of London overall Financial Position and context for the Efficiency and Sustainability Plan**

11. The Court of Common Council approved the published Efficiency and Sustainability Plan on the 13th October 2016. This plan focuses on the existing Service Based Review programme which is now nearing completion, other agreed transformation initiatives and developing a framework for continuous efficiency improvement for 2017/18 and later years. This plan needs to be viewed in the context of the overall Medium Term Financial Strategy to have a five year plan with sufficient cashable savings to present a balanced budget for all four funds and adopting an investment approach utilising the headroom to invest in one-off projects such as the Museum of London relocation project and 'bow wave' list of outstanding repairs.

12. To assist with this context and messaging, a set of core messages on the City of London Corporation's Finances have been developed and are set out in Appendix 4 for members' information.

### **Appendices**

- Appendix 1 – Analysis of movements from the 2016/17 Original Budget to 2016/17 Final Budget

- Appendix 2 – Comparison of 2016/17 Revenue Outturn against Final Budget
- Appendix 3 – Carry forward requests
- Appendix 4 – Efficiency & Sustainability Plan

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**APPENDIX 1**

<b>Analysis of movements 2016/17 Original Budget to Final Budget</b>	<b>£000</b>
<b>Original Local Risk Budget (Town Clerk)</b>	<b>7,130</b>
Local Risk carry forward from Town Clerk's underspend in 2015/16	134
Net other movements including Contribution Pay & Redundancy/Early Retirement Costs	113
<b>Final Local Risk Budget (Town Clerk)</b>	<b>7,377</b>
<b>Original Local Risk Budget (Remembrancer)</b>	<b>1,064</b>
Local Risk carry forward from Remembrancer's underspend in 2015/16	25
Net other movements including contribution pay adjustment	29
<b>Final Local Risk Budget (Remembrancer)</b>	<b>1,118</b>
<b>Original Central Risk Budget (Town Clerk)</b>	<b>2,243</b>
Central Risk carry forward from Town Clerk's underspend in 2015/16	141
Central Risk carry forward from Policy Initiatives Fund 2015/16	269
Central Risk carry forward from Committee Contingency 2015/16	303
Allocation from Finance Committee re Police Arboretum Memorial Trust	50
Base adjustment for Reserve forces and Cadets	42
Increase to Strengthening the City & Promotion of the City Activities	1527
Increase of Supplementary Revenue Projects	1246
Allocations from Policy Initiatives Fund to other Committees/areas	-228
One Safe City Programme carry forward	567
Net other movements	255
<b>Final Central Risk Budget (Town Clerk)</b>	<b>6,415</b>
<b>Original Central Risk Budget (Remembrancer)</b>	<b>1,303</b>
Capital charges adjustment	-2
<b>Final Central Risk Budget (Remembrancer)</b>	<b>1,301</b>
<b>Original Support Services and Capital Charges Budget</b>	<b>5,046</b>
Net movements	-307
<b>Final Support Services and Capital Charges Budget</b>	<b>4,739</b>
<b>Total Original Budget</b>	<b>16,786</b>
Total increase	4,164
<b>Total Final Budget</b>	<b>20,950</b>

**APPENDIX 2**

<b>Comparison of 2016/17 Revenue Outturn with Final Budget</b>				
<b>By Chief Officer</b>	<b>Original Budget</b>	<b>Final Budget</b>	<b>Revenue Outturn</b>	<b>Variations Better/ (Worse)</b>
	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>
<b>Local Risk</b>				
The Town Clerk	7,130	7,377	6,980	397
The Remembrancer	1,064	1,118	1,073	45
<b>Total Local Risk</b>	<b>8,194</b>	<b>8,495</b>	<b>8,053</b>	<b>442</b>
<b>Central Risk</b>				
The Town Clerk	2,243	6,415	5,551	864
The Remembrancer	1,303	1,301	1,065	236
<b>Total Central Risk</b>	<b>3,546</b>	<b>7,716</b>	<b>6,616</b>	<b>1,100</b>
<b>Support Services &amp; Capital Charges</b>	<b>5,046</b>	<b>4,739</b>	<b>4,755</b>	<b>(16)</b>
<b>Committee Totals</b>	<b>16,786</b>	<b>20,950</b>	<b>19,424</b>	<b>1,526</b>
<b>By Division of Service</b>				
Resilience and Community Safety (Inc. One Safe City Programme)	794	1,626	1,503	123
Media and Communications	2,377	1,967	1,925	42
Economic Development	4,749	5,369	5,209	160
Grants and Contingencies	2,478	5,904	5,003	901
Remembrancer	6,388	6,084	5,784	300
<b>Division of Service Totals</b>	<b>16,786</b>	<b>20,950</b>	<b>19,424</b>	<b>1,526</b>

## APPENDIX 3

<b>Carry forwards By Chief Officer</b>	<b>£000</b>
<b>Town Clerk</b>	
<u>The Town Clerk – Economic Development – Local Risk</u>	
Consultancy work to help develop apprenticeship offers to City businesses. This consultancy work was delayed due to unavailability of key senior Economic Development staff and the time requirements of the procurement process.	15
The Green Finance Conference which was originally scheduled for January 2017 had to be delayed until May 31 <sup>st</sup> /June 1 <sup>st</sup> 2017 due to ministerial availability.	100
The Restoring Trust in Financial Services project was unable to be completed as per the original timetable due to a longer than expected scoping phase and the need to recruit members of the public to participate. The £50k will be used to cover the outstanding research programme and the delivery of a subsequent event.	50
<u>The Town Clerk – Economic Development – Central Risk</u>	
City Bridge Trust 'Giving' Role which delivers benefits to both EDO and CBT funded through central risk underspends on Staff and Supplies & Services. EDO to pay towards role in year 1 then CBT to fund thereafter. Role likely to start August / September once recruitment process completed	120
Strategic Engagement Management System across EDO/CoL as the previous Customer Relationship Management Database has not been supported since July 2016. £140k will be needed for the business processes and the project & change management implementation (2 x consultants).	140
Maximising post-Brexit opportunities by further potential restructuring of EDO team to meet challenges and opportunities.	200
<u>The Town Clerk – Community, Safety &amp; Resilience – Local Risk</u>	
To provide specific, one year fixed term support of a Data Analyst to improve Community Safety co-ordination £44k; and a resource to help discharge our corporate responsibility for 'Prevent' £44k	88
<b>Total Town Clerk</b>	<b>713</b>

Carry forwards By Chief Officer	£000
<p><b><u>Remembrancer's – Local Risk</u></b></p> <p>One year placement to provide additional support which will primarily include a review of the Remembrancer's Honours filing system and other confidential material, including data cleansing and archiving to LMA.</p>	35
<b>Total Remembrancer's</b>	<b>35</b>

**Efficiency & Sustainability Plan**

**CORE MESSAGES ON THE CITY OF LONDON CORPORATION'S FINANCES – January 2017**

**Our aim:**

Our funds are there to help the City of London Corporation promote financial, professional and business services, provide excellent public services and support the City, capital and country as a whole.

They must be used economically, efficiently and effectively to maintain the City's underlying infrastructure and services and so we can prioritise paying for initiatives which meet our long-term ambitions.

**How we do this:**

The City has three funds.

City Fund, paid for by ratepayers and taxpayers, including:

- money used to cover local authority activities in the square mile and beyond.
- money used to pay for the City of London Police Force

Two are provided at no cost to the taxpayer:

- City's Cash - an endowment fund built up over 800 years and passed from generation to generation used to fund services that benefit London and the nation as a whole.
- Bridge House Estates - the money used to look after five bridges over the Thames with any surpluses being used for charitable purposes and awarded through the City Bridge Trust.

It is a duty on us to make the best use of the resources we have. This can only be done through continually reviewing the economy, efficiency and effectiveness of our services, the outcomes that are achieved and how they meet our long-term ambitions.

Everyone has a role to play in constantly challenging what we do and thinking about how we could do things better.

**Are there further cuts being made?**

Yes, 2% to ensure continuous improvement. In 2014, we estimated that due to cuts in government funding City Fund would be facing deficits approaching £11m by 2017/18 so we had to deal with this by scrutinising all our activities in what we called the Service Based Review.

We could, of course, have just made efficiencies in those areas paid out of public funds. But we decided it was not fair or equitable to ask some parts of our organisation to be more efficient and not others.

Proposals totalling £20m in efficiencies/extra income were identified and are well underway to being implemented. Following the completion of the Service Based Review programme, a continuous 2% per annum budget reduction target will be introduced across all our services. Departments will be expected to meet this through efficiency and performance improvements.

### **Why are we continuing to make budget reductions?**

Firstly, we have a duty to ensure the most effective and efficient use of our resources.

Secondly, we continue to have big cost pressures. We live in an historic and ageing City. Many of our properties are deteriorating which requires an increased level of investment and our IT infrastructure and service needs investment. In addition the City of London Police needs to address the changing nature of policing and the increasing demands placed on the service in the context of increased security threats from terrorism, growing cybercrime and online economic crime and intelligence requirements.

Thirdly, by being economic, efficient and making savings and focusing our efforts where we are most effective we can enhance existing services and pursue new priorities and increasingly ambitious outcomes for the benefit of the City, London and the nation.

### **Why not utilise the City's Cash fund endowment?**

This is money which has been passed down to us over the years, produces income for us and is not to be used lightly as we want to pass it on to future generations to sustain services in the medium to longer term. Its income comes mainly from property and investments and is used to finance activities for the benefit of the City, London and the nation as a whole. Any sale of the underlying investments reduces the ability of the fund to generate income in future years.

The City's Cash budget will be running a deficit over the next three years to allow us to carry out essential investment before returning to a small surplus in 2020/21.

### **So what does the future look like for these funds?**

The financial forward look for two of our funds is relatively healthy but uncertainties remain.

- City Fund: we have been planning for a continuing reduction in government grant and the underlying budget position is robust. We will be using the headroom to invest in essential repairs and maintenance and to fund the building of the new Museum of London to the benefit of all Londoners and the country as a whole.

- City's Cash: The forecast deficit over the next three years reflects our commitment to carry out essential investment and to support cultural development before returning to a small surplus in 2020/21.
- Bridge House Estates: the rising surplus will increase the resources available to the City Bridge Trust for charitable giving across London.
- The Police Fund: The underlying financial position remains very challenging. Additional cost pressures have meant the fund is forecast to move into deficit, utilising the remaining ring fenced reserves by 2018/19. An interim strategy has been developed and proposed for dealing with the deficit to the end of 2017/18. The Town Clerk, the Chamberlain and the Commissioner, have commissioned a review of the Police operating model, focusing on future demand modelling and how best to secure VFM, to identify options to address the, as yet unfunded, projected deficits of £5.8m in 2018/19 and £3.0m in 2019/20.

### **What are your total assets?**

The City of London Corporation has assets of around £4bn. Income from these assets fund our services and any sale of assets to fund on-going services in the short term would harm our ability to protect services in the medium to longer term. Sale of many of our local authority assets to fund day to day services is also effectively prohibited by Local Government accounting rules.

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<b>Committee(s):</b>	<b>Dated:</b>
Health and Wellbeing Board – For decision (Approved, June 2017)	16 June 2017
Port Health and Environmental Services Committee – For information	19 September 2017
Policy and Resources Committee – For information	21 September 2017
<b>Subject:</b> Business Healthy Strategy 2017-20	<b>Public</b>
<b>Report of:</b> Andrew Carter, Director of Community and Children’s Services	<b>For Information</b>
<b>Report author:</b> Xenia Koumi, Project Officer – Business Healthy, DCCS	

## Summary

This report introduces the Business Healthy Strategy, 2017-20.

Business Healthy is an award-winning public health funded initiative that provides City employers with free support to promote better health and wellbeing among their staff, including events and signposting. Businesses are also encouraged to share best practice with each other. It also supports and promotes ongoing initiatives around health and wellbeing in the Square Mile, such as the Lord Mayor’s Appeal’s “This Is Me – In the City”, the London Healthy Workplace Charter and work being undertaken by other teams in the City Corporation.

## Recommendations

Members are asked to:

- Note the report.
- Endorse the Business Healthy Strategy 2017-20.

## Main Report

### Background

1. The City of London Corporation, as the local authority for the Square Mile, has a responsibility to ensure the health and wellbeing of not only its residents, but also more than 450,000 people working in the area each day.
2. Health and wellbeing is crucial to ensuring organisations’ success and increasingly, to being able to attract the best talent. This contributes to the City being able to attract the best talent and to be seen as an excellent place to do business.

3. The City has the highest density of jobs and firms in London and over 98% of businesses located in the Square Mile are SMEs (small and medium-sized enterprises, with 250 staff or fewer).
4. The Joint Strategic Needs Assessment and research published in May 2012<sup>1</sup> identifies City workers as a group that is generally younger and more male than London's population, who work long hours and experience high rates of stress, anxiety and depression. There are also high levels of smoking and other substance misuse. They often find it difficult to access healthcare without taking time off work, which makes the workplace an important setting for promoting and supporting healthy behaviours.
5. Business Healthy is an award-winning public health funded initiative that provides City employers with free support to promote better health and wellbeing among their staff, including events and signposting. Businesses are also encouraged to share best practice with each other. It also supports and promotes ongoing initiatives around health and wellbeing in the Square Mile, such as the Lord Mayor's Appeal's "This Is Me – In the City", the London Healthy Workplace Charter and work being undertaken by other teams in the City Corporation.
6. This helps to fulfil both local and national strategic objectives around creating and maintaining health workplaces and a healthy workforce.
7. The Business Healthy Strategy 2017-20 was approved by the Health and Wellbeing Board in June 2017.

### **Current Position**

8. The health and wellbeing of workers, including mental and physical, continues to be a growing priority for local and national stakeholders. Within this, Business Healthy's role to support and signpost City employers is increasingly important.
9. Business Healthy's network is growing, with currently more than 308 City organisations registered as members. This means that the variety of different businesses' needs is increasing, as are the topics within the umbrella term of workplace health and wellbeing. This must be reflected in Business Healthy's work going forward. To be able to remain relevant to City businesses, while recognising limits around resource and capacity, a strategic approach is required, outlining key priorities for the coming years.

### **Proposals**

10. A Business Healthy Action Plan has been developed, which will detail outcomes against the different priority areas. The Action Plan will be reviewed on an annual basis by the Health and Wellbeing Board to measure progress and to ensure that it reflects the broader public health aims of the City of London Corporation.
11. Overall objectives of this action plan are to are to:

- Promote the health and wellbeing of City workers.
- Make sure that Business Healthy remains a relevant and useful resource for City businesses.

12. The following areas have been identified as priority areas for Business Healthy

- Expand the Business Healthy network
- Make Business Healthy the “go-to” health and wellbeing resource for City businesses
- Secure high-level buy-in
- Make Business Healthy financially self-sustaining

13. The latest research into the health and wellbeing of City workers was carried out in 2012 and a refresh is required. This will be included in the Business Healthy Action Plan.

### **Corporate & Strategic Implications**

14. The proposals outlined above contribute to the Corporate Plan, particularly to the aims to support and promote the City as the world leader in international finance and business services and to provide modern, efficient and high-quality local services...within the Square Mile for workers, residents and visitors.

### **Conclusion**

15. The Business Healthy strategy 2017-20 sets out how Business Healthy will contribute to the promotion of City worker health and wellbeing.

### **Appendices**

Appendix 1 – Business Healthy Strategy, 2017-20

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# City of London Corporation: Business Healthy Strategic Plan: 2017 - 2020

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## Introduction

The purpose of this Strategic Plan is to focus Business Healthy's efforts over the coming three years and to ensure that the initiative goes from strength to strength, with a corresponding improvement in the health and wellbeing of City workers. This will be achieved by focusing on four key priorities, which are outlined in this document, in addition to promoting the City of London Corporation and supporting the Public Health team's efforts. The strategy also contains key metrics and targets, to ensure that progress can be measured effectively. Business Healthy is entering its third year of operation and with a new Project Officer in place, this is an important time to evaluate what has gone before and how the project can be improved and become more successful going forward.

## Background

### The City of London

The City of London Corporation is the municipal governing body of the City of London, the "Square Mile", which is the historic centre of London and the location of much of the UK's financial sector. It provides Local Government and policing services for the area.

### Workers in the City and their health needs

The City's worker population greatly outweighs its residents, with over 450,000 people working in the City each day<sup>1</sup>. Over 1 in 100 of the UK's workforce are employed in the City, which makes it the local authority area with the highest daytime population density. The vast majority of City workers commute into the Square Mile from other London boroughs and elsewhere in the South East (39% travel from elsewhere in inner London, 29% from outer London and 32% from outside London<sup>2</sup>). The City has the highest density of jobs and firms in London, with approximately 16,600 businesses. Unsurprisingly, financial services dominate, with almost half of the capital's finance and insurance output coming from the City and over one-third of people employed in the financial services sector. There are 3,030 finance and insurance businesses, which makes it the most prominent sector, followed by professional services, business support services, information and communication and law. The City has a diverse business landscape, with the technology, media and communications sectors growing fast. 98.7% of businesses in the Square Mile are Small and Medium Enterprises (SMEs), with 250 or fewer members of staff.

While small businesses are in the majority, the large businesses account for around half of the total number of jobs, making them hugely influential when looking at the workplace as a setting for staff health and wellbeing. City workers are young – 55% are aged between 25 and 39. They tend to be educated to degree level (66%) and median pay is around double the national level. The Square Mile also has a highly international workforce.

The Joint Strategic Needs Assessment (JSNA) and the latest health survey<sup>3</sup> (carried out in 2012) identify City workers as being a group that is generally younger and more male than London's population, who work long hours and experience high rates of stress, anxiety and depression. There are also high levels of smoking, alcohol and other substance misuse among this population group. Given the long working hours in the City and the fact that most workers commute in from other areas, it is difficult for workers to access healthcare without taking time off work. This also makes the workplace a core setting for promoting preventative measures with a view to establishing long-term health-promoting behaviours. In addition, with the increased pressure on public services, employers increasingly recognise

their responsibilities to promote and look after the health and wellbeing of their staff, as well as the social and financial benefits of such activities.

The City of London Corporation has numerous commissioned services that can be accessed free of charge by City businesses (see Priority 2).

## What is Business Healthy?

Under the Health and Social Care Act, the City Corporation's Health and Wellbeing Board has a responsibility to promote the health and wellbeing of people who live and work in the City. With this in mind, Business Healthy was created in 2014 to "bring together businesses in the City to ignite a positive change in the health and wellbeing of their workforce"<sup>4</sup>. Senior managers and directors in the HR function (of larger businesses) and responsible persons in smaller businesses sign up to Business Healthy, where they are the point of contact for their respective organisations.

Business Healthy provides City businesses with support to promote better health and wellbeing among their workforce. While the needs of each individual and of individual business in the City are unique, there are broad areas of interest that Business Healthy can support. These include, but are not limited to:

- Anxiety and depression, including aspects such as financial wellbeing
- MSDs (musculoskeletal disorders)
- Nutrition and healthy eating
- Physical activity
- Substance misuse (alcohol, drugs and smoking)
- An ageing workforce
- Disability and long-term conditions
- Workplace culture that is conducive to healthy and good work
- Engaging the workforce and communication
- Securing senior buy-in
- Delivering an effective wellbeing programme

Through Business Healthy, City employers are encouraged to share experience and best practice with each other. Through its involvement in steering groups, Business Healthy helps to signpost Square Mile employers to health and wellbeing initiatives that they can access, such as the Lord Mayor's Appeal's "This is Me – In the City" and the City Mental Health Alliance. Business Healthy also provides a platform to showcase best practice among City employers to others within the network.

Whereas some features of City working may relate to certain aspects of employee wellbeing and health, such as the impact of stressful jobs and long working hours, these issues are not unique to the City itself, which is why it is important to welcome businesses, experts and other stakeholders operating in other parts of London, the UK and internationally, to become engaged in the discussion around health and wellbeing.

The objective of Business Healthy is: "to provide a community and online resource for business leaders committed to improving the health and wellbeing of their workforce". This means engaging with high-level decision-makers within City of London businesses, to provide five key services:

- *Exclusive content: Access all areas of the Business Healthy website, including hidden reports, research and links, plus exclusive blog articles.*
- *Member-only Events: Exclusive workplace health events, presentations, seminars and networking opportunities, hosted by Business Healthy.*
- *Private online forum: Access our private online forum to discuss issues with peers, post questions and topics and have your say.*
- *Expert-led workshops: Expert-led workshops on workplace health and wellbeing issues.*

- Business Healthy Updates: *Be the first to know about new resources, events, articles and hot topics posted on the Business Healthy site.*

## Strategic Context

### National

In recent years, workplace health and wellbeing has become increasingly prominent at a strategic level, both within the business and policy-making communities. Examples of the national strategic context that Business Healthy operates within include:

- NICE guidance on workplace health
- The Workplace Wellbeing Charter
- HSE's "Helping Great Britain Work Well" strategy
- Government dialogue and the work of the independent Mental Health Taskforce
- The "Time to Change" movement

### Local

On a more local level, examples of the strategic context are Public Health England and the London Healthy Workplace Charter/ Healthy London Partnership.

The objectives of Business Healthy fit within the wider City of London Corporation's vision to "support, promote and enhance the City of London as the world leader in international finance and business services, and...maintain high quality, accessible and responsive services benefiting its communities, neighbours, London and the nation".

They also align within the City of London Corporation's Department for Community and Children's Services' Business Plan and more widely, the City Corporation's three strategic aims (within its Corporate Plan):

- To support and promote The City as the world leader in international finance and business services;
- To provide modern, efficient and high quality local services within the Square Mile for workers, residents and visitors; and
- To provide valued services, such as education, employment, culture and leisure, to London and the nation.

Business Healthy is led by the City and Hackney Public Health team and overlaps with several other strategies, for example the Joint Health and Wellbeing Strategy (JHWS), the Mental Health Strategy, the Air Quality Strategy, the Noise Strategy, VAWG (Violence against Women and Girls) Strategy, the Suicide Prevention Action Plan and Corporate Alcohol Strategy, which are currently being developed. The health and wellbeing of City workers is a key priority of the JHWS. As such, Business Healthy's objectives should align with those of the broader Public Health team and its other activities.

This strategy was developed by taking into account the ongoing and forward-planning work of the City of London Corporation's Public Health team and the wider Department for Community and Children's Services. External factors, such as the focus of future public-facing campaigns with a health element within the City of London, also contributed in shaping the priorities of this strategy.



## Priorities

### Priority One: Expand the network

#### Why is this important?

As an online network, Business Healthy can only be as influential as the breadth of its reach. The more individuals, stakeholders and businesses engaged with Business Healthy, the bigger the impact of its work. Expanding the network is not only important in terms of increasing numbers, but also ensuring that this sustainable growth is of a high quality. Bringing large organisations on board will increase the number of employees reached through the initiative, but incorporation of smaller companies with less staff is equally important.

As of the start of December 2016, there were 846 individuals registered as members on the Business Healthy website and on the newsletter distribution list, representing approximately 424 different organisations. Approximately 265 (63 per cent) of these organisations are located in the Square Mile, with others operating on the City fringes, elsewhere in London and across the UK.

Another metric of Business Healthy's influence is its presence on social media. Business Healthy's following on social media sites Twitter and LinkedIn is constantly growing, with the websites representing key channels through which Business Healthy can engage with existing and new organisations alike, promote its work and that of its partners and can spread key messages. Through Tweeting when attending events involving its stakeholders, Business Healthy can establish its presence and boost its engagement.

#### What we will do

We will continue to expand Business Healthy's network through social media and other online engagement, in addition to events. Social media engagement and online engagement in a wider sense is cumulative, meaning that the more businesses and individuals engaging with Business Healthy, the more will become aware of it. Social media engagement translates to more registered members, but face-to-face networking is also important in increasing awareness of Business Healthy.

Online engagement and events will be structured and will reflect, wherever possible, relevant external international, national and local "milestones", such as Walk to Work Day, to maximise potential for online engagement, through the use of Twitter hashtags and public awareness. Updates on the Business Healthy Twitter and LinkedIn accounts will be daily, with a weekly blog post and additions to the "Resources" page, which will be highlighted in the newsletter. Existing Business Healthy members are being polled on their preferred frequency for receiving newsletters, with weekly and monthly delivery seen as the most popular. Events will continue to be open to Business Healthy members and non-members alike, with a view to signing up new organisations.

Collaboration and cross-promotion with internal City of London Corporation initiatives is also important where objectives align, such as CityWell, This Is Me, Active City Business Network, the Clean Streets Partnership and the Safer Streets Partnership. Efforts will continue to ensure joined-up working between Business Healthy and these different programmes.

In addition, there are a range of other communication channels through which Business Healthy can deliver its messages to City residents and workers, as listed in Appendix 2.

#### How will we measure progress?

A key metric is the number of individuals and businesses signed up as members on the Business Healthy website. Detailed figures are listed in Appendix 1.

Another key metric to measure the scope of Business Healthy's brand recognition is social media engagement and it is important to continue to boost the number of followers on both LinkedIn and Twitter. As of December 2016, Business Healthy's social media presence was not being used to its full potential, notably through its LinkedIn and Twitter accounts. Increased, targeted and cohesive activity through these channels can be used to increase engagement with businesses and residents within the Square Mile and boost brand recognition for Business Healthy. This may be particularly useful in increasing engagement with SMEs in the more creative industries, of which there are many in the City. The proposed social media targets can be found in Appendix 1.

## **Priority Two: Make Business Healthy the “go-to” health and wellbeing resource for City businesses**

### **Why is this important?**

Making Business Healthy the “go-to” health and wellbeing resource for City businesses and residents looking to boost their employees' or individual wellbeing is important to the viability of the initiative for several reasons. For its members and potential members, this will make Business Healthy stand out among other similar initiatives, thus encouraging others to join. Businesses providing health and wellbeing services to employers in the City currently have the opportunity to list themselves free-of-charge on the “Providers” page of the Business Healthy website. For those providers, Business Healthy being the most prominent resource will present a strong business case when discussing sponsorship opportunities. Members may access Business Healthy's online resources or attend its events for expert guidance, networking purposes, to gain support for their initiatives and potentially other reasons.

It is also important for Business Healthy to be identified as a “go-to” resource for media outlets, to provide commentary on any related issues and also to provide insight to central Government and key decision-makers. This will help to increase the profile of Business Healthy and allow us to access specialists to write content for the Business Healthy website and to present at Business Healthy events.

Identifying ways in which Business Healthy can become the “go-to” resource for City businesses and residents overlaps with the other priorities outlined in this strategy. Business Healthy's unique selling point is that it is focused on the Square Mile and encompasses all aspects of workplace health and wellbeing.

### **What we will do**

It is important to identify the tools and resources at Business Healthy's disposal that can be used to engage with City businesses and residents and promote information and guidance:

- Member-only events.
- Business Healthy website, [www.businesshealthy.org](http://www.businesshealthy.org), which encompasses the blog, the private online forum, latest research, expert guidance and directory of providers.
- Social media (the Business Healthy Twitter and LinkedIn accounts).
- Business Healthy newsletter, which is sent out to all members.
- Commissioned services.
- London Healthy Workplace Charter

There will be several standalone Business Healthy events and activities during 2017, focusing on one or more of the aforementioned key health and wellbeing issues. Numerous Business Healthy-led print and digital campaigns running throughout the year will support Business Healthy's messaging. In addition, where there is resource, Business Healthy can support and/or attend relevant partner events. These events will be of a high quality and be aimed at senior employees, generally in the HR function of an organisation, but alluding to the need

for high-level buy-in, as outlined below, some events should also appeal to the “C-suite”, i.e. Chief Executive Officers, Chief Operating Officers and Chief Information Officers. Business Healthy events and campaigns are outlined in the “Events Planning Calendar” in Appendix 3.

Following each event, attendee feedback will be collected, which will influence future planning and events, ensuring that Business Healthy events constantly improve. During 2017 and on an ongoing basis, it will be important to gauge which key health and wellbeing topics will be of interest to the business community in 2018 and beyond.

The Business Healthy website is a resource provided to members. Between August 2016 and November 2016, the website received 1989 “sessions” (interactions by a single user, which can contain multiple screen or page views), 1525 new visitors and 464 returning visitors. 54.6 per cent of visitors to the website were from “Organic” searches, arriving at the website through non-paid search engine results. These statistics are being recorded on a quarterly basis to monitor how the website is being used and are also helpful when looking at what functions the website needs to service members. By linking content posted on the social media accounts to the website wherever possible, the number of website users will increase.

High-quality resources that members can access on the Business Healthy website are important, particularly where they cannot be accessed elsewhere. For example, Business Healthy can collaborate with Public Health England (PHE) to develop practical guides for the Business Healthy resource page.

The website's member forum is currently under-utilised and steps will be taken to develop this, to encourage discussion, the sharing of best practice and resource sharing by businesses, which will in turn, draw members and potential members to the Business Healthy website. This will be

Members can be encouraged to showcase their work in employee and resident health and wellbeing, through writing blog posts and case studies for the website. There is also scope for the “Providers” page to be developed, through asking providers and local businesses to provide exclusive discounts and services to Business Healthy members. This will be explored when moving towards making Business Healthy financially self-sustaining (priority four).

Through the City of London Corporation, Business Healthy is able to offer its members specific services from external providers, often free of charge to City residents and/ or workers. In many instances, this is a unique offering and benefit of membership. Going forward, it is recommended that a comprehensive list of these services, including the terms and conditions, is promoted through the Business Healthy website and in face-to-face meetings. This list can be found in Appendix 4. There are opportunities to engage with local businesses and retailers to offer exclusive discounts and services to Business Healthy members, linked with employee and resident health and wellbeing. In turn, this will also boost engagement with the local community and with local branches of international and national businesses.

Business Healthy also works closely with colleagues at the City of London Corporation to promote and refer City businesses to the London Healthy Workplace Charter, which is another type of support on offer to them.

Other initiatives with a similar offering should be identified, whether they are operating within the Square Mile, London, or further afield and to see what their offering is to businesses. This will enable Business Healthy to align itself with the competition and also to identify opportunities to work in partnership with these schemes, to cross-promote and to enhance its own profile. This is also important as a way of ensuring efforts are not being duplicated and resources are not being wasted.

As outlined below, developing strong ties with local, national and international media outlets is important, to ensure that Business Healthy is the first point of call for commentary on news relating to workplace health and wellbeing. Wherever possible, Business Healthy presence in digital, broadcast and print news should not come at a cost to the initiative. Networking is a key aspect of building these relationships, as is having reliable sources and an original approach.

### **How will we measure progress?**

Progress can be measured through growing use of the Business Healthy website, which is recorded on a quarterly basis as set out in Appendix One and good attendance at Business Healthy standalone and partner events, which is recorded following each event. Business Healthy events should be referred to in news publications as a way of branding the initiative as a reliable and trusted source of information. Referrals from Business Healthy contacts to the London Healthy Workplace Charter scheme is another way that Business Healthy's influence can be measured, with referred organisations achieving accreditation. We should also look to have Business Healthy cited in work, publications and events by other organisations operating in the field.

## **Priority Three: Secure high-level buy-in**

### **Why is this important?**

This refers to recognition and acknowledgment of Business Healthy's role and importance from both high-profile figures within the City of London Corporation and also from high-profile business leaders within the Square Mile. It is crucial to the ability of Business Healthy to prosper and grow and to achieve its core aim of bringing together businesses in the City to ignite a positive change in the health and wellbeing of their workforce. The more highly-regarded Business Healthy is, the more willing organisations will be to sponsor its activities, events and resources, thus improving the likelihood of it becoming financially self-sustaining.

### **What we will do**

It is important for City businesses to regard Business Healthy in a positive light and to be advocates for it. This will be achieved through ensuring valuable content and resources on the website and through hosting high-quality events throughout the year, which are attended by individuals of a similar standing and with decision-making responsibilities. Better relationships can be formed with experts in all areas listed above, to ensure a consistent level of relevant content for the website and speakers at Business Healthy events.

Endorsement of Business Healthy by City of London Corporation Members and other notable figures is crucial to ensuring the success of Business Healthy. That Business Healthy is an initiative established by the politically-neutral, well-recognised and long-established City of London Corporation is currently not being used to its full potential to attract City businesses large and small to become members. Over the coming year, efforts will be made to engage with more Members and other senior figures at the City of London Corporation and to familiarise all relevant Committees with its work.

A proposed high-profile Business Healthy conference in September 2017, held in the Square Mile and attended by senior decision-makers, politicians, external and internal supporters will demonstrate this high-level buy-in. London-focused groupings operating in a similar sphere, such as the Healthy London Partnership, Public Health England, the Mayor of London's office, the Greater London Authority, the City Mental Health Alliance, the CIPD and This Is Me – In the City, should be invited to participate as partners and co-hosts, which will boost the profile of Business Healthy and show it as a cooperative and supportive project, as many decision-makers already engage with, or are familiar with these groupings.

Efforts should also be made to develop stronger ties with local media outlets (print, broadcast and digital), including the Evening Standard, Metro, Financial Times, City Matters and City A.M., to promote the work of Business Healthy and to enhance its profile and brand awareness.

#### **How will we measure progress?**

Business Healthy should host at least one high-profile event in the Square Mile on a yearly basis, which garners news coverage locally and nationally. We should also look to have high-profile business leaders and experts speaking at Business Healthy standalone and partner events, providing expert insight and thought leadership.

### **Priority Four: Make Business Healthy financially self-sustaining**

#### **Why is this important?**

Currently Business Healthy is sustained by the Public Health budget. The aim is to move away from this dependency and to become financially self-sustaining, whether through introducing paid advertising on the Business Healthy website, through event sponsorship, through paid-for membership, or a combination of all three. In all scenarios, Business Healthy must prove that it provides value-for-money to its members and to sponsors. Having an independent budget will allow Business Healthy more freedoms around the types of events and resources it can offer to its members and also independence from changes to centrally-allocated public budgets, which can fluctuate annually.

#### **What we will do**

Business Healthy must establish its unique selling point (USP) and how it differs from other similar offerings in the Square Mile, such as the City Mental Health Alliance. Simultaneously, it must not be seen to be at odds with these other initiatives and must retain a collaborative and cooperative outlook. The USP may focus on Business Healthy as a unique initiative under the scope of a public body, engaging with and representing members of the most business-focused area in London and the UK.

City of London Corporation rules must be researched to set the boundaries of what is allowed by Business Healthy regarding commercial activity. If permitted, there are opportunities to introduce paid-for listings on the Business Healthy's "Provider" page and paid-for advertisements on the website. In early December 2016, there were 29 organisations registered on the page, which can be accessed by members looking to procure certain services.

Business Healthy could also introduce a fee for members to attend some of its events, however, their value-for-money must first be proved and secondly communicated. The feedback process completed following each event could be a useful tool in harnessing this information.

It is expected that moving to financial self-sustenance will take time and may not be completed within the duration of this strategy. Business Healthy should look to fully establish itself by 2018/19, with a view to setting a timeframe from this point onwards. Once procedures are in place, annual financial targets should also be set.

#### **How will we measure progress?**

Over the coming years Business Healthy will use increasingly less of the Public Health budget, through identifying corporate sponsors for events and campaigns. Regarding fundraising,

different options should be tested, for example charging for events, charging for advertising at events and/ or introducing a membership fee. Ultimately, progress will be measured by how much of the Public Health budget is used by Business Healthy, year on year.

The following targets are set for the duration of this strategy (2017-20) for Business Healthy. It will aim to reduce its reliance on the public health budget by:

- 2017-18: -5%
- 2018-19: -10%
- 2019-2020: -17%

## Looking forward

Once this strategy has been approved, an Action Plan will be developed that will outline step-by-step how each of the objectives will be achieved, including indicators as to timeframes. The Plan will be updated annually.

This strategic plan should be reviewed at least annually to ensure that the strategic objectives are being followed, the priorities are still relevant and that the goals are being attained.

### Longer term strategic goals

Alongside the aim to make Business Healthy financially self-sustaining, additional longer term strategic goals should be considered, reflecting current trends and prospective areas of interest over the coming years. These could include:

- Business Healthy influencing and leading the City of London Corporation's role as a business rates collector, based on ongoing discussions in the West Midlands around the "Wellbeing Premium". This could manifest in reducing business rates for smaller companies that demonstrate a commitment to – and investment in – worker health and wellbeing
- Incorporating the health impacts and considerations of a multigenerational workforce and the needs of younger and older workers in the City.
- Exploring opportunities for the City Corporation to add mental health support for City workers to its range of existing commissioned services. This would be subject to finding appropriate funding.

## Appendix 1: Engagement Targets

By December 2017, we aim to have 1,206 individual members registered on the Business Healthy website, representing 603 individual organisations. This represents an additional 360 members from the December 2016 figures. 375 of these organisations will be based within the City of London. The aim is to have a higher proportion of member organisations operating in the City than is the case currently. We aim to ensure that a significant proportion of these organisations will be Small and Medium Enterprises (SMEs), which constitute businesses with 250 employees or less. Small and Medium Enterprises (SMEs) are a huge untapped area of potential membership. Making the blogs, resources and other items on the website accessible only to registered members will promote growth. These targets will be revised in December 2017 for the coming year.

### Social Media Engagement Targets

The proposed social media targets are 1,100 Twitter followers (an increase of 41 per cent) by December 2017 and 153 LinkedIn followers (an increase of 41 per cent). These targets will be achieved by using the tools at Business Healthy's disposal, as outlined below and progress is measured and recorded monthly.

## Attendance at Business Healthy events:

- Jan-17: "A Listening Ear" (internal event for Nomura staff): 70 attendees
- Feb-17: Suicide prevention workshop, plus train-the-trainer: 30 attendees
- Mar-17: "The Importance of Sleep to Wellbeing" webinar: 64 participants
- Apr-17: "Health and Wellbeing: Why is it important for your SME? Building the business case": 6 attendees
- May-17: Business Healthy Challenge: 134 participants

## Appendix 2: City Communication Channels

- Barbican residents' meeting / Q&A
- Barbican Residents' Open Day
- Estate Open Meetings
- City Resident
- City View
- Ward newsletters
- Barbicanews
- News bulletin
- Colnet
- City of London Corporation website
- City of London libraries service
- Heart of the City newsletters (monthly and weekly)
- City Matters newspaper
- Barbican email broadcasts
- Town Clerk's bulletin
- Healthwatch City of London
- Teamtalk
- Barbican bulletin
- Aldgate Partnership
- Barbican messages
- Members' Briefings
- Residents' Associations
- One City website
- Barbican Life magazine

## Appendix 3: Events Planning Calendar (2017)

Separate document: \\Dccsdata\data\_dccs\Public Health\5. Workplace health\Business Healthy Members & Events\2017

## Appendix 4: List of Commissioned Services available to Business Healthy member organisations

- WDP Square Mile Health (alcohol, drugs and substance misuse)
- Advice on smoking cessation through Boots pharmacies
- Living Streets (promoting the benefits of walking)
- Cycle support and guidance, aimed at improving skills among the workforce and support with servicing bicycles
- City Advice (advice telephone line run by Toynbee Hall)
- Golden Lane Sport & Fitness (run by commissioned provider Fusion)
- City LivingWise (provided by Reed Momenta for low-paid City workers)

## Appendix 5: Public Health Communications Plan

This is in development.

## Bibliography

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<sup>4</sup> Business Healthy's mission statement



<b>Committee:</b> Policy and Resources	<b>Date:</b> 21 September 2017
<b>Subject:</b> Policy Initiatives Fund/Committee Contingency	<b>Public</b>
<b>Report of:</b> Chamberlain	<b>For Information</b>
<b>Report Author:</b> 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. Please note that if the Committee approves all Policy Initiative Fund requests submitted on today's agenda there will be a deficit of £800 in the Policy Initiative Fund. Members are asked to authorise the transfer of £800 from the Policy and Resources Contingency fund to the Policy Initiative Fund to cover this shortfall. The balance currently available in the Committee contingency for 2017/18 is £348,200.

## Recommendations

6. It is recommended that the contents of the schedules are noted and a transfer from Policy & Resources Committee Contingency fund to Policy Initiative Fund of £800 is authorised to cover the potential shortfall if all items are agreed.

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**POLICY AND RESOURCES COMMITTEE - POLICY INITIATIVES FUND 2017/18**

<u>ALLOCATIONS FROM PIF</u>						<u>STATUS OF BALANCE</u>	
<u>COMMITTEE</u>	<u>DESCRIPTION</u>	<u>RESP OFFICER</u>	<u>ALLOCATION</u>	<u>ACTUAL PAID</u>	<u>BALANCE</u>	<u>NOTES</u>	
<u>DATE</u>			<u>£</u>	<u>TO 07/09/17</u>	<u>TO BE SPENT</u>		
			<u>£</u>	<u>£</u>	<u>£</u>		
	<b>Events</b>						
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; deferred 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	820	16,180		
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		

<u>ALLOCATIONS FROM PIF</u>						<u>STATUS OF BALANCE</u>	
<u>COMMITTEE</u>	<u>DESCRIPTION</u>	<u>RESP OFFICER</u>	<u>ALLOCATION</u>	<u>ACTUAL PAID</u>	<u>BALANCE</u>	<u>NOTES</u>	
<u>DATE</u>			£	TO 07/09/17 £	TO BE SPENT £		
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		
	<b>Promoting the City</b>						
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	50,000	50,000	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	18,190	13,910		
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	26,150	28,750	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	

<u>ALLOCATIONS FROM PIF</u>					<u>STATUS OF BALANCE</u>	
<u>COMMITTEE</u>	<u>DESCRIPTION</u>	<u>RESP OFFICER</u>	<u>ALLOCATION</u>	<u>ACTUAL PAID</u>	<u>BALANCE</u>	<u>NOTES</u>
<u>DATE</u>			£	TO 07/09/17 £	TO BE SPENT £	
06/07/17	One City Social Media Platform: City Corporation to provide financial support for a third of the costs for 3 years of this ongoing development of a new social media led platform dedicated to City workers in promoting the attractions and events held within the Square Mile.	DBE / CS / DOC	60,000	60,000	0	3 year funding: £60,000 in 2018/19 & 2019/20
Urgency	Key Messaging For London: 2017 and Beyond - Corporation's share of the cost of taking part in a joint messaging project designed to understand which messages about London resonate with key international audiences to persuade them that London is one of the best cities to invest in.	DOC	50,000	0	50,000	
	<b>Communities</b>					
20/03/14	STEM and Policy Education Programme - funding of the Hampstead Heath Ponds Project	DOS	36,300	19,067	17,233	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
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	25,000	12,500	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	20,000	0	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	3,192	3,809	In addition, £7,000 for a launch event in 2017/18
06/07/17	STEM and Policy Education Programme - additional funding of the Hampstead Heath Ponds Project	DOS	23,900	0	23,900	£24,700 in 2018/19
	<b>Attracting and Retaining International Organisations</b>					
19/09/13	International Valuation Standards Council (IVSC) - City of London to support the accommodation costs of the IVSC	CS	50,000	12,500	37,500	5 year funding - £50k per year until 2018/19

<u>ALLOCATIONS FROM PIF</u>					<u>STATUS OF BALANCE</u>	
<u>COMMITTEE DATE</u>	<u>DESCRIPTION</u>	<u>RESP OFFICER</u>	<u>ALLOCATION</u> £	<u>ACTUAL PAID</u> TO 07/09/17 £	<u>BALANCE TO BE SPENT</u> £	<u>NOTES</u>
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
	<b>New Area of Work</b>					
24/09/15	Housing & Finance Institute (HFi) - CoL becoming a founding member of HFi, a hub designed to increase both the speed and number of new homes built across all tenures in the UK by working with local authorities and the private sector	TC	40,000	0	40,000	3 year funding - final payment in 2017/18
	BALANCE REMAINING		1,235,800	659,828	575,972	
	TOTAL APPROVED BUDGET		124,200			
	ANALYSIS OF TOTAL APPROVED BUDGET		1,360,000			
	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

**POLICY AND RESOURCES COMMITTEE - POLICY INITIATIVES FUND**

		<b>2017/2018</b>
		<u>£</u>
<b>POLICY INITIATIVES FUND</b>		
- Balance remaining prior to this meeting		124,200
 <u>Less possible maximum allocations from this meeting</u>		
- City Week 2018 Event Sponsorship	25,000	
- Green Finance Summit 2018	75,000	
- Sponsorship of Centre for London 'London Conference 2017'	25,000	
	<hr/>	125,000
Balance		<hr/> <u>(800) *</u> <hr/>

\* Please note if all Items are agreed this will result in a deficit of £800

Caroline Al-Beyerty  
Financial Services Director

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**POLICY AND RESOURCES COMMITTEE - CONTINGENCY 2017/18**

<u>ALLOCATIONS FROM CONTINGENCY</u>					<u>STATUS OF BALANCE</u>	
<u>COMMITTEE DATE</u>	<u>DESCRIPTION</u>	<u>RESP OFFICER</u>	<u>ALLOCATION</u> £	<u>ACTUAL PAID</u> TO 07/09/17 £	<u>BALANCE TO BE SPENT</u> £	<u>NOTES</u>
23/01/14	Career fairs - City of London Corporation to host up to three events per year to enhance employability of young people in neighbouring communities	DED	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 scholarship 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	10,208	14,792	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 encourage 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	0	
			253,800	50,208	203,592	
	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:-**

<u>ALLOCATIONS FROM CONTINGENCY</u>					<u>STATUS OF BALANCE</u>	
<u>COMMITTEE</u> <u>DATE</u>	<u>DESCRIPTION</u>	<u>RESP</u> <u>OFFICER</u>	<u>ALLOCATION</u> £	<u>ACTUAL</u> <u>PAID</u> TO 07/09/17 £	<u>BALANCE</u> <u>TO BE SPENT</u> £	<u>NOTES</u>
DED	Director of Economic Development	TC	Town Clerk		DOC	Director of Communications CAROLINE AL-BEYERTY - DEPUTY CHAMBERLAIN

**POLICY AND RESOURCES COMMITTEE - CONTINGENCY**

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

Caroline Al-Beyerty  
Financial Services Director

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<b>Committee(s)</b>	<b>Dated:</b>
Policy and Resources Committee	21 September 2017
<b>Subject:</b> Regulation of Investigatory Powers Act 2000 – update report	<b>Public</b>
<b>Report of:</b> Town Clerk	<b>For Information</b>
<b>Report author:</b> Neil Davies, Town Clerk’s Department	

## Summary

The Regulation of Investigatory Powers Act 2000 regulates surveillance carried out by public authorities in the conduct of their business, specifically the monitoring, recording and interception of communications; the requisition, provision and handling of communications data; and the use of directed covert surveillance.

To ensure that the City Corporation remains compliant with the requirements set by the Office of Surveillance Commissioners during their visit in September 2015, and the relevant Codes of Practice, this report confirms that no requests under the Regulation of Investigatory Powers Act (RIPA) 2000 have been received by the RIPA Monitoring Officer/Co-ordinator since the last report to the Policy and Resources Committee in January 2017. One request to undertake directed surveillance (outside of the scope of RIPA) has been sought and authorised in accordance with the Corporation’s Policy and Procedure.

## Recommendation:

Members are asked to note this report.

## Main Report

### Background

1. In September 2015, the Office of Surveillance Commissioners inspected the City Corporation’s process and procedure for ensuring compliance with RIPA. The inspector concluded that the City Corporation is keen to set and maintain high standards and has a sound RIPA structure, with good policies and procedures.
2. In January 2016, the Policy and Resources Committee approved a proposal discussed with the inspector to reduce the frequency of reporting of RIPA uses to this Committee.

## Current Position- Authorisations

3. Since the last report to the Committee in January 2017 no requests under the Regulation of Investigatory Powers Act 2000 have been received by the RIPA Monitoring Officer/Co-ordinator.
4. However, the City Corporation has adopted RIPA-compliant processes in respect of covert surveillance that falls outside of the scope of RIPA, and one such request has been authorised since the last report to Committee.

<b>Service area seeking authorisation</b>	Comptroller and City Solicitor's Department
<b>Type/s of authorisation granted</b>	Directed Surveillance
<b>Purpose of authorisation</b>	To investigate a potential breach by a City Corporation commercial tenant of their commercial lease.
<b>Approved/Rejected</b>	Approved
<b>Date authorisation granted</b>	26 June 2017
<b>Date authorisation ends</b>	26 September 2017
<b>Notes</b>	Authorisation cancelled on 10 August 2017 following completion of the investigation.

## Conclusion

5. Following an inspection by the Office of Surveillance Commissioners in September 2015, and in accordance with the inspector's recommendation, this report sets out the Corporation's use of the Regulation of Investigatory Powers Act 2000. Since January 2017, one authorisation to undertake non-RIPA directed surveillance has been sought and authorised in accordance with the Corporation's Policy and Procedure.

**Appendices:** None

### Neil Davies

RIPA Monitoring Officer/Co-ordinator  
Town Clerk's Department

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<b>Committee:</b> Policy and Resources	<b>Date:</b> 21 September 2017
<b>Subject:</b> Decisions taken under delegated authority or urgency powers	<b>Public</b>
<b>Report of:</b> Town Clerk	<b>For Information</b>
<b>Report Author:</b> <b>Angela Roach</b> , Principal Committee and Members Services Manager	

### Summary

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

### **Recommendation**

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

### Main Report

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

#### **Appointment of City Corporation Governor - Board of Governors of the Museum of London**

3. Under the provisions of the Greater London Authority Act 2007, the Greater London Authority and the City of London Corporation each appoint nine Governors to the Board of Governors of the Museum of London. The Policy and Resources Committee is responsible for appointing the City Corporation's external Governors. Councillor Richard Watts (London Borough of Islington) was recently appointed as a Governor for a term of four years ending 14 July 2021. This followed his nomination by London Councils. Urgent action was taken to enable Councillor Watts to take up his duties in a timely manner.

### **Key Messaging for London 2017 and Beyond**

4. Approval was given to the City Corporation participating in the messaging project in partnership with the GLA and London and Partners at a cost of £50,000, funded from the Policy Initiatives Fund for 2017/18. The City Corporation was offered the opportunity to participate in a project to test and develop key messages used about London to overseas markets. The project would enable better understanding of which messages about London resonate with key international audiences. The total estimated cost of the project was approximately £150k, to be split equally between the three organisations - the GLA, London & Partners and the City of London

Corporation. Urgent action was taken to accommodate the timetable undertaking the research and having the final report available by September/early October.

### **Appointment of Two Personal Assistants and Speechwriter - Funding**

5. The Establishment Committee recently agreed to Chairmen (and Deputy Chairmen) being provided with dedicated administrative and executive support to assist them in carrying out their duties. This followed concerns that over the years the demands placed on Committee Chairmen had steadily increased. The Committee therefore agreed to the appointment of two Personal Assistants, principally, to provide support for the Chairmen of the Planning and Transportation, Police, Finance and Establishment Committees and to the appointment of a speechwriter to the support to the Chairman of this Committee and the Chief Commoner. Approval was subsequently given on behalf of this Committee to the cost of providing the additional posts (approximately £170,000). This was to be funded from the City Corporation's central contingency in the first year and by uplifting the Town Clerk's departmental budget thereafter.

Urgent approval was given in order to press on with the recruitment arrangements bearing in mind the growing demands placed on Chairmen and the Deputy Chairmen and the increasing amount of speeches delivered by the Chairman of the Policy and Resources Committee and Chief Commoner.

### **Chairmen and Deputy Chairmen's IT Room**

6. Following a recommendation from the Members Privileges Sub-Committee approval was given to reconfigure the current Chairmen and Deputy Chairmen's IT Room to form two separate rooms i.e. a small meeting room and a four station IT room at an estimated cost of £17,500 to be met from the City Surveyor's local risk budget. The Chief Commoner and a number of other Members were of the view that the room was underutilised and that reconfiguring the space to form two separate rooms might encourage better usage of the space. The Members Privileges Sub-Committee supported this and recommended it to this Committee. Urgent action was taken to approve this as, at that time, it was felt it would be less disruptive for the work to be carried out during the summer recess.

**Contact:** Angela Roach  
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