



## Policy and Resources Committee

**Date:** THURSDAY, 19 OCTOBER 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)
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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angela.roach@cityoflondon.gov.uk

**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 21 September 2017.

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

- b) To note the draft public minutes of the Projects Sub-Committee meeting held on 7 September 2017.

**For Information**  
(Pages 13 - 20)

- c) To note the draft public minutes of the Public Relations and Economic Development Sub-Committee meeting held on 21 September 2017.

**For Information**  
(Pages 21 - 24)

- d) To note the draft public minutes of the Members Privileges Sub-Committee meeting held on 21 September 2017 and consider the recommendations contained therein.

**NB: Approval is required to items 4, 5 and 7.**

**For Decision**  
(Pages 25 - 30)

4. **REMUNERATION AND TIMING OF MEETINGS**

Report of the Town Clerk.

**For Decision**  
(Pages 31 - 42)

5. **MARCHÉ INTERNATIONAL DES PROFESSIONNELS D'IMMOBILIER 2018 (MIPIM PROPERTY CONFERENCE)**

Joint report of the City Surveyor and the Director of the Built Environment.

**For Decision**  
(Pages 43 - 50)

6. **DESIGNATION OF FUNDS FOR BRIDGING DIVIDES, CITY BRIDGE TRUST GRANTS PROGRAMME 2018-2023**  
Joint report of the Chief Grants Officer and the Chamberlain.  
  
**NB: This report has been approved by the City Bridge Trust. It will also have been considered by the Resource Allocation Sub-Committee earlier this day.**  
**For Decision**  
(Pages 51 - 58)
7. **SOCIAL MOBILITY EMPLOYER INDEX UPDATE**  
Joint report of the Town Clerk, Director of Economic Development and Director of Human Resources.  
  
**NB: This report is scheduled to be considered by the Establishment Committee.**  
**For Decision**  
(Pages 59 - 62)
8. **REVIEW OF THE REMEMBRANCER'S BUSINESS PLAN 2017/20**  
Report of the Remembrancer.  
  
**For Information**  
(Pages 63 - 72)
9. **ECONOMIC DEVELOPMENT OFFICE QUARTERLY ACTIVITY UPDATE**  
Report of the Director of Economic Development.  
  
**NB: Appendices 1 – 4 of this report will be circulated as a separately bound electronic document only. It will be available in hard copy on request.**  
**For Information**  
(Pages 73 - 84)
10. **ANNUAL WAIVERS REPORT 2016/17**  
Report of the Chamberlain.  
  
**For Information**  
(Pages 85 - 92)
11. **POLICY INITIATIVES FUND AND COMMITTEE CONTINGENCY**  
Report of the Chamberlain.  
  
**For Information**  
(Pages 93 - 104)
12. **DECISIONS TAKEN UNDER DELEGATED AUTHORITY OR URGENCY POWERS**  
Report of the Town Clerk.  
  
**For Information**  
(Pages 105 - 106)
13. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**
14. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT**

15. **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**

16. **NON-PUBLIC MINUTES**

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

- a) To agree the non-public minutes of the meeting held on 21 September 2017.

**For Decision**  
(Pages 107 - 116)

- b) To note the draft non-public minutes of the Projects Sub-Committee meeting held on 7 September 2017.

**For Information**  
(Pages 117 - 124)

- c) To note draft the non-public minutes of the Public Relations and Economic Development Sub-Committee meeting held on 21 September 2017.

**For Information**  
(Pages 125 - 128)

- d) To note the draft non-public minutes of the Members Privileges Sub-Committee meeting held on 21 September 2017.

**For Information**  
(Pages 129 - 130)

17. **PROPOSED EXTENSION OF THE CITY OF LONDON SCHOOLS INTERNATIONALLY**

Joint report of the Headmistress of the City of London School for Girls and the Head of the City of London School.

**NB: The report has been considered and approved by the Board of Governors of the both Schools. It was also considered by the Education Board.**

**Please also note that Appendix 2 of the report will be circulated as a separately bound electronic document only. It is available in hard copy on request.**

**For Decision**  
(Pages 131 - 150)

18. **POLICE ACCOMMODATION STRATEGY: GENERAL UPDATE REPORT**

Joint report of the City Surveyor, the Chamberlain and the Commissioner of the City of London Police.

**NB: This report has been approved by the Projects Sub-Committee. It will have been considered by the Resource Allocation Sub-Committee earlier this day and is also scheduled to be considered by the Police Committee.**

**For Decision**  
(Pages 151 - 158)

19. **1/5 LONDON WALL BUILDINGS EC2 - STRATEGY REPORT**  
Report of the City Surveyor.

**NB: This report will have been considered by the Resource Allocation Sub-Committee earlier this day. It is also scheduled to be considered by the Property Investment Board and the Finance Committee.**

**For Decision**  
(Pages 159 - 172)

20. **SECURITY PROGRAMME**  
Report of the Director of the Built Environment.

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

**For Decision**  
(Pages 173 - 182)

21. **PROJECT FUNDING UPDATE**  
Report of the Chamberlain.

**For Decision**  
(Pages 183 - 190)

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

**For Information**  
(Pages 191 - 192)

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

24. **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**

25. **CONFIDENTIAL MINUTES**  
To agree the confidential minutes of the meeting held on 21 September 2017.

**For Decision**

26. **NOMINATED DEPUTY TOWN CLERK AND CHIEF EXECUTIVE**  
Report of the Town Clerk.

**For Decision**

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## POLICY AND RESOURCES COMMITTEE

Thursday, 21 September 2017

Minutes of the meeting of the Policy and Resources Committee held at Committee Room - 2nd Floor West Wing, Guildhall on Thursday, 21 September 2017 at 1.45 pm

### Present

#### Members:

Deputy Catherine McGuinness (Chairman)  
Sir Mark Boleat (Deputy Chairman)  
Simon Duckworth (Vice-Chairman)  
Hugh Morris (Vice-Chair)  
Deputy Doug Barrow  
Deputy John Bennett  
Deputy Keith Bottomley  
Alderman Charles Bowman  
Henry Colthurst  
Sheriff & Alderman Peter Estlin  
Marianne Fredericks  
Deputy the Revd Stephen Haines  
Christopher Hayward  
Deputy Wendy Hyde  
Deputy Jamie Ingham Clark (Ex-Officio Member)  
Deputy Edward Lord  
Andrew McMurtrie (Ex-Officio Member)  
Wendy Mead (Chief Commoner)  
Deputy Joyce Nash  
Graham Packham (Ex-Officio Member)  
Dhruv Patel (Ex-Officio Member)  
Deputy Dr Giles Shilson  
Jeremy Simons (Ex-Officio Member)  
Sir Michael Snyder  
Deputy Philip Woodhouse  
Alderman Sir David Wootton

#### In Attendance

Randall Anderson

#### Officers:

John Barradell	-	Town Clerk
Peter Kane	-	The Chamberlain
Caroline Al-Beyerty	-	Deputy Chamberlain
Michael Cogher	-	Comptroller and City Solicitor
Steve Presland	-	Department of the Built Environment
William Chapman	-	Private Secretary and Chief of Staff to the Lord Mayor
Tim Rolph	-	Senior Programme Manager, Mansion House

Paul Double	-	Remembrancer
Paul Wilkinson	-	City Surveyor
Steve Bage	-	City Surveyor's Office
Damian Nussbaum	-	Director of Economic Development
Bob Roberts	-	Director of Communications
Simon Murrells	-	Assistant Town Clerk
Peter Lisley	-	Assistant Town Clerk and Director of Culture
Angela Roach	-	Principal Committee and members Services Manager

1. **APOLOGIES**

Apologies for absence were received from Sir Michael Bear, Jeremy Mayhew, Tom Sleight and John Tomlinson.

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

Sir Mark Boleat declared an interest in item no. 13 as a Member of the Centre for London.

A Member questioned the ex officio status of Baroness Patricia Scotland on the Committee as his understanding was that for the time being she was no longer a serving Member of Parliament. The Town Clerk undertook to look into the matter.

3. **MINUTES**

3a. The public minutes of the meeting held on 6 July 2017 were approved.

3b. The draft public minutes of the meeting Resource Allocation meetings held on 6 and 20 July 2017 were noted.

3c. The draft public minutes of the Projects Sub-Committee meeting held on 18 July 2017 were noted.

3d. The draft public minutes of the Public Relations and Economic Development Sub-Committee meeting held on 6 July 2017 were noted.

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

The Committee considered a report of the Town Clerk proposing a change to the quorum of the Board of Governors of the Guildhall School.

RESOLVED – That, subject to the approval of the Court of Common Council, the quorum of the Board of Governors of the Guildhall School of Music and Drama be amended to ***“The quorum consists of any seven Common Council Governors plus three co-opted Governors”***.



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

The Committee considered a report of the Town Clerk proposing an amendment to the appointment of Company Members and Trustees of the City of London Academies Trust.

RESOLVED – That, subject to the approval of the Court, the appointment of Company Members and Trustees of the City of London Academies Trust be amended to permit a representative of the Chairman/Deputy Chairman of the Policy and Resources Committee and the Education Board to serve as such where the Chairman/Deputy Chairman is not able to serve.

6. **GENERAL DATA PROTECTION REGULATION**

The Committee considered a report of the Comptroller and City Solicitor concerning the new requirements of the General data Protection Regulation (GDPR) and the work required by the City Corporation to comply with the Regulations by 18 May 2018.

The Comptroller and City Solicitor was heard in support of the report.

RESOLVED – That the report be noted and that the Comptroller and City Solicitor be appointed as the City of London Corporation's Data Protection Officer.

7. **SUPPLIER HEALTH AND SAFETY APPRAISALS**

The Committee considered a report of the Chamberlain proposing the requirement for certain suppliers to have appropriate health and safety accreditation.

A Member referred to the regulatory burden and adverse impact the application of policies such as the proposed accreditation could have on small businesses and entrepreneurs and sought assurances that the burden would be minimal. Following discussion it was agreed that the report should be deferred to enable Officers to check the level of impact.

RESOLVED – That the report be deferred and that the Chamberlain be requested to examine the impact the introduction of a health and safety accreditation would have on small businesses and entrepreneurs.

8. **BUSINESS RATES DEVOLUTION IN LONDON**

The Committee considered a joint report of the Chamberlain and the Remembrancer together with a resolution of the Finance Committee meeting held on 12 September 2017, concerning a pilot scheme for business rates devolution in London.

It was noted that this would involve the creation of a business rates 'pool' which would pay a single joint tariff into the national business rate system and that London Councils was seeking 'in principle' approval of the proposal from its constituent authorities.

RESOLVED – that the Chairman (or her representative) be authorised to express the following views at the next meeting of the London Councils Congress of Leaders:-

1. '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; and
2. support a method of distribution of any financial dividend from the scheme which either gave relatively high weight to the retention of revenue growth where it was generated, or gave equal weight to that factor alongside those of population, need, and collective investment.

9. **ENERGY EFFICIENCY LOAN SCHEME**

The Committee considered a report of the City Surveyor updating it on the activities of the Energy Efficiency Loan Scheme and the projects which had benefitted from it since its inception in 2016.

RESOLVED – That it be noted that three projects had been approved by the Energy Board in December 2016 and that the following be approved:-

1. 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; and
2. the extension of the Energy Efficiency Loan Scheme to the end of 2020/21 to allow it to run for a five year period with a further review report at the end of 2018-19.

10. **TEMPLE AREA TRAFFIC REVIEW**

The Committee considered a Gateway 2 project report of the Director of the Built Environment concerning a review of traffic in the Temple Area.

Members noted that the project had been considered by the Projects Sub-Committee and that the Sub-Committee had supported the review subject to a number of conditions. It was also noted that the source of funding would need to be examined further and that the programme of activities in connection with the review would enable officers to plan for any future development in the area. The Committee was advised that should proposals for the area not prove viable the project would cease at Gateway 3.

RESOLVED – That, subject to the following conditions set by the Projects Sub-Committee, approval be given to the provision of £160,000 from the On-street Parking Reserve to fund the Temple Area Traffic Review:-

1. details of the revised costs being provided to the Chairman and Deputy Chairman of the Projects Sub-Committee;
2. the City Corporation paying for the review, but not any associated consultancy costs;
3. officer reporting back if the review area was extended; and
4. the next gateway report to include details of any additional work as well as Transport for London's response to the review.

**11. UNACCOMPANIED ASYLUM SEEKING CHILDREN**

The Committee considered a report of the Director of Community and Children's Services seeking the provision of additional central risk funding to cover the increased costs of providing a service to unaccompanied asylum seeking children.

RESOLVED – That the report be noted and that a sum of £232,000 be provided from Central Risk budget to cover the increased costs of providing a service to unaccompanied asylum seeking children.

**12. LIVERY HALLS BOOK**

The Committee considered a report of the Assistant Town Clerk and Cultural Hub Director concerning the production of a publication exploring the City of London's Livery Halls.

RESOLVED – That approval be given to the provision of £5,000 to the Worshipful Company of Chartered Architects towards the publication of a new book entitled *The Livery Halls of the City of London*, to be met from the Committee's contingency for 2017/18

**13. CENTRE FOR LONDON - LONDON CONFERENCE 2017**

The Committee considered a report of the Director of Communications Development proposing the sponsorship of the Centre for London's annual London Conference on 16<sup>th</sup> November 2017.

RESOLVED – That approval be given to the provision of £25,000, from the Policy Initiatives Fund for 2017/18 in support of the Centre for London's London Conference 2017 categorised under Events and charged to City's Cash.

**14. GREEN FINANCE SUMMIT 2018**

The Committee considered a report of the Director of Economic Development concerning the Green Finance Summit event held earlier this year and proposals for the event to be repeated in 2018.

RESOLVED – That following the success of this year’s Green Finance Summit event approval be given to the City Corporation hosting the Summit in 2018.

**15. CITY WEEK 2018**

The Committee considered a report of the Director of Economic Development concerning the provision of support for the annual City Week event, organised by City and Financial Global to be held on April 23<sup>rd</sup> and 24<sup>th</sup> 2018.

RESOLVED – That approval be given to the provision of £25,000 from the 2017/18 Policy Initiatives Fund, categorised under ‘Events’ and charged to City’s Cash for the 8<sup>th</sup> City Week annual conference.

**16. THE COMMONWEALTH BUSINESS FORUM 2018**

The Committee considered a report of the Director of Economic Development proposing that the City Corporation hosts the Commonwealth Business Forum from 16-18 April 2018.

RESOLVED – That approval be given to the City Corporation hosting the Commonwealth Business Forum (CBF) from 16-18 April 2018 and that the following be noted:-

1. a follow-up paper was due to be presented to the Hospitality Working Party requesting funding for hospitality in the Guildhall;
2. as the agenda takes shape, further papers providing detailed costings would be submitted to this committee; and
3. policy discussions relating to the agenda and outcomes were ongoing and that, as a full partner in of the initiative, the City Corporation would be contributing to designing the CBF programme in coordination with central government and the Commonwealth Enterprise and Investment Council. Further papers detailing the policy direction would be brought to this Committee.

**17. GIGABIT CITY PROGRAMME UPDATE**

The Committee considered a report of the Director of the Built Environment updating it on the Gigabit City Programme being led by the City Corporation’s City Property Advisory Team (CPAT). It was noted that the aim of the programme was to provide improved world leading wired and wireless connectivity for businesses, residents and visitors to the Square Mile.

RESOLVED – That the report be noted.

**18. REVENUE OUTTURN 2016/17**

The Committee considered a joint report of the Town Clerk, Chamberlain and the Remembrancer concerning the revenue outturn for services overseen by the Committee in 2016/17 and the budget carried forward to 2017/18.

RESOLVED – That the report be noted.

19. **BUSINESS HEALTHY STRATEGY 2017-20**

The Committee considered a report of the Director of Community and Children's Services concerning the Business Healthy Strategy for 2017-20.

RESOLVED – That report be noted and that the Business Healthy Strategy for 2017-20 be endorsed.

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

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

Concern was expressed about the PIF being exhausted at such a critical time and also with six months left to the end of the financial year. The Chairman suggested that in order to continue to support the City Corporation's aims and objectives from this source a sum of £200,000 be transferred to the PIF from the Committee's contingency. Members supported her suggestion.

RESOLVED – That the statement be noted and that a sum of £200,000 be transferred to the PIF from the Committee's 2017/18 contingency.

21. **REGULATION OF INVESTIGATORY POWES ACT 2000 – UPDATE**

The Committee considered a report of the Town Clerk concerning the City Corporation's compliance with the requirements of the Regulation of Investigatory Powers Act (RIPA) 2000 and the relevant Codes of Practice. It was noted that no requests for surveillance had been received by the RIPA Monitoring Officer/Co-ordinator since the last report to the Committee in January 2017. One request to undertake directed surveillance (outside of the scope of RIPA) had however been sought and authorised in accordance with the City Corporation's Policy and Procedure.

RESOLVED – That the report be noted.

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

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

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

1. the appointment of Councillor Richard Watts (a nominee of London Councils) as a City Corporation Governor on the Board of Governors of the Museum of London;

2. the City Corporation's participation in a Key messaging Project in partnership with the GLA and London Partners at a cost of £50,000.
3. the provision of £170,000 up lift to the Town Clerk's local risk budget to fund the appointment of two personal assistants and a speechwriter; and
4. the reconfiguration of the Chairmen and Deputy Chairmen's IT Room on the second floor of the West Wing to form a small meeting room and separate, four station, IT room.

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

**Business Improvement Districts**

In response to a question on the creation of Business Improvement Districts in the City, it was noted that a report on the matter was scheduled to be submitted to the Committee in November.

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

The following items of urgent business were considered:-

**Appointment of a City Corporation Governor to serve on the Board of Governors of the Museum of London.**

The Committee considered a report of the Town Clerk concerning the appointment of a City Corporation Governor to the Board of Governors of the Museum of London.

A Member referred to the Outside Bodies Sub-Committee which had been established to monitor, consider and make recommendations on the appointment of the City Corporation's representatives on external bodies. He advised that the Sub-Committee was due to meet shortly and suggested that the appointment be referred to the Sub-Committee for consideration in line with this. It was also suggested that prior to that, the Chairman of this Committee should meet with the candidate and, that on this occasion, in order not to delay matters unduly, the final approval of the appointment be delegated to the Sub-Committee having received feedback from the Chairman. The Committee supported the suggestions.

RESOLVED – that in accordance with the Committee's process for considering appointments to outside bodies, the appointment of a City Corporation Governor to the Board of Governors of the Museum of London be referred to the Outside Bodies Sub-Committee for consideration and that on this occasion, the final approval of the appointment be delegated to the Sub-Committee having received feedback from the Chairman's meeting with the candidate.

**Banksy Artworks**

The Assistant Director of the Built Environment was heard regarding the Banksy artwork located in Beech Street Tunnel and the measures which would

now be undertaken to retain and preserve the Artwork. Members noted that currently there was 24 hour security to ensure that the works were not stolen or defaced.

**25. 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.

<b>Item Nos.</b>	<b>Paragraph(s) in Schedule 12A</b>
26 - 38	1 and 3

**Part 2 – Non-Public Agenda**

**26. NON-PUBLIC MINUTES**

26a. The non-public minutes of the meeting held on 6 July 2017 were approved.

26b. The draft non-public minutes of the informal meeting of the Resource Allocation Sub-Committee held on 23 and 24 June 2017 were considered and the recommendations contained therein were approved.

26c. The draft non-public minutes of the Resource Allocation Sub-Committee meetings held on 6 and 20 July 2017 were noted.

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26d. The draft non-public minutes of the Project Sub-Committee meeting held on 18 July 2017 were noted.

26e. The draft non-public minutes of the Cultural Hub Work Party meeting held on 1 June 2017 were noted.

**27. 20 AND 21 ALDERMANBURY**

The Committee considered and approved a report of the City Surveyor, together with a resolution of the Finance Committee held on 12 September 2017, concerning 20 and 21 Aldermanbury.

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

This report was withdrawn for further work.

29. **FLEET HOUSE, 8-12 NEW BRIDGE STREET – ISSUES REPORT**  
The Committee considered and approved a report of the City Surveyor concerning the action required to progress the redevelopment of the Fleet House.
30. **SECURITY WORKS – ISSUES REPORT**  
The Committee considered and approved a report of the Director of the Built Environment concerning the progression of the City Corporation’s security enhancement works.
31. **OVERSEAS ENGAGEMENT**  
The Committee noted a report of the Director of Economic Development concerning the outcome of a review of the overseas engagement activities undertaken by the Chairman of the Policy Committee and the Lord Mayor.
32. **LORD MAYOR’S OVERSEAS VISITS PROGRAMME 2017/18**  
The Committee considered and approved a report of the Private Secretary and Chief of Staff of Mansion House concerning the funding of the Lord Mayor’s Overseas Visits Programme for 2017/18.
33. **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 the following:-
- 21 Lime Street
  - The Centre for Music - appointment of consultants
  - Refurbishment works at the Central Criminal Court
  - Guildhall List of Eligible Caters
  - The relocation of the City’s Salt Store
  - The freemen’s School Main House Project
  - The Police accommodation Strategy – Decant Fit Out
34. **COMBINED COURTS CENTRE**  
The Committee considered and approved a joint report of the Town Clerk and the City Surveyor concerning the provision of a combined courts centre.
35. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**  
There were no questions.
36. **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:-



### **Centre for Music - Update**

The Committee considered and agreed a report of the Managing Director of the Barbican Centre concerning the progress of the business case for the Centre for Music and the appointment of a number of consultants.

### **City Office – Brussels**

The Committee noted that the City Corporation's proposals to strengthen the structure and refocus the activities of its Brussels office had been well received by government and a number of trade bodies.

## **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.

37. **CONFIDENTIAL MINUTES**

The confidential minutes of the meeting held on 6 July 2017 were approved.

38. **MANSION HOUSE AND CENTRAL CRIMINAL COURT ENT**

The Committee considered a report of the Town Clerk concerning Mansion House and the Central Criminal Court. Approval was given to the suspension of Standing Order No. 40 in relation to the length of the meeting in order to complete consideration of this item.

**The meeting ended at 3.55pm**

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Chairman

**Contact Officer: Angela Roach**

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## PROJECTS SUB (POLICY AND RESOURCES) COMMITTEE

Thursday, 7 September 2017

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

### **Present**

#### **Members:**

Sir Michael Snyder (Chairman)  
Hugh Morris (Deputy Chairman)  
Karina Dostalova

Marianne Fredericks  
James Tumbridge

#### **In Attendance:**

Vivienne Littlechild  
Susan Pearson

#### **Officers:**

Peter Lisley	-	Assistant Town Clerk & Cultural Hub Director
Alistair MacLellan	-	Town Clerk's Department
Craig Spencer	-	Town Clerk's Department
David Jones	-	Town Clerk's Department
Jennifer Ogunleye	-	Town Clerk's Department
Philip Gregory	-	Chamberlain's Department
Adrian Moody	-	Chamberlain's Department
Richard Jeffrey	-	Comptroller and City Solicitor's Department
Peter Young	-	City Surveyor's Department
Mark Lowman	-	City Surveyor's Department
Simon Glynn	-	Department of the Built Environment
Steve Presland	-	Department of the Built Environment
Iain Simmons	-	Department of the Built Environment
Ian Hughes	-	Department of the Built Environment
Paul Monaghan	-	Department of the Built Environment
Paul Murtagh	-	Community & Children's Services Department
Colin Buttery	-	Director of Open Spaces
Martin Rodman	-	Superintendent of West Ham Park
Bob Warnock	-	Superintendent of Hampstead Heath
Gary Burks	-	Superintendent & Registrar, Open Spaces
Patrick Hegarty	-	Open Spaces Department
Jake Tibbetts	-	Open Spaces Department
Declan Gallagher	-	Open Spaces Department
Lucy Anne Murphy	-	Open Spaces Department
Madhur Gurjar	-	Open Spaces Department
Pauline Weaver	-	City of London Police
Jim Turner	-	Barbican Centre

1. **APOLOGIES**

Apologies were received from Nick Bensted-Smith, Sir Mark Boleat, Deputy Keith Bottomley, Chris Hayward, Deputy Jamie Ingham Clark, Deputy Catherine McGuinness and Deputy John Tomlinson.

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

There were no declarations of interests.

3. **MINUTES**

The minutes of the meeting held on 18 July 2017 were approved as a correct record subject to Karina Dostalova being listed as present, and the apologies of James Tumbridge being recorded.

4. **GATEWAY APPROVAL PROCESS**

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

5. **CREMATOR REPLACEMENT AND MERCURY ABATEMENT - GATEWAY 1&2 PROJECT PROPOSAL**

Members considered a Gateway 1 & 2 Project Proposal Report of the Director of Open Spaces regarding Cremator Replacement and Mercury Abatement.

**APPROVED**

6. **ACCESS IMPROVEMENTS AND TOILET REFURBISHMENT AT KEATS HOUSE FUNDED BY CAMDEN CIL GRANT - GATEWAY 1 & 2 PROJECT PROPOSAL**

Members considered a Gateway 1 & 2 Project Proposal Report of the Director of Open Spaces regarding Access Improvements and toilet refurbishment at Keats House, to be funded by a Camden Community Infrastructure Levy grant.

**APPROVED**

7. **TEMPLE AREA TRAFFIC REVIEW - GATEWAY 2 PROJECT PROPOSAL**

Members considered a Gateway 2 Project Proposal Report of the Director of Built Environment regarding a Temple Area Traffic Review and the following comments were made.

- The Chairman stated that officers needed to be absolutely clear of what problem they were seeking to solve. He suggested that the review could include work by a consultant to establish if traffic could turn into the Temple area from Embankment. Lastly, he queried whether £110,000 was an excessive budget for the proposed costs.
- In response to a suggestion by a Member that Middle Temple Lane be included in the review, the Chairman noted that the lane was on private land over which the City of London Corporation had no jurisdiction. However he noted that it would be possible to monitor traffic entering and leaving the lane.

- Members noted that a potential City investment property was located within the proposed review area, and in light of this the area in question may need to be expanded to ensure the review was as accurate as possible.
- Members agreed to approve the report, subject to the following caveats:
  - Officers should brief the Chairman and Deputy Chairman outside the meeting on revised costs.
  - The City of London Corporation would pay for the review, but not any associated consultancy costs.
  - The review area would likely need to be extended and, should this be the case, a report requesting funding would come back to Members.
  - The Gateway 3 report for the project should outline any proposed additional work and the response received from Transport for London on the review.

**RESOLVED**, that the project proposal be approved, subject to the comments made by Members.

**8. MANSION HOUSE STATION ENVIRONS PUBLIC REALM ENHANCEMENTS - GATEWAY 1 & 2 PROJECT PROPOSAL**

Members considered a Gateway 1 & 2 Project Proposal Report of the Director of the Built Environment regarding Mansion House Station Environs Public Realm Enhancements. In response to a question from the Chairman, the Director of the Built Environment replied that the Bow Lane underground entrance would be open by the end of September 2017 following a final inspection.

**APPROVED**

**9. SUGAR QUAY S278 - GATEWAY 1 & 2 PROJECT PROPOSAL**

Members considered a Gateway 1 & 2 Project Proposal Report of the Director of the Built Environment regarding Sugar Quay s278. In response to a query from a Member, the Director of the Built Environment agreed to examine whether an east turn for road users could be introduced in Lower Thames Street.

**APPROVED**

**10. WEST HAM PARK PLAYGROUND REFURBISHMENT - GATEWAY 1 & 2 PROJECT PROPOSAL**

Members considered a Gateway 1 & 2 Project Proposal Report of the Director of Open Spaces regarding a West Ham Park Playground refurbishment and the following points were made.

- In response to a question from a Member, the Superintendent of West Ham Park agreed that similar works conducted at Queen's Park and Hampstead Heath would ordinarily have presented an opportunity to

apply a common approach across all playground works, in terms of design and procurement had those works arisen concurrently with one another.

- In response to a comment from a Member the Superintendent of West Ham Park confirmed that any play equipment procured for the Park would take into account the needs of children with special needs.
- The Chairman commented that £50,000 for consultancy fees seemed excessive and suggested that the report be approved subject to delegated authority once the details of what the consultancy costs entailed could be outlined in more detail.

**RESOLVED**, that the project proposal be approved, subject to the comments made by Members.

11. **EAST HEATH CAR PARK RESURFACING - GATEWAY 3/4 OPTIONS APPRAISAL**

Members considered a Gateway 3 & 4 Options Appraisal Report of the Director of Open Spaces regarding East Heath Car Park Resurfacing and the following points were made.

- In response to a question from a Member, the Superintendent of Hampstead Heath replied that tar and chip finish was considered the most appropriate surface for the car park.
- The Chairman queried why permeable tarmac had been considered and rejected as a potential surface, and yet did not feature in the report before Members. He requested that an explanation of what costs were involved in a tarmac finish option, and why the option and reasons for it being discounted had not featured in the report.

**RESOLVED**, that following feedback from officers on comments made by Members, that

- Option 2 – Asphalt with spray and chip finish surface at an estimated cost of £386,500 be approved.
- That Members note that the City Surveyor's Department will project manage the design and construction works.

12. **BARBICAN ESTATE RESIDENTIAL BAGGAGE STORES- GATEWAY 3/4 ISSUES REPORT**

Members considered a Gateway 3 & 4 Issues Report of the Director of Community and Children's Services regarding the Barbican Estate Residential Stores.

**RESOLVED**, that Members

- Approve the policy for the new stores in the car parks to be let to non-Barbican residents within walking distance should there be insufficient demand from Barbican Estate residents.
- Approve that this letting policy come into effect after 6 months following the completion of the new stores project, by the Barbican Residential Committee, subject to planning permission.
- Approve that this policy be subject to a twelve month review by the Barbican Residential Committee.
- That the budget for fees is increased by a further £3,250 is approved to reach the next Gateway.

13. **BANK JUNCTION IMPROVEMENTS: EXPERIMENTAL SAFETY SCHEME - GATEWAY 4/5 ISSUES REPORT**

Members considered a Gateway 4 & 5 Issues Report of the Director of the Built Environment regarding Bank Junction Improvements: Experimental Safety Scheme and the following points were made.

- The Director of the Built Environment noted that the scheme would be subject to a further report at committees in December 2017.
- A Member commented that he felt that evaluation of the scheme was focused on too narrow an area around the junction. He felt that traffic was affected by the scheme as far west as St Paul's Cathedral, north as Bishopsgate, and east as Tower Hill.
- The Chairman requested that further detail be provided on whether it would be feasible to allow taxis to use the junction, and how vehicle volumes compared to previous periods.
- In response to comments from officers, the Chairman reiterated his belief that there were no plans to pedestrianise Bank Junction.

**RESOLVED**, that subject to comments made by Members, the following recommendations be endorsed,

- Approve the revised estimated project cost of £1,355,403 for the Bank Junction experimental scheme.
- Approve the allocation of £208,306 from the On Street Parking Reserve account to the Bank junction experimental scheme

14. **COUNCIL TAX & BUSINESS RATES - GATEWAY 7**

Members considered a Gateway 7 Report of the Chamberlain regarding Council Tax and Business Rates.

**RESOLVED**, that the project be closed.

15. **EXTENDING BURIAL SPACE AT THE CITY OF LONDON CEMETERY (THE SHOOT) - GATEWAY 7 OUTCOME REPORT**  
Members considered a Gateway 7 Report of the Director of Open Spaces regarding Extension of Burial Space at the City of London Cemetery (The Shoot).  
  
**RESOLVED**, that the project be closed.
16. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**  
There were no questions.
17. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT**  
There were no items of urgent business.
18. **EXCLUSION OF THE PUBLIC**  
**RESOLVED** – That under Section 100(A) of the Local Government Act 1972, the public be excluded from the meeting for the following 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.
19. **NON-PUBLIC MINUTES**  
The non-public minutes of the meeting held on 18 July 2017 were approved as a correct record.
20. **BUNHILL FIELDS HERITAGE LOTTERY FUND PROJECT - GATEWAY 1 & 2 PROJECT PROPOSAL**  
Members considered a Gateway 1 & 2 Project Proposal Report of the Director of Open Spaces regarding the Bunhill Fields Heritage Lottery Fund Project.
21. **HR INTEGRATED TIME MANAGEMENT AND E-EXPENSES - GATEWAY 1 & 2**  
Members considered a Gateway 1 & 2 Project Proposal Report of the Commissioner of the City of London Police regarding HR Integrated Time Management and e-Expenses.
22. **CITY'S ESTATE - 21 WHITEFRIARS STREET EC4 REFURBISHMENT OF GROUND AND FIFTH FLOOR OFFICES - GATEWAY 1-5 AUTHORITY TO START WORK REGULAR**  
Members considered a Gateway 1-5 Authority to Start Work Report of the City Surveyor regarding City's Estate – 21 Whitefriars Street, EC4 Refurbishment of Ground and Fifth Floor Offices.
23. **CITY FUND - FLEET HOUSE 8-12 NEW BRIDGE STREET - GATEWAY 3 ISSUES REPORT**  
Members considered a Gateway 3 Issues Report of the City Surveyor regarding City Fund – Fleet House, 8-12 New Bridge Street, EC4.



24. **HOUSING DELIVERY PROGRAMME - PROVISION OF SOCIAL HOUSING ON THE SYDENHAM HILL ESTATE, LEWISHAM - GATEWAY 3**  
Members considered a report of the Director of Community and Children's Services regarding the Housing Delivery Programme – Provision of Social Housing on the Sydenham Hill Estate, Lewisham and an appended Gateway 3 Options Appraisal Report.
25. **BARBICAN TURRET JOHN WESLEY HIGH WALK - GATEWAY 3/4 OPTIONS APPRAISAL**  
Members considered a Gateway 3 & 4 Options Appraisal Report of the Director of Community and Children's Services regarding the Barbican Turret John Wesley High Walk.
26. **CURRENT SECURITY PROJECTS, HOSTILE VEHICLE MITIGATION & GENERAL SECURITY UPDATE - GATEWAY 3/4 ISSUES REPORT**  
Members considered a Gateway 3 & 4 Issues Report of the Director of the Built Environment regarding Current Security Issues, Hostile Vehicle Mitigation and General Security Update.
27. **BEECH STREET TRANSFORMATION - GATEWAY 3 OPTIONS APPRAISAL**  
The Town Clerk noted that this report had been withdrawn.
28. **THE CONTRACTORS OFFICE 02 LEVEL ANDREWES HOUSE - GATEWAY 5**  
Members considered a Gateway 5 Authority to Start Work Report of the Director of Community and Children's Services regarding The Contractors Office O2 Level Andrewes House.
29. **HR UPGRADE TO V2015 - GATEWAY 7 OUTCOME REPORT**  
Members considered a Gateway 7 Report of the Commissioner of the City of London Police regarding the HR Upgrade to v2015.
30. **ID CRIME - GATEWAY 7 OUTCOME REPORT**  
Members considered a Gateway 7 Report of the Commissioner of the City of London Police regarding the ID Crime Project.
31. **COMPOSITE CLOSURE REPORT - GATEWAY 7**  
Members considered a Gateway 7 Composite Closure Report of the Commissioner of the City of London Police.
32. **HIGHWAYS AND PUBLIC REALM PROGRAMME: AMBER AND RED PROJECTS**  
Members considered a report of the Director of the Built Environment regarding Amber and Red Projects in the Highways and Public Realm Programme.

**RECEIVED**

33. **OPEN SPACES PROGRAMME - RED, AMBER, GREEN REPORT UPDATE**  
Members considered a report of the Director of Open Spaces regarding Red, Amber and Green projects in the Open Spaces Programme.

**RECEIVED**

34. **ACTION TAKEN BY THE TOWN CLERK UNDER DELEGATED AUTHORITY OR URGENCY PROCEDURES**  
Members considered a report of the Town Clerk regarding action taken since the last meeting.

**RECEIVED**

35. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**  
There was a question regarding New Spitalfields Market.

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

- 36.1 **Issues Report for City Fund - Leadenhall Market - Cyclical External Repairs & Redecorations (CCF2017001L)**  
Members considered a Gateway 1-6 Report of the City Surveyor regarding City Fund – Leadenhall Market – Cyclical External Repairs & Redecorations.

- 36.2 **Central Criminal Courts, Refurbishment of courts and associated Jury Rooms**  
Members considered a combined Issues and Gateway 1-5 Authority to Start Work Report of the City Surveyor regarding Central Criminal Courts, Refurbishment of Courts and Associated Jury Rooms.

- 36.3 **London Bridge Staircase**  
Members considered a report of the Director of the Built Environment regarding London Bridge Staircase.

**The meeting closed at 11.30am**

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Chairman

**Contact Officer: Alistair MacLellan / [alistair.maclellan@cityoflondon.gov.uk](mailto:alistair.maclellan@cityoflondon.gov.uk)**

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

**Thursday, 21 September 2017**

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

### **Present**

#### **Members:**

Deputy Catherine McGuinness (Chairman)	Anne Fairweather
Sir Mark Boleat (Deputy Chairman)	Deputy Edward Lord
Simon Duckworth	Andrew Mayer
Hugh Morris	Alderman Sir David Wootton
Deputy Keith Bottomley	

#### **Officers:**

John Barradell	-	Town Clerk and Chief Executive
Bob Roberts	-	Director of Communications
Paul Double	-	City Remembrancer
Damian Nussbaum	-	Director of Economic Development
Bruce Hunt	-	Remembrancer's Department
Eugenie de Naurois	-	Town Clerk's Department
Jeremy Blackburn	-	Town Clerk's Department
Laura Davison	-	Town Clerk's Department
Fiona Morrill	-	Town Clerk's Department
Emma Sawers	-	Town Clerk's Department

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

Apologies for absence were received from Jeremy Mayhew, the Lord Mountevans, Deputy Tom Sleigh, Sir Michael Snyder and James Tumbridge.

#### **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 Thursday 6 July 2017 be approved as a correct record.

#### **4. PRIME MINISTER'S VISIT TO SMITHFIELD MARKET - SUGGESTED AMENDMENT TO THE MINUTES**

Members considered a report of the Town Clerk to change the wording of the minutes from 8 June 2017 under the item on "Prime Minister's Visit to Smithfield Market", which was raised under "Questions on Matters Relating to the Sub-Committee".

**RESOLVED** – Members were asked to accept the suggested changes of the minutes from its meeting on 8 June 2017 as outlined in the report.

5. **UPDATE ON ECONOMIC DEVELOPMENT ISSUES**

**RESOLVED** – That this item be discussed in the non-public part of the agenda on the grounds that discussion would involve information exempt under paragraph 3 as defined in Part I of the Schedule 12A of the Local Government Act.

6. **UPDATE ON POLITICAL AND PARLIAMENTARY ACTIVITY**

**RESOLVED** – That this item be discussed in the non-public part of the agenda on the grounds that discussion would involve information exempt under paragraph 3 as defined in Part I of the Schedule 12A of the Local Government Act.

7. **GREEN FINANCE SUMMIT**

The Sub-Committee considered a report of the Director of Economic Development recommending that Members approve that the Corporation hosts a repeat Green Finance Summit in 2018, building on the success of this year's event.

Officers received feedback that they would like the Green Finance to be more high level and look at the impact it would receive, perhaps not having such a large audience.

**RESOLVED**, that:

- The Corporation hosts a repeat Green Finance Initiative Summit in 2018, building on the success of this year's event, taking on board Members' feedback.

8. **PARTY CONFERENCES**

The Sub-Committee received a report of the Director of Communications on the City of London Corporation's Party Conference Programme.

**RESOLVED**, that:

- The report be noted.

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

There were no questions.

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

There were no urgent items.

11. **EXCLUSION OF THE PUBLIC**

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

<b>Item</b>	<b>Paragraph</b>
12-16	3

12. **NON-PUBLIC MINUTES**  
**RESOLVED** - The non-public minutes and summary of the meeting held on 6 July 2017 were approved as a correct record.
13. **KEY MESSAGING FOR LONDON**  
The Sub-Committee received a report of the Director of Communications on key messaging for London.
14. **UPDATE ON ECONOMIC DEVELOPMENT ISSUES**  
Members received an update from the Director of Economic Development on the work of his department.
15. **UPDATE ON POLITICAL AND PARLIAMENTARY ACTIVITY**  
Members received an update from the Director of Communications and the Remembrancer on political and parliamentary activity.
16. **OVERSEAS ENGAGEMENT**  
Members received a report of the Director of Economic Development on overseas engagement.
17. **NON-PUBLIC QUESTIONS ON MATTERS RELATING TO THE WORK OF THE SUB-COMMITTEE**  
There were no questions.
18. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT AND WHICH THE SUB COMMITTEE AGREES SHOULD BE CONSIDERED WHILST THE PUBLIC ARE EXCLUDED**  
There were no items of urgent business.

**The meeting closed at 12:55pm.**

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Chairman

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

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## MEMBERS PRIVILEGES SUB (POLICY AND RESOURCES) COMMITTEE

Thursday, 21 September 2017

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

### **Present**

#### **Members:**

Wendy Mead (Chief Commoner) (Chairman)  
Ann Holmes  
Deputy Jamie Ingham Clark  
Deputy Edward Lord  
Deputy Catherine McGuinness (Ex-Officio Member)  
John Scott (Ex-Officio Member)  
Jeremy Simons  
Michael Welbank

#### **Officers:**

Bob Roberts	-	Director of Communications
Simon Murrells	-	Assistant Town Clerk
Fiona Hoban	-	Assistant Remembrancer
Dorian Price	-	Guildhall Manager
Gregory Moore	-	Town Clerk's Office
Will Millard	-	Town Clerk's Office
Angela Roach	-	Principal Committee and Member Services Manager

### **1. APOLOGIES**

There were no apologies.

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

There were no declarations.

### **3. MINUTES**

RESOLVED – That the public minutes of the meeting held on 22 June 2017 be approved subject to the word “un-elected” at the end of the first sentence in paragraph two of item 8 (relating to the Members’ Briefing) being amended to read “not re-elected”.

## **Matters Arising - Role and Status of the Chief Commoner**

A Member reminded the Sub-Committee that the approval of the wording of the description of the role and status of the Chief Commoner was still outstanding. It was suggested that once finalised the description should be circulated to all the Clerks of Livery Companies. Members supported the suggestion.

### **4. RECOGNITION OF DEPARTING MEMBERS AT COURT OF COMMON COUNCIL**

The Sub-Committee considered a report of the Town Clerk setting out a number of options by which departing Members of the Court of Common Council could be recognised for their service.

Members were of the view that the introduction of written resolutions (i.e. the option set out at paragraph 15 of the report) would be the best option for thanking departing Members for their service on the Court. It was noted that this would involve a resolution being circulated as part of the Court Summons and a Motion to agree it as set out. This course of action would provide more formal recognition from the Court, whilst minimising the amount of time taken at the meeting. The terms of the resolutions would be agreed by the Ward Deputy as was current practice (or, in certain circumstances, the Alderman of the Ward).

Members acknowledged that it would not be necessary for the resolution to be read out but that an additional brief oral statement could be added in the case of Members who die whilst in office.

Reference was made to the quality and manner in which resolutions were currently presented to Members once agreed and it was felt that this should be enhanced and that the Town Clerk should look at how this could be achieved.

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

1. departing Members of the Court of Common Council be recognised for their service by way of a written resolution on the Court Summons as referred to above; and
2. the current quality and manner in which resolutions were presented be recipients be enhanced and the Town Clerk be asked to look at how this could be achieved.

### **5. MEMBERS BRIEFING AND PAST MEMBERS**

The Sub-Committee considered a report of the Director of Communications concerning the merits of making the Members Briefing available to past Members of the Court of Common Council.



The Sub-Committee noted the recommendation was not to make the Members' Briefing available to past Members on the grounds it would erode current Members' privileges, risk sensitive information being shared outside the City of London Corporation and lead to Members' Briefing being seen as a public document which should therefore be displayed on the website.

The Chairman of the Policy and Resources Committee expressed support for the Director's recommendation commenting that in her view the Members' Briefing was a means of keeping serving Members informed of the City Corporation's activities. However, the majority of Members were of the view that past Members should be kept informed. Members felt that the majority of information in the briefing was public and that, should it be necessary to include anything sensitive, it could be suitably summarised.

Further discussion ensued on alternative options and on how non-public information should be dealt with.

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

1. the Members Briefing be made available to past Members; and
2. the Briefing should not be made available on the website.

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

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

A Member referred to the decision to reconfigure the Chairmen and Deputy Chairmen's IT Room into two separate rooms. He stated that he had understood that the rooms would form part of package of a dedicated support for the Chairmen of the Police, Finance, Planning and Transportation and Establishment Committee. He suggested that the rooms be made available principally for use by those Chairmen and their Deputies with other Chairmen being able to use the room only when it was available. Several Members supported his suggestion.

The Chairman of the Policy and Resources Committee expressed concern about the high volume of work being undertaken by chairmen in general. She advised that she was happy for the Policy Chairman's meeting room to be used when available. With regard to the future use of newly converted rooms, she suggested that should the above mentioned proposal be supported all Chairmen and Deputy Chairmen should be consulted. She also referred to, and expressed support for, the introduction of a video conferencing facility being made available particularly in the current climate.

The Assistant Town Clerk reminded Members that meeting rooms were also available for Members to use in the North Wing. He advised that booking rooms

for Chairmen and Deputy Chairmen would become easier once the new Chairmen's PAs were recruited. He advised that in his view the PAs should be responsible for booking the new meeting room.

Detailed discussion ensued during which it was agreed by the majority of Members that the IT room should be designated for use exclusively by the four Chairmen and their Deputies and that in terms of the adjoining meeting room, the four Chairmen and the Deputies should have first call but, when not in use, the room should be available for use by all other Chairmen or Deputy Chairmen. Consultation should take place with all Chairmen and Deputy Chairmen on this basis and that a further meeting of the Sub-Committee should be convened on the morning of the next meeting of the Policy and Resources Committee to consider the outcome in order to make a recommendation to the Grand Committee.

RESOLVED – That all Chairmen and Deputy Chairmen be consulted on the proposal as set out above and that a further meeting of the Sub-Committee be convened on the 19 October 2017 to consider the outcome of the consultation and to make a recommendation to the Policy and Resource Committee thereon.

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

### **Vote of Thanks**

A Member referred to the vote of thanks for Chairmen reaching the end of their term and suggested that the inscribed resolution be presented to Chairmen at the Committee Dinner held in honour of the outgoing Chairman, suitably framed. Members support his suggestion.

RESOLVED – That it be recommended to the Policy and Resources Committee that the inscribed resolution to Committee Chairmen be presented to Chairmen at the Committee Dinner held in honour of the outgoing Chairman and that the resolution be suitably framed.

### **New Members and Livery Companies**

A Member advised that some of the newer Members on the Court were seeking advice on whether they should join a livery company and, if so, how they should go about it. He questioned whether anything could be done to assist with introductions. The Sub-Committee acknowledged that there were a number of livery companies with no City Corporation Members serving on them and agreed that further consideration should be given to the matter. It was suggested that the issue should be referred to the Livery Committee to look into.

RESOLVED – That the Livery Committee be requested to look at whether any assistance could be given in terms of introducing new Members of the Court of Common Council to livery companies.

### **City Corporation Pocket Book**

Reference was made to the poor quality of the covering sleeve for the Members' Pocket Book. It was suggested that to ensure that it was more durable it should be made of leather and not plastic. Whilst it was acknowledged that it was too late for this year, it was suggested that the Culture, Heritage and Libraries Committee should be requested to reconsider the quality of the material used to produce the sleeve.

RESOLVED - the Culture, Heritage and Libraries Committee be requested to reconsider the quality of the material used to produce the sleeve for the pocket book.

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

There was no urgent business.

**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 Schedule 12A of the Local Government Act.

<b>Item Nos.</b>	<b>Paragraph(s) in Schedule 12A</b>
10 - 11	1 and 3

### **Part 2 – Non-Public Agenda**

**10. NON-PUBLIC MINUTES**

RESOLVED – That the non-public minutes of the meeting held on 22 June 2017 be approved.

**11. DECISIONS TAKEN UNDER URGENCY 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 relation to the Member exit to Guildhall Yard.

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

There were no non-public questions.

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

There was no non-public urgent business.

**The meeting ended at 11.00am**

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

# Agenda Item 4

<b>Committee:</b> Policy and Resources	<b>Date:</b> 19 October 2017
<b>Subject:</b> Potential Remuneration of Members and Changes Timing of Meetings	<b>Public</b>
<b>Report of:</b> Town Clerk	<b>For Decision</b>
<b>Report Author:</b> Angela Roach, Principal Committee and Members Services Manager	

## Summary

1. At its meeting on 8 June 2017 the Policy and Resources Committee received an update on the work to enhance the diversity of the Court of Common Council. Two issues were discussed at length, the potential remuneration of Members and the timing of meetings both of which it was agreed should be discussed by all Members.
2. The Committee agreed to refer the matter of remuneration to the informal meeting of its Resource Allocation Sub-Committee for more detailed discussion and for it to recommend a way forward prior to the issue being raised informally. The Sub-Committee was also asked to consider whether the Member's Financial Loss Allowance Scheme should be reviewed.
3. The Sub-Committee concluded that currently the Financial Loss Scheme was not fit for purpose. It also felt that, given the implications, the views of all Members should be sought on remuneration before the issue was discussed more widely. The consultation exercise should take the form of a questionnaire, accompanied by a briefing paper giving some context. Details of the questions it is proposed should be asked are set out below.
4. To ensure that as many Members as possible are given the opportunity to contribute to the debate, the Sub-Committee has requested a series of informal meetings be arranged for all Members to attend, with the sessions taking place at different times of the day.
5. While the City Corporation does exercise a range of local authority functions, any discussion about the potential remuneration of Members must be subject to a suitable standard of comparison with external bodies, given that the City Corporation's local authority functions form only part of its overall functions, which include a significant charitable presence. Many trustees serving on charitable bodies receive no allowances.
6. The Policy Committee noted the concerns which had been expressed by some of the newly elected Members recently about the current timing of committees and other meetings. It also acknowledged the change in the proportion of new Members on the Court in the last few years and asked the Town Clerk to look at possible options for change.

7. The Sub-Committee recommended the following as a way forward:-
- i. a questionnaire be sent to all Members to ascertain their views on remuneration together with a briefing paper setting out the facts on remuneration and details of the Financial Loss Allowance Scheme and how to access it;
  - ii. the questions to be asked as part of the consultation exercise be as follows:-
    - Do you support the principle of whether Members should receive any payment for their services?.....YES/NO;
    - If yes, should that payment be in the form of an allowance or something else, such as a subsistence payment and /or expenses?
    - If you favour payment of an allowance, should the Chief Commoner and the Chairmen of the key committees including, Policy, Finance, Planning and Establishment receive a supplement?
    - Do you consider the Members' Financial Loss Allowance Scheme fit for purpose?
    - If not, why not or would you favour a more accessible, simpler Scheme run independently?
  - iii. that consideration be given, on this occasion, to a series of informal meetings being arranged, with the sessions taking place at different times of the day to enable as many Members as possible to contribute to the debate.
  - iv. subject to the approval of the above recommendations, it is further recommended that the supporting paper accompanying the questionnaire, which has been prepared in anticipation of discussion, be agreed as set out in Appendix 1 of this report.

## **Recommendations**

8. Your view is now sought on the consultation to be undertaken with all Members on the introduction of remuneration and also on the timing of committee and other meetings.

## **Main Report**

### **Background**

1. At its meeting on 8 June, the Policy and Resources Committee received an update on the work being undertaken on its behalf to enhance the diversity of the Court of Common Council. As part of discussion, amongst other things, two issues were discussed, potential the remuneration of Members and the timing of meetings both of which it was agreed.

## **Remuneration and the Members Financial Loss Allowance Scheme**

2. While the City Corporation is not a local authority, it does exercise a range of local authority functions. However, any discussion about the potential remuneration of Members must be subject to a suitable standard of comparison with external bodies, given that the City Corporation's local authority functions form only part of its overall functions, which include a significant charitable presence. Many trustees serving on charitable bodies receive no allowances. This includes many grant giving bodies, conservators of public open spaces and suchlike and governors of schools.
3. Whilst mixed views were expressed on the issue of remuneration, it was agreed that the matter should be referred to the informal meeting of the Resource Allocation Sub-Committee for more detailed discussion and for it to recommend a way forward. The Sub-Committee was also asked to consider the merits of the Member's Financial Allowance Loss Scheme.
3. The Sub-Committee concluded that currently the Financial Loss Scheme was not fit for purpose and that a better scheme was needed - one which allowed better participation and access, and which was possibly run independently. Mixed views were also expressed on the issue of remuneration generally and it was felt that, given the implications for all Members, consultation should take place more widely before the issue was discussed at an informal meeting of the Court.
4. The Sub-Committee was of the view that the consultation exercise should take the form of a questionnaire circulated to all Members, together with a briefing paper setting out the facts on remuneration. The briefing should also include details of the Financial Loss Scheme and how to access it.
5. Details of the briefing paper, prepared in anticipation of discussion, is attached as Appendix 1 and the questions it is suggested should be asked as part of the consultation exercise are set out in Appendix 2.
6. Given the level of Members' commitments, and to ensure that as many Members as possible were given the opportunity to contribute to discussion it was also suggested that on this occasion, a series of informal meetings should be held and take place at different times of the day.

## **Timing of Meetings**

7. Historically, Members have favoured day-time meetings. However, the demographics of the Court have changed and concerns have been expressed by some Members recently, particularly some of those newly elected in March 2017, about the current timing of Committee and other meetings. In addition, the review undertaken by the Chief Executive of East Sussex County Council into some of the Corporation's working practices last year concluded that whilst it was important to maintain flexibility over the timing of meetings, a collective decision on the best arrangement for when to hold meetings was required.

8. It is important to note that a committee can, if it so chooses, alter the time of its meetings depending on the time chosen. There could however be wider implications. Some committees and sub-committees have already taken advantage of this such as the Planning and Transportation Committee and the Projects Sub-Committee which meet within 9am – 5pm working day. Notwithstanding this, and bearing in mind the concerns expressed recently about the current arrangements, a further consultation exercise could be carried out to examine a number of timing options.
  
11. Your views are now sought on this and in particular the draft questionnaire at Appendix 3.

## **Conclusion**

12. A number of activities have been undertaken since last year to enhance the diversity of the Court of Common Council. The remuneration of Members and the timing of committee meetings are areas which have been identified as meriting further discussion and consultation with all Members of the Court.

### **Contact:**

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## Allowances/Remuneration for Elected Members Briefing Paper

### **Introduction**

1. As part of its work to enhance the diversity of the Court of Common Council the Policy and Resources Committee agreed that consideration should be given to the remuneration of Members and that the matter should be discussed more widely on an informal basis. To inform debate, the Committee has requested that all Members be canvassed for their views by way of a questionnaire accompanied by a briefing paper giving some context.
2. It is important to remember that the City of London Corporation is not a local authority; it is, in fact, a public body with certain local authority functions. Any discussion about the potential remuneration of Members must therefore ensure a suitable standard of comparison with external bodies. Many trustees serving on charitable bodies receive no allowances. This includes many grant giving bodies, conservators of public open spaces and suchlike and governors of schools.

### **Current Position**

3. Currently the City Corporation does not remunerate its Members. It can however, lawfully pay allowances to its Members including from City Fund.
4. Members are currently entitled to be reimbursed for travel expenses incurred when traveling to and from Guildhall on official City Corporation business e.g. to an official meeting off-site. There is also a Financial Loss Scheme which exists to assist those who have suffered loss of earnings as a result of their City of London Corporation work. All Members are entitled to apply. However, since its inception it has been used rarely.
5. In summary, to qualify for the Financial Loss Scheme there is an income limit of £50,000. Applicants are required to submit documentary evidence of loss and payments are based on those paid to magistrates under the scheme operated by the Courts Service. For your information a copy of the Scheme can be accessed via the link below:-

<http://www.cityoflondon.gov.uk/about-the-city/how-we-work/corporate-governance/Documents/Members-Financial-Loss-Scheme.pdf>

6. In addition, Members are often provided with a committee lunch and most Grand Committees hold an annual Dinner as well as other occasions where similar refreshments are provided.

### **Allowances/Remuneration in Local Government**

7. The payment of allowances in local government is in accordance with statute, the main features of which are as follows:-

- a basic allowance is payable to all councillors in recognition of the time they give and to cover their expenses in that role
  - in addition to the basic allowance, a special responsibility allowance (SRA) is payable to certain councillors (eg. Leader, Deputy Leader, Cabinet members, chairmen of certain committees, Opposition group leaders) to reflect their special responsibilities
8. The level of allowances paid to members of London local authorities is based on recommendations made by an Independent Panel. The Panel's report, a copy of which is attached, was last published in 2014. It should be noted that the Panel has been reconvened by London Councils recently and it is currently in the process of reviewing the recommendations for the payment of allowances. All London Boroughs, including the City Corporation, have been consulted on whether they believe the recommendations are still fit for purpose as well as on a number of associated matters such as whether the use of the salary of an MP is still a sound comparator to fix the remuneration of a borough leader and whether the job profile published in 2014 accurately reflects position of councillors today.
9. In the absence of more up to date information, the examples contained in this report are based on the Independent Panel's 2014 report. A copy of that report is attached as an Annex to this paper for your information. In summary, for 2014/15 the allowances recommended by the Panel for London boroughs are as follows:-

<b>Payments</b>	<b>£pa</b>
Basic Allowance	Up to 10,703
Special Responsibility Allowance	
Leader	54,769
Cabinet Member	35,128 to 41,675
Chair of Overview & Scrutiny	35,128 to 41,675
Chair of a major regulatory committee eg. Planning	15,486 to 28,581

***NB. It is for individual councils to decide where to pitch the allowances within the recommended parameters.***

10. The cost to the Council Tax payer of the schemes run in other authorities varies considerably. To give Members an idea of this, details of the allowances paid by four London boroughs, the actual amount paid under their scheme as well as the number of Members serving are as follows:-

**Westminster**

Basic Allowance - £9,000

SRA Leader - £35,000

SRA Cabinet Member - £10,000

Members – 60

Total Remuneration: £914,635.70 (2015/16)

### **Camden**

Basic Allowance – £9,654

SRA Leader – £29,293

SRA Cabinet Member - £16,275

Members: 54

Total Remuneration: £801,942.62 (2015/16)

### **Southwark**

Basic Allowance – £10,832

SRA Leader – £51,166

SRA Cabinet Member - £34,343

Members: 63

Total Remuneration: £1,247,087.94 (2015/16)

### **Croydon**

Basic Allowance – £11,239

SRA Leader – £41,984

SRA Cabinet Member - £32,100

Members: 70

Total Remuneration: £1,474,059 (2015/16)

*NB. Each leader and cabinet member receives the basic rate (BA) plus their Special Responsibility Allowance (SRA) and the total amount paid by each authority also includes any expenses claimed.*

11. The City Corporation has more elected Members than any other authority, more than double the number of members of most London Boroughs. The introduction of a scheme based on the recommendations for London authorities in paragraph 9 would have significant cost implications. Using the 2014/15 Independent Panel's recommendations this would mean that:-
- applying the maximum basic allowance of £10,703 to the 125 Members of the Court of Common Council would, with full take-up, cost £1,337,875.
  - The cost of applying an SRA is dependent on which positions the special allowance would apply to and where on the recommended scale of allowances Members feel it should be pitched.
  - For illustrative purposes only, if the allowances used in say, the City of Westminster, were applied to the City Corporation the cost of remunerating for example the Chairmen of the Policy and Resources, Planning and Transportation and the Finance Committees would be as follows:-

<b>Portfolio</b>	<b>Type of Payment</b>	<b>Payment</b>	
Chairman of Policy	BA SRA Leader	9,000 35,000	
		<b>Sub-total</b>	44,000
Chairman of Finance	BA SRA Cabinet	9,000 10,000	
Chairman of Planning	BA SRA Cabinet	9,000 10,000	
Chief Commoner	BA SRA Cabinet	9,000 10,000	
		<b>Sub-total</b>	57,000
Remaining Members of the Court	BA	9,000 x 121	
		<b>Sub-total</b>	1,089,000
		<b>Total</b>	1,190,000

- If it were decided that the allowance should be pitched at the maximum of the recommended scale (see para 9 above), for the same positions, it would be as follows:-

<b>Portfolio</b>	<b>Type of Payment</b>	<b>Payment</b>	
Chairman of Policy	BA SRA Leader	10,703 54,769	
		<b>Sub-total</b>	65,472
Chairman of Finance	BA SRA Cabinet	10,703 41,675	
Chairman of Planning	BA SRA Regulatory	10,703 28,581	
Chief Commoner	BA SRA Cabinet	10,703 41,675	
		<b>Sub-total</b>	144,040
Remaining Members of the Court	BA	10,703 x 121	
		<b>Sub-total</b>	1,295,063
		<b>Total</b>	1,504,575

12. There are a number of variations which could be applied one of which would be to consider making a payment to key Chairmen and Members only such as those referred to the two examples set out above.

### **Alternative Allowance Scheme**

13. Members have in the past considered the introduction of a basic allowance i.e. an expenses-based payment in recompense for any key expenses incurred as part of undertaking civic duties. For example, this could be set at a more modest sum of £2,000 per Member per annum which, with full take-up, would cost £250,000 plus any additional remuneration that might be considered for those Members with more senior portfolios.

### **Financial Implications**

14. The extent of the financial implications of the introduction of a scheme of remuneration will be dependent on how Members wish to proceed but the facts set out above should give an indication of the sort of sums that might be involved.
15. There will of course be also other financial implications such as the cost of administering the Scheme as well as tax implications.

**Consultation on the Introduction of Allowances for Members**

- Do you support the principle of whether Members should receive any payment for their services?

YES	
NO	

- If yes, should that payment be in the form of an allowance or something else, such as a subsistence payment and /or expenses?

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- If you favour payment of an allowance, should the Chief Commoner and the Chairmen of the key committees including, Policy, Finance, Planning and Establishment receive a supplement?

YES	
NO	

- Do you consider the Members' Financial Loss Allowance Scheme fit for purpose?

YES	
NO	

- If not, why not or would you favour a more accessible, simpler Scheme run independently?

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**Consultation on the Timing of Committee Meetings**

**Please give an indication of your preferred choice of meeting times:-**

<b>Options</b>	<b>1<sup>st</sup> preference</b>	<b>2<sup>nd</sup> preference</b>	<b>3<sup>rd</sup> preference</b>	<b>4<sup>th</sup> preference</b>	<b>5<sup>th</sup> preference</b>
A 8.30am – 10.00am					
B 9am – 10.30am					
C 12.45pm – 2.15pm					
D 3.30pm – 5pm					
E 5pm – 6.30pm					

**Alternative suggestions:-**

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# Agenda Item 5

<b>Committee(s)</b>	<b>Dated:</b>
Policy & Resources Committee – for decision	19/10/2017
Planning & Transportation Committee – for decision	24/10/2017
Property Investment Board – for decision	15/11/2017
Public Relations and Economic Development sub-committee – for information	19/10/2017
<b>Subject:</b> Marché International des Professionnels d'Immobilier (MIPIM property conference) 2018	<b>Public</b>
<b>Report of:</b> Director of the Built Environment / The City Surveyor	<b>For Decision</b>

## Summary

This report informs your Committees of the City Corporation's proposed programme of activities and budget in respect of the MIPIM property exhibition to be held in Cannes in March 2018. This report follows an initial report on MIPIM 2017 which was submitted in June 2017. Following a subsequent meeting with senior management and elected members in August, we are now seeking approval for the proposed programme and budget outlined in this report.

## Recommendation(s)

- I. That this report on MIPIM 2018 is received.
- II. That the Policy & Resources, Planning & Transportation Committees, and the Property Investment Board, approve the activities and team to attend MIPIM together with the proposed total budget not exceeding £98,000.

## Main Report

### Proposed Programme

1. In June 2017, the Policy & Resources and Planning & Transportation Committees approved in principle, the Corporation's attendance at MIPIM 2018 where it was resolved that a more detailed programme of activities and costings be submitted for consideration in October 2017.
2. MIPIM is widely recognised as the world's leading and most influential event for the property sector. It is a global marketplace that offers the opportunity to connect with key players in the industry, from investors to end-users and local government to international corporations. In 2017, 24,200 delegates attended from 100 countries.
3. Historically, the focus of The City of London Corporation's attendance at MIPIM centres on three main areas of activity:
  - a) Exhibition attendance – this includes supporting the City Corporation's part of the larger London exhibition. The City stand is located within the wider

- London area stand and benefits from having the City model as a draw for participants
- b) To actively engage with the development industry through a seminar and various London Stand panel sessions to promote key messages relating to the wellbeing of the City as a place to invest and do business.
  - c) Hosting high-level events for specially invited key individuals (City dinners, and a seminar for senior guests and delegates), and to host private meetings over two days with developers, investors and other stakeholders relating to property locations in the Square Mile and City Corporation-owned assets.
4. In 2018, the MIPIM programme will be shaped by the following headline objectives:
- a) Promoting the City to the international property investment market, including investors from the Far East, building on last year's research theme of *The City as the original co-working space* while also incorporating the key messages from this year's research theme: *The City as a place for people*
  - b) Managing relationships with and extending hospitality to new and existing investors, developers and influencers
  - c) Positioning the City as a thought leader in property and place making
  - d) Supporting the London stand and a joined-up message of London is Open
  - e) Building relationships with UK cities and regions

### **Communications strategy:**

5. In 2017, Media consultants ING were engaged to work with the Director of the Built Environment, the Communications team and CPAT to assist in the development and delivery of a new marketing campaign for 2017 to promote the City to a more diverse business base. The use of the media consultants at MIPIM 2017 was especially relevant to help deliver the campaign and produced tangible benefits through the added value they brought to the City Corporations attendance, particularly through their extensive networks and expertise in relation to attendance of events such as MIPIM. To this end, a media communications agency will be procured in mid-October 2017 to provide joined up media support for projects that span across the Built Environment departments over a five-year term from 2017-2022. Once again, MIPIM will be a key focus for the commissioned agency in 2017-2018 and their brief will include developing key messaging based around the MIPIM strategy and maximising media opportunities before, during and after the event.
6. Following feedback from MIPIM 2017, it was felt that a coherent message was lacking on the London Stand. To address this issue, key partners have agreed to use the Mayor's message that "London is open" which will appear in a prominent position both inside and outside the London stand. There will be ongoing collaboration with the Stand organisers, the Mayor's office, London and Partners,

London Councils and London First to help further develop an appropriate and co-ordinated presence on the Stand.

7. In addition to the pan-London messaging, the Corporation will have its own branding and messaging, to be devised by the communications agency in collaboration with CPAT, Economic Development and the Corporation's Communications team. The messaging will build on the campaign at MIPIM 2017 and be used in all marketing materials (including around the City stand), the research report; and will also be integrated into seminars and panel discussions.

#### **City stand:**

8. The City stand will remain in the same location inside the London stand with the City model acting as a focal point for delegates. Consideration has been given to hosting meetings away from the noise of the London Stand but this would result in increased cost along and logistical difficulties so it is proposed to continue with the previous arrangement of two meetings rooms adjacent to the City Model. CPAT is currently reviewing opportunities to deliver a more technology focussed experience to compliment the City model and discussions are in hand with a number of prop tech companies to identify how this could be delivered.

#### **Hospitality:**

9. In previous years, the City Corporation has hosted three dinners for investors, developers and other key property professionals. In 2018, it is proposed that the team continue to host the main high level dinner on the Wednesday evening but replace the other two smaller dinners hosted on the Tuesday with an early evening drinks reception. It is considered that a drinks reception will provide greater opportunities to engage with a much broader audience (circa 120 guests) which will include targeting of key foreign investors such as those attending from the Far East. In view of the cost to host such an event (circa £17k) it is proposed to partner with the London Chamber of Commerce and City Property Association to achieve value for money and maximise the outreach of the event

#### **Research Report:**

10. This year's MIPIM research report will be undertaken by the Economic Development research team and will focus on the *City as a place for people*. The report's themes will examine the drivers of change – including Brexit and advancing technology - on the nature of current and future City jobs and the types of people who fill them. It will examine the implications for the City's physical infrastructure, including workplaces - and the City's wider long-term attractiveness as a location for firms and workers. The report will help inform the top line messaging which will be used in all communications about MIPIM.

#### **MIPIM Team:**

11. In order to provide a high level of service and maximise the potential benefits of MIPIM 2018, it is proposed to maintain the same level of officer resourcing as in previous years. Members proposed to attend in 2018 include: The Chairman of the Policy & Resources Committee, The Chairman of the Planning & Transportation Committee and the Chairman of the Property Investment Board who will be accompanied by The Director of the Built Environment, The City Surveyor, The Chief Planning Officer, the Investment Property Director and the

CPAT Team Manager. To ensure the smooth running of the event, two members of the CPAT team and one member of the PR team will also be in attendance. (Appendix A sets out the Officers that will be attending in addition to the Member team and the specific roles that they will perform)

**Financial and risk implications:**

12. It is proposed that the cost of attending MIPIM 2018 will be £98,000, an increase of £3,000 on last year’s budget. The increase in cost would be as a direct result of hosting a drinks reception for 120 people rather than 2 dinners hosting circa 10 guests. Part of this additional cost will be paid for by contributions from both the London Chamber of Commerce and the City Property Association. The total anticipated budget is set out in the table below and is set alongside the comparable costs for last year.

Item	Budget 2017	Actual spend 2017	Proposed budget 2018
Exhibition and attendance costs: City model, stand, delegate passes, artwork, graphics, literature racks, furniture hire and technical support	£59,500	£59,550	£58,500.
Travel (including transfers), accommodation, subsistence, expenses	£25,000	£24,453	£21,000
Seminar: room hire, technical support & equipment hire, printing	£4500	£4774	£5000
Corporate hospitality (drinks reception and City dinner)	£6000	£6173	£13,500
<b>Total:</b>	£95,000	£94,950	£98,000

13. In the previous sixteen years, each committee has contributed a sum of money for MIPIM in approximate proportion to the level of representation and relevance to the work of each committee. It is proposed that the increase in the budget of £3k be absorbed from the CPAT local risk budget meaning that the anticipated contributions from existing budgets for MIPIM 2018 are:

Policy & Resources Committee Public Relations Office Budget	£5000 – City Fund
Planning & Transportation Committee	£11,250 – City Fund
Property Investment Board between City Fund, City Cash and Bridge House)	£23,750 – (split equally
City Property Advisory Team	£58,000 – City Fund
Total:	£98,000

**Legal implications:**

14. The main purpose of the City's attendance is to support key adopted strategies to promote the City as a leading world business centre and encourage inward investment. As such, its power to undertake the activity in its City Fund capacity and to incur City Fund expenditure is in Section 1 of the Localism Act 2011. No power is required in respect of its City's Estate capacity and expenditure. In respect of its involvement and expenditure in its capacity as trustee of Bridge House Estates, this may be considered in the best interests of the charity in that, as a significant owner of property within the City, it is in the charity's interests that inward investment be encouraged and the City's status as leading business centre be promoted. In addition, potential investors with an interest in any particular BHE property will have an opportunity to explore that interest.

### **Conclusion:**

15. MIPIM 2017 provided the City Corporation with a global platform to showcase the City's attributes and reposition the Square Mile as a destination for a more diverse range of occupiers. MIPIM is still the premier event of its kind, and it is felt that there is no real alternative to MIPIM at which the City Corporation's message would be as effectively disseminated, given the predominance of senior and influential property professionals attending MIPIM, and the amount of press attention that it receives. It is also felt that the City Corporation's attendance is a key factor in promoting the Square Mile in the face of increasing competition from other centres and countries, and underpinning confidence in London as the leading global financial centre.

16. The Corporation's participation is considered a cost-effective means of engaging with key stakeholders to help achieve the Corporation's adopted strategies and policies including promoting the City as a world leading business centre, and encouraging inward investment (See Corporate Strategy and Local Plan). It provides a unique forum to reinforce the City's commitment to those aims to a wide audience in a very direct way"

17. MIPIM 2018 takes place from 13<sup>th</sup>-16<sup>th</sup> March and will provide similar opportunities as experienced at MIPIM 2017. The Policy & Resources Committee, Planning and Transportation Committee, and the Property Investment Board are now asked to agree the proposed budget and the list of attendees.

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*Linzi.clark@cityoflondon.gov.uk*  
*020 7332 3493*

### **Appendices:**

**Appendix 1**      *MIPIM 2018 officer representation*

### **MIPIM 2018 officer representation**

#### **The City Surveyor**

City Corporation's strategic Officer lead in relation to the investment property portfolio and as Head of CPAT, strategic lead in relation to the economic promotion of the City to businesses and investors. The City Surveyor will be a key person required to engage directly with those investors and developers active in the London market looking to obtain guidance on property related matters. Offers to engage in broader discussions and learning opportunities about the wider market will also be available

#### **Director of the Built Environment**

City Corporation's strategic Officer lead looking at the future development of cities engaging with key investors, developers and exhibiting cities and the City hosted events and participating as a panellist on key panel discussions

#### **Chief Planning Officer**

Providing support at relevant meetings with investors and developers providing strategic advice and guidance on specific City sites and attending City Corporation hosted events.

#### **Director of Investment Property Group**

Providing support at relevant meetings with investors and developers providing strategic advice and guidance on specific City owned sites and attending City Corporation hosted events.

#### **CPAT Manager**

Providing support to the Senior Member and Officer team attending with key knowledge regarding the investment and property market relating to specifics being discussed at individual meetings and the development of the MIPIM programme.

#### **Business Liaison Manager and Business Liaison Assistant**

Both are heavily involved in setting up the programme and are required to provide seamless support to the senior officer team in relation to the smooth running of meetings, dinners, research seminar, hotel accommodation, flights and transfers

#### **Communication Officer**

Providing communication support to Members and Chief Officers attending MIPIM ensuring communications opportunities are maximised to deliver beneficial coverage of City Corporation attendance.

**Elected Members:**

Catherine McGuinness – Chairman, Policy & Resources Committee

Christopher Hayward – Chairman, Planning & Transportation Committee

Alastair Moss – Chairman, Property Investment Board

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<b>Committee:</b>	<b>Dated:</b>
City Bridge Trust Committee Resource Allocation (Policy and Resources) Sub – Committee Policy & Resources Committee	20 <sup>th</sup> September 2017 19 <sup>th</sup> October 2017  19 <sup>th</sup> October 2017
<b>Subject:</b> Bridge House Estates – Designation of Funds for <i>Bridging Divides</i> , City Bridge Trust Grants Programme 2018-2023	<b>Public</b>
<b>Report of:</b> Chief Grants Officer & The Chamberlain	<b>For Decision</b>

## Summary

The City of London Corporation is the corporate trustee of Bridge House Estates (1035628), one of the largest charities in England and Wales and, through the activities of the charity’s grant giving arm, City Bridge Trust (CBT), is now London’s largest independent grant-maker. CBT has been increasing the strategic approach to its grant making, including more long-term, proactive grants developed in partnership with experts and based on evidence of need. With this change comes an increasing scrutiny and further impetus to exemplify good governance within the charity sector.

As part of the implementation of CBT’s new five year funding strategy *Bridging Divides*, which informs the grant expenditure for 2018 - 2023, consideration is being given as to how the City Corporation’s internal governance arrangements might be improved to better support the delivery of high impact, longer-term charitable grant-making over a five year grant programme and therefore the effective operation of the charity consistent with the City Corporation’s duties as trustee.

This report recommends that the City Corporation, in line with its trustee duties to be transparent in the effective management of the charity’s funds in achieving its purposes for the public benefit, formally establishes a further designated fund out of the unrestricted funds of the charity from the income surplus to that required for the maintenance and support of the five bridges. It is recommended that the designation be for a five year period for the purposes of the new *Bridging Divides* grants programme 2018-2023, thereby properly reflecting the charity’s existing commitment to a five-year strategy to deliver these activities (adopted by the Court of Common Council on 20<sup>th</sup> July 2017) which, under current corporate governance arrangements, is reliant upon annual budget allocation decisions which create a ‘false barrier’ to the management of funds available for grant-making.

## Recommendations

Members are asked to:

- a) Recommend to the Court of Common Council that a designated fund be established for Bridge House Estates (1035628) out of the charity’s unrestricted funds and from the income surplus to that required to maintain and support the

bridges for the purposes of the five-year 'Bridging Divides' grants programme 2018-2023; and

b) Delegate authority to the Chamberlain in consultation with Chairman and Deputy Chairman of the City Bridge Trust Committee, to agree the amounts to be held within this designated fund.

## **Background**

1. Bridge House Estates (1035628) (BHE, the charity) is the seventh largest charity in England and Wales, established for the purposes of the maintenance and support of London Bridge. It is now responsible for five bridges. It is an ancient charity and the City of London Corporation is the sole corporate trustee having had stewardship of the charity for some 800 years. The charity is administered in accordance with its various governing documents and the City's corporate governance framework.
2. In 1995 as the charity's income had exceeded that required for the bridges and was accumulating, consistent with the City's duties as trustee, a cy-près Scheme was sought from the Charity Commission to amend the charitable trusts to allow the charity's funds to be applied for other charitable purposes. Since the Scheme was made, it has been the City Corporation's practice to settle policies which provide for grant-making to address identified needs in London. These activities of the charity are undertaken by City Bridge Trust (CBT), the charitable funding arm of BHE. A policy, approved by the Court of Common Council and based on consultation and evidence of need, sets out the spending parameters of this charitable funding.
3. As London's largest independent grant-maker, CBT works to ensure it has the most impact with the funds available. Over recent years CBT has moved to a more strategic approach to grant-making, reflecting changes to charitable needs in London over the last 25 years. Longer grants (of up to 5 years, and exceptionally 10 years) have been agreed and the proportion of the grants budget available for 'proactive' grant-making has also increased – i.e. grants worked up with invited partners to target specific issues within the agreed policy.
4. The City Corporation has recently, at the Court of Common Council on 20 July 2017, settled the new policy to guide the application of the charity's income surplus to that required to maintain and support the bridges for a five year period (2018 – 2023): *Bridging Divides*. The strategy's mission is to reduce inequality and grow more cohesive communities for a London that serves everyone. This will be achieved by using all of our knowledge, networks and assets to champion London's biggest asset – its people. The full version of the strategy is available on the CBT website [www.citybridgetrust.org.uk](http://www.citybridgetrust.org.uk).
5. At their June 2017 RASC Away Day, Members indicated their support for allocating the expected future BHE surplus income to CBT grant giving, with the proviso that the funds would be directed to charitable objectives decided on by Court of Common Council in line with BHE objectives and the Quinquennial review of CBT. Current forecasts from the medium term

financial plan for BHE suggest that this allocation of income to grant-making would provide an additional £13.9m over a 2-year period from 2019/20, with the potential of further funds in future years.

6. In 2015, the Court of Common Council agreed an uplift to the CBT core grants budget (known as 'Anniversary funding'), totalling £12m, with £9.6m to be applied to specific programmes on employability and infrastructure support, split over 3 budget years. In each successive year, CBT was required, under the City Corporation's corporate governance framework, to formally request approval of a 'carry-forward' of these funds to continue these programmes where current and prior-year funding had not been committed in-year. As of September 2017, it is expected that £1.59m of this total amount will be committed in 2018/19, being the final grant awards within the Infrastructure Support programme.
7. Indicative funding for the next 5 year period is as per Table 1.

Table 1: CBT Funding 2018/19 – 2022/23

	2018/19	2019/20	2020/21	2021/22	2022/23	Total
Bridging Divides	20,000,000	20,000,000	20,000,000	20,000,000	20,000,000	100,000,000
The Prince's Trust *	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	5,000,000
Anniversary funding: Infrastructure Support	1,590,000					1,590,000
Indicative additional funding**		6,900,000	7,000,000			13,900,000
	<b>22,590,000</b>	<b>27,900,000</b>	<b>28,000,000</b>	<b>21,000,000</b>	<b>21,000,000</b>	<b>120,490,000</b>

\*The Princes' Trust funding is for 10 years, and commenced in financial year 14/15

\*\* Per RASC AwayDay July 2017

## Current position

8. The current budgeting process for CBT grant-funding allocates an agreed amount to a specific financial year. If the amount set-aside is not fully utilised in-year, a further decision is required under the City Corporations' financial management framework (carry-forward process) for the remaining balance to be made available for the following year. Should an overspend occur, this would be deducted from the subsequent years' resource allocation. Decisions on carry-forwards are usually made in July of each year; hence requests under urgency procedures have been made in the past to enable grant programmes to take place in a timely manner.
9. The utilisation of the carry-forward process from a charity perspective has led to various internal issues in the efficient and effective administration of the charity's grant-making activities:
  - a. Difficulties in making plans ahead of the relevant funding year, as technically CBT do not have future funding available;
  - b. Upfront analysis by the CBT team to inform plans, involving external experts, collaboration and feedback from Members takes time to undertake. Whilst this activity takes place, an impression is given that CBT is under-spending as the year one allocation of a programme is not being spent;

- c. Where 'big impact' programmes are being developed, CBT can only confirm funds with potential partners that relate to in-year budgets, and previously agreed carry-forward amounts. This leads to the team delaying plans until the full amount of funding is available – as happened with the majority of the 2015 anniversary funding;
  - d. Grants worthy of funding will not be brought to the March CBT Committee for approval, as these may push the total approved above available annualised funding for that year so creating a reported 'overspend'. Financial year-end becomes an artificial barrier, preventing CBT from supporting potentially life-changing projects, which can often be time critical.
10. A carry-forward process for grant-making is not a familiar concept within the charity sector. Inefficiencies have arisen where officers and Members look to balance an annual grants budget within a five-year strategy, deciding which applications to hold back from approval. This has caused concerns with potential grantees, where the processes can be seen as unhelpful, effectively 'shutting the door' at financial year-end and preventing the charity's funds from being applied to the intended purposes because of management processes adopted by the trustee. Larger charitable foundations tend to work over longer time horizons (as CBT has been seeking to do in recent years), with designations being a useful enabling tool. Use of such tools exemplifies good governance, so also building and protecting the reputation of the charity. CBT need to have the confidence to discuss plans with certainty, in order to move forward their vision for London to be a city where all individuals and communities can thrive.
11. Financial Regulations, as approved by the Court of Common Council, deal with budget management and carry-forward arrangements. These expressly provide that the Deputy Chamberlain be consulted on all matters of interpretation of the Regulations, with the Deputy Chamberlain's decision as to their meaning and application being final, providing such decision does not have the effect of altering the meaning of a standing order, other regulation or other contract approved by a Committee or the Court of Common Council (Part 2, paragraph 1.1).
12. Per Standing Order 48, the Court of Common Council has agreed that budget allocation decisions for BHE, as for other funds, are reserved to Policy and Resources Committee, following consideration by the Policy and Resources Resource Allocation Sub-Committee.

**Proposal for a change in treatment of uncommitted grant funding**

13. Up to 2015/16, CBT focussed on shorter term grant funding. Grants approved covered a 1-3 year funding timeframe, with pre-award discussions taking place over several months. With increased strategic focus and the provision of an increasing grants budget, CBT is now in a position to fund higher value programmes that will have significant reach and impact over a longer time period. The agreed programmes require investment in upfront analysis by the CBT Team, with this spread over a longer period than that relating to the previous funding model.

14. The trustees of a charity may choose to set aside, or ring-fence, part of their unrestricted funds to be used for a particular future project. By earmarking funds in this way, the trustees set up a designated fund that remains part of the unrestricted funds of the charity. Designations have an administrative purpose only, and do not legally restrict the trustees' discretion in how to apply the unrestricted funds that they have previously earmarked. If circumstances or plans change, the designation may be changed or removed, with funds returned to the general income fund for future determination of use. This would enable the City as trustee of BHE to react, should future investment performance reverse recent gains experienced.
15. Transparency around designated funds is a helpful tool when explaining a charity's reserve policy and the level of reserves held, and is consistent with the City's duties as trustee to demonstrate accountability in the proper management of the charity's funds in accordance with established charity accounting practice. Disclosure of designated funds within the Trustee's Annual Report depicts future commitments that a charity intends to make, clearly telling the story about future plans and demonstrating good stewardship.
16. BHE currently holds £741.2m as designated funds. With total unrestricted funds as at 31 March 2017 being £1,341.3m, this represents 55.3% of total funds held. The highest value designated fund is the property revaluation fund, at £568.8m, representing unrealised gains made on investment properties held which only become available for other purposes should properties be sold. Six other designated funds cover on-going projects such as bridge repairs and property dilapidations, alongside the £20m set aside for the Social Investment Fund. Despite grant-making representing the most significant area of expenditure for BHE, there is no designation for future grant expenditure at present. Commitments made as a result of a grant-making policy which operates over a five year period would normally be reflected as a designation in a charity's accounts.

17. Table 2 – Bridge House Estates: Funds held as at 31/03/17

<b>Bridge House Estates</b>	
<b>Funds held as at 31/03/17</b>	<b>£m</b>
<b>Designated Funds:</b>	
Property Revaluation	568.8
Bridges Repairs	147.8
Social Investment Fund	20.0
Property Sales Pool	1.9
Property Dilapidations	1.5
Tower Bridge Tourism	1.0
Finsbury House	0.2
<b>Total designated funds</b>	<b>741.2</b>
General Fund	612.0
Pension Reserve	(11.9)
<b>Total unrestricted funds</b>	<b>1,341.3</b>

18. A designated fund set-up specifically for the grant-making funds provided to CBT by the Trustee for their approved funding strategy would enable plans to be confidently developed ahead of commitments being made, alongside seamless continuation of agreed programmes once partners have been selected. In practice, CBT would continue to work to an approved annual budget/forecast, however would be able to make decisions relating to approved programmes that cross over financial year-ends agreeing needs with The Chamberlain as necessary under his delegated authority.
19. Such a designation would allow the CBT team to apply improved operational management to year-end processes, in the best interests of the grantees that the charity supports, rather than by the requirement to follow internal accounting carry-forward processes. As noted in paragraph 18, an approved annual budget/forecast would continue to apply, however the CBT Committee would have the ability to approve time-critical grants to charities ahead of the financial year-end. Such approvals would utilise in advance the grants budget set aside for the following financial year, held within the core grants designated fund.
20. Controls would be put in place to ensure that grant commitments approved come within the available designated amounts within each fund. The creation of grants-related designated funds is not about increasing reserves, but about providing greater flexibility in the timing of decision-making and the adoption of procedures which support the effective administration of the charity consistent with the City Corporation's duties as trustee. Routine reporting to CBT Committee would include balances in designated funds, with this also provided to Chamberlains to enable forecasts to be updated.

21. As the awarding of a grant does not usually result in an immediate outflow of cash, the flexibility that use of a designated fund will bring will not have an immediate adverse impact on treasury management.

### **Conclusion**

22. To enable seamless continuation of long-term grant giving programmes, the creation of a designated fund for the new *Bridging Divides* strategy will more effectively support the activities of the charity, allowing improved decision-making processes. Such a designation supports good governance of the charity, demonstrating management of reserves held.
23. Delegating authority to the Chamberlain, in consultation with the Chairman and Deputy Chairman of the CBT Committee, to agree the annual amounts to be held within the designated fund will enable the charity to be reactive to the needs of its beneficiaries.

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<b>Committee(s)</b>	<b>Date:</b>
Establishment Committee Policy & Resources Committee	17 <sup>th</sup> October 2017 19 <sup>th</sup> October 2017
<b>Subject:</b> Social Mobility Employer Index Update	
<b>Report of:</b> Joint Report of the Town Clerk, Director of Economic Development and Director of Human Resources	<b>For Decision</b>
<b>Report author:</b> Melissa Hayes, Sufina Ahmad, Tracey Jansen	

## Summary

This report outlines the City of London Corporation's sponsorship of the Social Mobility Employer Index and plans for the City Corporation as an employer to improve its ability to attract, recruit and retain talent from all backgrounds.

## Recommendation

Members are asked to:

- Support the proposed next steps to improve social mobility (the ability for talent from all backgrounds to gain access to and progress in employment) within the City Corporation.

## Background

1. Policy and Resources committed £70K to sponsor the first year of operation of the Social Mobility Employer Index, a joint initiative between the Social Mobility Foundation and the Social Mobility Commission. On-going sponsorship beyond 2017/18 has not been proposed, although collaboration with the above partners will continue.
2. The Index benchmarks organisations on their work to attract, recruit and progress people from disadvantaged backgrounds.
3. The top 50 employers were announced in June 2017 at an event held at Guildhall. The Policy and Resources Chairman, Catherine McGuinness, and the Secretary of State for Education, Justine Greening MP, welcomed over 200 attendees. The Index was published in The Times and achieved substantial media coverage (34 media articles).
4. Overall 98 organisations across 17 sectors submitted entries. Seven of the top 10 and 30 of the top 50 are Financial and Professional Services employers.

5. To share best practice and encourage Index applications in 2018, six thought leadership events are planned between September and December 2017 in Manchester and London, targeting 100 multi-sector businesses.

## **Current Position**

6. As a sponsor it was decided that City Corporation would enter the Index anonymously, with the aim of publicising its position in the next edition (in 2018), when it is no longer a sponsor.
7. The City Corporation ranked 50 out of the 98 organisations that submitted.
8. The feedback received from the Social Mobility Foundation highlighted areas of good practice, including:
  - Targeting schools with above average levels of free school meals for our outreach programmes.
  - Not specifically targeting students from Russell Group Universities nor having minimum grade requirements as part of the recruitment process.
  - Trialling anonymised recruitment (the practice of removing personally identifiable information from applications: name, gender, DOB, education etc.).
  - Paying the London Living Wage to all staff including apprentices and work-experience candidates (for placements that are in excess of two weeks).
9. The feedback also highlighted areas that the City Corporation should consider if it would like to improve its ability to attract, recruit and retain talent from all backgrounds as well as measure progress, including:
  - I. Increasing the socio-economic data being collected:
    - Collecting a variety of data on the socio-economic background and the type of education of new and existing employees (e.g. parental occupation, eligibility for free school meals and/or income support, state vs private school etc.) and analysing staff retention, progression and performance against socio-economic background.
    - Monitoring socio-economic data during every stage of the recruitment and selection process to identify possible barriers that could be excluding or disadvantaging particular demographics.
    - Comparing socio-economic background data of shortlisted and successful applicants before and after the anonymised recruitment trial (paragraph 8) takes place to better understand its impact.
    - Collecting information on socio-economic background of work-experience students and monitoring progress into employment, particularly within the City Corporation.
  - II. Strengthening communication regarding the City Corporation's commitment to social mobility internally:

- Making it clear to candidates before and during recruitment that they will only be assessed on aspects relevant to job requirements and not their background.
- Advocating for social mobility internally so that employees feel it is a topic they can openly discuss at work.
- Offering support that directly contributes to the progression of employees that need it the most.
- Setting social mobility related targets.

### **Next Steps**

10. As part of the development of this new strategy, it has been agreed that clear Social Mobility KPI's and accountability will be developed and integrated into areas of the Responsible Business Strategy which focus on our commitments to current and potential employees. Therefore, actions that HR wishes to pursue, in partnership with others, and with support from the CSP Team include:

- Consulting on and agreeing the definition of a socio-economic status that the City Corporation will monitor against, taking into account our ability to gather data and report on it and General Data Protection Regulation principles.
- Factoring in socio-economic status into the 'Attracting Talent' project and its recommendations, in particular: statements to encourage people from a wide pool to apply; review of recruitment training; trialling anonymised recruitment; review of jobs page to make it more welcoming and easier to apply; reviewing monitoring information and person specification requirements and application process for jobs.
- Developing a work experience and internships policy.
- Reviewing City People (online portal) functionality and work plan to consider how improved data collection can be achieved in the end to end recruitment process and for existing staff.

### **Corporate and Strategic Implications**

11. An Internal Responsible Business Officer (IRBO) has been recruited to the Corporate Strategy and Performance Team (CSP) to design an ambitious new responsible business strategy that will focus on the 'Community', 'Environment' and 'Worker' recommendations of the internal responsible business review that took place at the beginning of the year. The agreed strategy will link back to the Corporate Plan for 2018-23 which reiterates the City Corporation's commitment to creating positive impact and supporting a sustainable and diverse London within a globally-successful UK.

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<b>Committee:</b> Policy and Resources Committee	<b>Date:</b> 19 October 2017
<b>Subject:</b> Review of Business Plan 2017/20	<b>Public</b>
<b>Report of:</b> City Remembrancer	<b>For Information</b>

## Summary

This report provides Members with an overview of the activities of the Remembrancer's Office for the period 1 April to 30 September 2017. The report also includes an update of the Office's key risks.

## Recommendation

Members are invited to receive this report.

## Main Report

### Background

1. The Remembrancer's Office Business Plan for 2017/20 was approved by this Committee on 8 June 2017. The plan sets out the strategic direction of the Office and explains how the work of the Office supports the policy priorities described in the corporate plan. This report provides an update on performance in the six month period leading up to 30 September.
2. A copy of the Office's current risk register is attached and an update of each of the Office's key risks is included in this report.

### Parliamentary

3. The Parliamentary team, working with other departments, continued to provide briefing and analysis to Members and officers across the range of Corporation interests. It has been a tumultuous six months in politics and Parliament, unsurprisingly dominated by Europe. The period began with the formal triggering of Article 50 starting the process for the UK's withdrawal from the EU. It was quickly followed by a snap General Election and then the introduction in Parliament of the EU (Withdrawal) Bill. The Office prepared and circulated a briefing ahead of the first parliamentary debate on the EU (Withdrawal) Bill, drawing attention to the wide range of work with which the City Corporation is involved to address the potential effects of Brexit.
4. Other legislation covered included a report to the GSMD Board on the outcome of the Higher Education and Research Bill. A Ministerial assurance was received in Parliament about the position of the School under the new

legislation. The Office also reported on the Neighbourhood Planning Act, the Digital Economy Act and the Technical and Further Education Act.

5. Following the Government's decision not to reintroduce the Local Government Finance Bill after the general election, the Office has continued to work with the Chamberlain's Department to analyse and report on initiatives for fiscal devolution in London. This led to the submission of a joint report to this Committee and the Finance Committee recommending 'in principle' support for a proposed pilot scheme for business rates devolution, drawn up by London Councils and the GLA.
6. After the general election, a revival motion was obtained for the City of London Corporation (Open Spaces) Bill. This seeks to clarify and modernise the City Corporation's powers over its open spaces outside the City. The Bill was subsequently reported without a debate and is shortly to be put down for its Third Reading, following which it will pass from the Commons into the Lords.
7. The majority of Select Committees are still in the process of being re-established following the election, and are yet to announce their future work programmes. However, the Parliamentary team is working with the Economic Development Office and the Policy Chairman's Office to prepare for an oral evidence session with the House of Lords on financial services regulation and supervision post-Brexit.
8. Working with Mansion House, the Economic Development Office and other Corporation departments, the Office has maintained an active programme of engagement with MPs and peers through briefings on matters of interest to the City, including arts education, the creative industries, the economy, broadband, housing supply in London, traffic law, fraud and air quality.
9. Following the General Election, as part of a refreshed Parliamentary engagement programme, the team identified key cross-party MPs and peers, in particular, members of relevant Select Committees, both in the Commons and the Lords, as well as Committee staff, and this has fed into the Policy Chairman's engagement programme. Initial meetings have focused on Commons Treasury Select Committee members and their staff. When the House returns after the party conferences, the Parliamentary team will engage in particular with the Brexit Committee and other Brexit related committees.
10. On other matters, the Office led on the preparation of a Law Officers' Opinion on the current legal status of 'precincts' in the City, in response to an attempt to revive one of these historic sub-divisions of wards.
11. The Office has continued to liaise with the Mayor of London and the GLA. Evidence has been submitted to Committee inquiries into the night-time economy and anti-social behaviour, and to the consultations on the Mayor's night-time economy supplementary planning guidance and the Good Work Standard. Responses to the mayoral consultations on the draft strategies for environmental, transport, health inequalities and housing matters are being

coordinated by the Office. A briefing was given to the Environment Committee on the City Corporation's recycling policy.

12. Members of the Office attended the Party Conferences to monitor proceedings and identify policy developments. Full reports on each conference were circulated.

### **City events**

13. The City hosted the State Banquet for the King and Queen of Spain in July this year. The Banquet provided an opportunity for the UK to deepen relations with Spain, especially important in the context of Brexit. The Banquet was well attended by Spanish and UK business representatives as well as key Ministers.
14. As part of the Group of 30 meeting held in London, the City hosted a high level dinner at Mansion House. The Group of 30 is an international body which aims to promote the understanding of economic and financial issues and to explore the wider financial repercussions of decisions taken in the private and public sectors. The Office liaised closely with the Bank of England over the arrangements for the dinner and a number of City businesses were represented.
15. During the last six months the Office has organised a number of events to commemorate significant anniversaries and to mark important bilateral relations. These included a reception in collaboration with the US Embassy to mark the centenary of the United States' introduction to the First World War, the Parliamentary Reception at the House of Commons and a dinner in conjunction with the British-American Parliamentary Group's conference in London. Receptions to mark the IAAF and IPC Games in London also took place during this period.
16. The Office continues to deliver hospitality events in support of the Corporation's cultural strategy, including a reception to celebrate the inaugural Lord Mayor's Cadet Music Competition. To mark the India-UK 2017 Year of Culture, the City Corporation is collaborating with the Indian High Commission on a reception at the Barbican Centre following the closing concert and is supporting the Limelight Film Festival.
17. In addition to the City's hospitality programme, the Office has organised 13 Committee events during the last six months including a dinner for the Licensing Committee, visits by the Open Spaces Committee to Dorneywood and Epping Forest, a dinner in honour of the immediate past Chief Commoner and a lunch for past Chief Commoners on behalf of this Committee's Hospitality Working Party.

## **City Events Management Group**

18. Following the recommendations of the Effectiveness of Hospitality review, the officer-level City Events Management Group has continued to provide a mechanism to foster co-ordination of City hospitality events across the Corporation. Subjects considered include a review of the format of events, enhanced consideration of table plans and seating arrangements, and more strategic evaluation of events, with periodic reports to the Hospitality Working Party. Working with the relevant Chief Officer and Chairman, particular focus has been given to identifying and promoting the strategic objectives of Committee hospitality taking into account the aims and objectives of each Committee.

## **Private events**

19. Income from private events in May and July was recorded as the highest ever, offset by less income in April, probably due to the timing of the Easter period. Overall, income from private events for the six month period ending on 30 September (as at 12 September) was £947,200, which is £26,000 (approximately 3%) less compared to the same period last year. The number of paid events has remained approximately the same but in the first six months of 2017/18 there were slightly fewer large events.
20. Indications from across the event industry are that the market is levelling out with many venues reporting shorter lead in times from enquiry to actual booking. Income from events for the latter part of the year for Guildhall, however, is approximately £200,000 higher at this stage when compared with the position last year. Guildhall continues to attract new commercial clients including Rothschild, Nasdaq, Jet2.com and McKinsey.
21. The team have continued to promote the Guildhall as a venue. Initiatives to increase income include representation at trade shows, production of marketing material and working collaboratively with the caterers on the City's recently updated eligible list to identify new business opportunities. The private events teams have had comprehensive sales training, including developing sales techniques and improved communication with clients. Data is being collected to enable follow up with clients who were not able to be accommodated at Guildhall due to other bookings.
24. The Office continues to be a member of two trade associations, UVL and City Selection, and through these it is able to promote Guildhall and keep up-to-date with developments in the event industry.

## **Office management**

25. The Business Services team, in conjunction with the Chamberlain's and City Surveyor's departments, undertook a thorough review of the charging policy for hiring Guildhall. A report was submitted to the Working Party on 9 November 2016. In approving the review's recommendations, the Working Party noted that the City Corporation should be charging commercial clients the maximum that the market would allow. The changes, effective from 1



April, include increases in commercial charges of 10% for the Great Hall and 10% for each of the next two years for the Crypts and Old Library.

26. The Office continues to work with the City Surveyor's department to develop an effective maintenance, replacement and cleaning programme for Guildhall so as to enable both City Corporation events and private events to have up to date facilities.
27. In July, Members agreed the refurbishment of the West Wing cloakroom and lavatory facilities. The Remembrancer's Office is supporting the City Surveyor's team deliver this project and a Gateway 5 report is planned for later this year. This refurbishment will provide additional facilities which will enable additional events to be accommodated at Guildhall.
28. The Business Services division has supported the work of the Private Events team in monitoring income and providing in depth event analysis to assist in the marketing of Guildhall as a venue for commercial events.

### **Risk management**

29. The Remembrancer is the Chief Officer responsible for Corporate Risk 10 (adverse political developments). The Office is responsible for three key risks: failure to generate sufficient income from Guildhall lettings, failure to deliver events in a safe and satisfactory manner, and loss of standard support for the CRM database leading to a lack of, or incorrect, guest data. These risks are reviewed and reported to Audit and Risk Management Committee. The Remembrancer will attend the Audit and Risk Management Committee in November this year for an informal risk challenge followed by a full 'deep dive' review in March next year.
30. Steps being taken to maintain and boost income from Guildhall lettings are described above. A number of policies are in place to provide for the safety of events. These include a fire and evacuation policy and the application of guidance as required under health and safety legislation. The City Surveyor's Health and Safety officer oversees all set up arrangements and reviews risk assessments from third parties involved in events at Guildhall.
31. An up to date database is essential for the successful operation of City events. The Office is assisting the project to provide a replacement for the current CRM being led by the Economic Development Office, with technical assistance being provided by IT division. In the case of events management, the new system will be Dynamics 365.
32. A copy of the Office's risk register is attached as Appendix 1.

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City Remembrancer

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## REM Detailed risk register

Report Author: Margaret Pooley

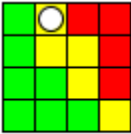
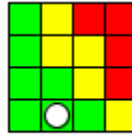

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Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
C10 Adverse Political Developments 88 22-Sep-2014 Paul Double	<p><b>Cause:</b> Financial services issues that make the City Corporation vulnerable to political criticism; local government devolution proposals that call into question the justification for the separate administration of the Square Mile; overarching political hostility.</p> <p><b>Event:</b> Functions of City Corporation and boundaries of the City adversely affected.</p> <p><b>Impact:</b> Damage to the City's reputation as a place to do business. The City of London Corporation could be compromised if the City's position as a world leading business and professional services centre were undermined.</p>	Likelihood 	8	There has been close engagement with those responsible for formulating proposals to enable the devolution of responsibilities while safeguarding the City. Constant attention is given to the form of legislation affecting the City. Making known the work of the City Corporation among opinion formers, particularly in Parliament and central Government, is necessary so that the City Corporation is seen to remain relevant and "doing a good job" for London and the nation and this is seen to be an objective assessment. The Office also provides advice on the City Corporation's approach to important political developments in particular, the process to leave the EU and the general parliamentary mood post the General Election. <b>11 Sep 2017</b>	Likelihood 	8	31-Dec-2017	↔  No change

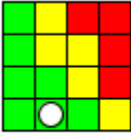
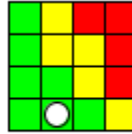

Action no, Title,	Description	Latest Note	Managed By	Latest Note Date	Due Date
CR10a monitoring legislation	Monitoring of Government legislation and proposed regulatory changes.	Relevant Bills in the Government's legislative programme will be identified and City Corporation departments alerted to issues of potential significance as the measures are introduced in the new Session. Action taken through negotiation with departmental officials or amendments tabled in Parliament as required. The legislative consequences of Britain leaving the EU as they may affect the Corporation and the City more generally as an international financial centre are a particular focus.	Paul Double	11-Sep-2017	31-Dec-2017
CR10b Provision of information	Provision of information to Parliament and Government on issues of importance to the City.	Briefing has been provided for parliamentary debates including on air quality, immigration, housing, planning, the creative industry, trade and investment, apprenticeships, economic crime, Fintech and broadband.	Paul Double	11-Sep-2017	31-Dec-2017
CR10c Stakeholder engagement	Engagement with key opinion informers in Parliament and elsewhere. Programme of work to monitor and respond to issues affecting the reputation of the City Corporation.	Liaison with the City's MP and other MPs, Peers and Select Committee of both Houses on matters of importance to the City, including increased engagement on Brexit-related issues. Working with other organisations, including the Financial Markets Law Committee, to analyse the legal framework following exit from the EU. Continuing engagement on devolution in London and liaison with London Councils and Central London Forward on the application of devolution to the London boroughs and the City, either directly from Central Government or the Mayor.	Paul Double	11-Sep-2017	31-Dec-2017

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
<b>REM PCE 001</b> <b>Safe event management</b> 06-Mar-2015 Paul Double	<p><b>Cause:</b> Inadequate processes or lack of staff knowledge and training.</p> <p><b>Event:</b> Failure to follow established security and other guidelines or to provide adequate catering or other facilities resulting in a breach of security, power failure or food poisoning outbreak.</p> <p><b>Impact:</b> Events are not delivered in a safe and satisfactory manner resulting in injury or illness caused to guests or staff. Financial and reputational loss.</p>		8	Procedures and training programmes are in place.  <b>11 Sep 2017</b>		4	31-Mar-2018	 No change

Action no, Title, Page No	Description	Latest Note	Managed By	Latest Note Date	Due Date
REM PCE H&S 001C Evacuation and other emergency procedures.	Review and revise existing procedures on an annual basis. Document and implement new procedures as necessary.	A Guildhall complex evacuation exercise took place in August. An invacuation exercise took place in September.	Gillian Gutteridge	11-Sep-2017	31-Mar-2018
REM PCE H&S 001D Cleaning and maintenance	Maintenance and cleaning schedules agreed with City Surveyor including regular inspections of the lettable areas. Agree effective repairs and refurbishment programme.	New processes are in place and are being monitored. FM at Guildhall is currently being reorganised.	Gillian Gutteridge	11-Sep-2017	31-Mar-2018

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
<b>REM PCE 003</b> <b>Lack of guest data</b>  30-Mar-2017 Nigel Lefton	<b>Cause:</b> City Corporation database (CRM) without adequate support. <b>Event:</b> Loss of guest information and reduced ability to keep information properly updated. <b>Impact:</b> Adverse impact on operational efficiency and consequential reputational damage.	 Likelihood	8	Replacement software has been identified. Preparatory work to provide for the transfer of data to new system has begun.  <b>11 Sep 2017</b>	 Likelihood	2	31-Mar-2018	  No change

Action no, Title,	Description	Latest Note	Managed By	Latest Note Date	Due Date

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
<b>REM PRE 001</b> <b>Income generation</b> 07-Apr-2015 Nigel Lefton	<b>Cause:</b> Reduced demand for Guildhall for private events <b>Event:</b> Fewer commercial bookings <b>Impact:</b> The income target for the department is not met, resulting in compensatory savings elsewhere in the organisation.	 Likelihood	2	Income on target for 2017/18.  <b>11 Sep 2017</b>	 Likelihood	2	31-Dec-2017	  No change

Action no, Title,	Description	Latest Note	Managed By	Latest Note Date	Due Date
PRE 001 Working with Barbican Centre to promote both venues	Cross referral of bookings and regular liaison with Barbican Centre.	The team continues to meet with Barbican staff regularly to exchange information and promote joint marketing. Cross referral of enquiries continues.	Gillian Gutteridge	11-Sep-2017	31-Mar-2018
PRE 001a Joint working with other departments	Continue to work with the City Venues Group to share best practice.	The City Venues Group meet regularly to share information and best practice.	Gillian Gutteridge	11-Sep-2017	31-Mar-2018
PRE 001b General marketing initiatives	To develop a number of marketing initiatives to promote the Guildhall as a venue to hire.	Initiatives include attendance at trade shows and showcases (promoting Guildhall to a number of potential new clients). Inquiries through the Guildhall's web-site are growing in number. Use of Social Media to promote Guildhall has increased significantly.	Gillian Gutteridge	11-Sep-2017	31-Mar-2018

<b>Committee(s)</b>	<b>Dated:</b>
Policy & Resources Committee	19 October 2017
Public Relations & Economic Development Sub-Committee	19 October 2017
<b>Subject:</b> Quarterly Activity Update June-September 2017	<b>Public</b>
<b>Report of:</b> Director of Economic Development	<b>For Information</b>
<b>Report author:</b> Alex Greaves	

## Summary

The following report provides Members with highlights of key activity undertaken by the Economic Development Office between June and September 2017. In this critical period for the City's future, EDO has engaged in the key forums that will determine the shape of that future. We have delivered a vital report on a future Free Trade Agreement including financial services between the UK and the EU; developed key partnerships in Brazil, Singapore, China and Hong Kong, particularly buttressing London's position as the Green Finance global hub; launched our innovative report into FinTech; delivered the 30<sup>th</sup> year edition of the Lord Mayor's Dragon Awards; and seen the first apprentices to start on our Apprenticeships in the City programme to support FPS SMEs in taking on apprentices. We have also set the ground-work for an excellent programme of work in the last two quarters of 2017/18, bringing forward plans to increase the influence of our office in Brussels, preparing for the Commonwealth Business Forum in Spring 2018, planning a busy schedule of Lord Mayor's visits to key markets, and preparing the Business of Trust programme to launch in November.

Members of the Policy and Resources Committee and the Public Relations and Economic Development Sub Committee are asked to note the update.

## Main Report

### Competitive Economy

#### *EU market access*

1. The Court of Common Council have approved EDO's proposed expansion of the Corporation's Brussels Office, including the recruitment of a senior leader for the new Management Director role. The response from our partners in government and the FPS industry has been overwhelmingly positive: there is broad and sincere agreement that this is the right move at the right time. This new approach presents the Corporation with an opportunity to show real leadership in Brussels as the focus for the industry's voice both through negotiations and into the new relationship.

2. In terms of influencing the Brexit negotiations, the Regulatory Affairs team has supported the **International Regulatory Strategy Group** to produce the third of its reports on financial services market access after Brexit: '**A New Basis for Access to EU/UK Financial Services Post-Brexit**'. The report outlines the specific mechanisms needed to form a financial services chapter of a future Free Trade Agreement, including a joint EU/UK forum for maintaining regulatory coherence and a shared dispute resolution mechanism.
3. The team has also supported International Regulatory Strategy Group work on data issues for FPS firms, arising both from the implementation of new EU-derived legislation on data and the potential effects of Brexit. The resulting paper forms the basis of a plan for engaging policymakers on this issue.
4. Jeremy Browne, the Special Representative to the EU, has continued his programme of engagement, visiting Spain, Portugal, Denmark, France, Luxembourg, Brussels (twice), Ireland and the Netherlands. These meetings have enabled the Special Representative to gain further insights into the latest positioning by the EU Member States on the Brexit negotiations and directly engage with the Brexit taskforces in Brussels. This engagement has been in conjunction with the work surrounding the IRSG market access report.

#### *International Market Access*

5. We are working with HMG and Commonwealth organisations to support the **Commonwealth Business Forum** with a programme of events at Guildhall and Mansion House ahead of the Commonwealth Summit in April 2018. The Forum offers a unique opportunity to promote the City's policy priorities with a wide range of the most senior global partners. Policy and Resources Committee recently approved a paper on this work.
6. The Special Adviser for Asia has made multiple visits to her three primary markets (China and Hong Kong, India and Singapore). In Singapore, she led industry engagement in partnership with the CBI in **the UK-Singapore Financial Dialogue**. In China, she launched her report on **Greening the Belt and Road**, receiving endorsement from the People's Bank of China and speaking at the China-UK Green Finance Forum. She also worked with HMG in China to gather the **City of London China Advisory Council** for their annual meeting. In Hong Kong, the Special Adviser met with government officials and promoted the City at the ASIFMA Belt and Road conference. She has additionally played a leading role at industry roundtables in India.

#### *UK Regulatory Framework*

7. We have submitted our response to the **Patient Capital Review** on behalf of the Network Action Group. We have recommended i) that, through the British Business Bank, a super-fund is created to improve capital access for expanding FinTech firms; and ii) that concerns regarding the anticipated withdrawal from the European Investment Fund as well as the need for greater capital access outside London and the south-east are recognised.



## Responsible Business

### *Cultivating Trust*

8. As part of the **Business of Trust** programme, a set of guiding principles have been developed, informed and shaped by research and engagement with business and the public, as well as a detailed literature review produced by the Research team. The formal programme – **The Business of Trust** – will launch on 16 November, building into a longer-term programme engaging business through **Leaders of Tomorrow**, which will engage individuals considered to be the future leadership of the City by current City leaders.

### *Attracting Talent and Building Skills*

9. Following the launch of the **Social Mobility Employer Index** in April 2017, the City Corporation has hosted the first of a series of workshops for companies that have either subscribed to the Index or are considering it for the coming year, to look in depth at the Index's findings and explore how companies can maximise the value of their participation in it. The workshop series will continue through October, November and December.
10. Many small and medium FPS firms are paying the new Apprenticeship levy but lack the capacity or resources to develop apprenticeship programmes and utilise their levy. To respond to this, we have worked in partnership with the City HR Association, Investment 2020, National Skills Academy for Financial Services and the Tech Partnership, to launch **Apprenticeships in the City**, a programme to support banking and asset management companies to adopt a co-commissioning approach to apprenticeship training provision. Fourteen companies have joined the programme, which is running through the autumn.

### *Supporting Enterprise*

11. Delivery of the enterprise strategy – **A Catalyst for Growth** – has commenced by addressing the four key areas of need: access to finance, access to markets, access to skills and access to workspace. Currently, SMEs are being supported to develop export potential (especially to the US) and access angel finance, as well as building capacity and skills.

### *Thriving City*

12. Over 300 people attended the celebration of the **30th Lord Mayor's Dragon Awards** on 26 September, rewarding businesses for excellence in their approach to community engagement. Winners included **Arsenal FC** for the Lord Mayor's Award, SME **Keytree** for the Innovation Award, **Bromley by Bow Centre** for the Community Partnership Award, **PwC** for the Regional Impact Award, **Mayer Brown International LLP** for the Inclusive Employment Award, **UBS** for the Accelerator Award and SME **Impact Creative Recruitment** for the Heart of the City Award. Over its 30 year history, the Awards' applicants have touched the lives of more than 10 million people.

## **Innovation Hub**

### *Green Finance*

13. The City of London's **Green Finance Initiative**, in partnership with its Chinese counterpart the **Green Finance Committee**, co-authored their first interim report, which launched in Beijing early September. This was a direct action from the 8<sup>th</sup> UK-China Economic Financial Dialogue in 2016 and both countries now intend to prioritise three of the report's recommendations before the 9<sup>th</sup> Economic Financial Dialogue, set for December 2017. The Green Finance Initiative also secured a partnership with Brazil's **Green Finance Council** to leverage the UK and Brazil's public commitment to green finance. We are developing a shared programme to deliver ahead of the 2018 Brazil-UK Economic Financial Dialogue.
14. The City of London will act as joint secretariat for a government-led **Green Finance Taskforce** to build on the UK's global leadership in green finance. The taskforce, chaired by Sir Roger Gifford, has six months to deliver ambitious proposals to accelerate investment in the transition to a low carbon economy, creating high-value jobs and opportunities for UK businesses.

### *Cyber Security*

15. We are working with teams across the Corporation to develop a cohesive cyber security strategy, to meet our shared objectives. We will also be working with external stakeholders such as central government, business and NGO's to ensure we are making the City synonymous with being a secure and trusted environment to do business.

### *Fintech*

16. In October, we will launch the **Value of FinTech** report, produced by KPMG, which highlights the benefits of evolving FPS technologies to consumers, SMEs and the un(der)banked. The report makes recommendations for government and industry to ensure the UK remains the global Fintech hub. We are also facilitating the development of co-ordinated FinTech policy proposals for the Immigration Bill with key sector partners to ensure continued access to international talent.

## **Global Ambition**

### *Foreign Direct Investment*

17. The Export & Investment and Asia Teams supported the launch of the India **Advisory Council** in London in July and hosted a large FinTech delegation in partnership with the Hong Kong government. The team also organised the **Chinese Banks City Connector Dinner** hosted by the Chairman of the Policy and Resources Committee and the HSBC Group Chairman, Douglas Flint, and attended by ten Chinese bank/asset management company CEOs.

### *Retention and Expansion*

18. To support the retention and expansion of FPS firms across the UK, we have launched a **Regional Strategy**, initially engaging with three regions: Northern Ireland, the Northern Powerhouse and Scotland. These regions have been prioritised because i) of the importance of their FPS sector to the UK economy and their regional economy; and ii) the presence of businesses with significant operations in both The City and each region.
19. We have delivered a foundational visit by the Lord Mayor to Liverpool, Manchester and Leeds, including **the City's first engagement with the new Mayor of Greater Manchester**, and are preparing for visits to Northern Ireland in October and Scotland in January. We also hosted a Belfast CBI dinner in June, and met with the senior management of Pro Manchester, MIDAS, Scottish Enterprise and Scottish Development International.

### *Exports*

20. The **Lord Mayor's Overseas Programme for 2017/18** was approved and finalised at the 2<sup>nd</sup> Mayoral Visits Advisory Committee meeting in July. We have engaged the overseas Posts in the identified key markets to define the scope of the visits and are exploring how we could support year-round market engagements. Upcoming visits include: Saudi Arabia/UAE in December; Israel/Turkey in January; and Australia/New Zealand in February. We are identifying the best senior business people to act as 'business champions' to anchor the delegations and to gather wider industry support.
21. The Export & Investment Team also delivered the Lord Mayor's recent trade promotion missions to Kazakhstan, Zambia, Mozambique, and South Africa. Follow up investment conferences are being organised for Algeria, Tunisia and Turkey in October and Kazakhstan in November.

### **Research**

22. We have published a new **City Statistics briefing**, which covers the key facts around the City's firms, jobs and workforce, and the role financial services plays in the EU economy. This is the first of a number of products being developed for Members and other stakeholders to provide succinct and accessible information on FPS and other priority areas.
23. The team have commissioned the new **Total Tax Contribution of UK Financial Services** report, due to be published at the end of November. This will be the tenth edition of the study, and will feature analysis across the last ten years as to how different components of tax have been impacted by changes to tax policy and the wider regulatory environment.

### **Recommendation**

24. Members are asked to note the content of the report.

## **Annexes**

Annex 1 – International Regulatory Strategy Group: ‘A New Basis for Access to EU/UK Financial Services Post-Brexit

Annex 2 – International Regulatory Strategy Group: Data Support Paper

Annex 3 – Green Finance Initiative Report

Annex 4 – Greening the Belt and Road Report (English and Chinese)

Annex 5 – City Statistics Briefing

Annex 6 – Update from the Special Representative to the EU and the Special Advisor for Asia

**Alex Greaves**

**Senior Business and Policy Officer, Economic Development Office**

[Alex.greaves@cityoflondon.gov.uk](mailto:Alex.greaves@cityoflondon.gov.uk)

0207 322 3167

# City of London jobs

are growing steadily, driven by sectors other than financial services



There are

# 455,000

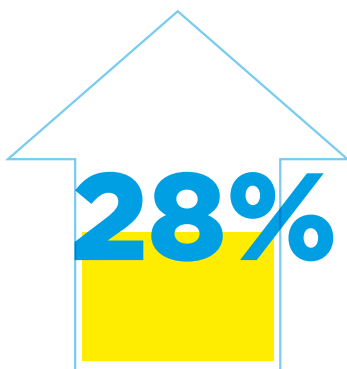
workers in the City of London, or **9%** of London's total workforce. **1 in 75** UK workers are employed in the City.



Financial, professional and associated business services are the largest employers in the City of London, accounting for...



jobs in 2015 - **three quarters** of total jobs in the Square Mile.

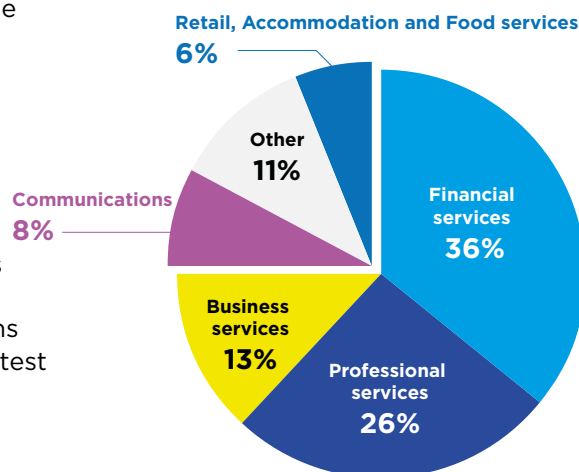


Increase in employment in the City of London over the five years to 2015.

Financial, professional and business services, provide the most jobs and drive jobs growth.

Professional services has provided the most new jobs. The communications sector has grown the fastest at **55%** over five years, however this is from a relatively low base.

Total Jobs in the City of London



## City workers' are highly productive and well paid

The median pay of City workers is



per year.

# 3%

City Output has risen by 3% on average per year over the ten years to 2015.

The City of London contributes around

# £48bn

in Gross Value Added to the UK's national income, around

# 3%

of the UK's and

# 13%

of London's output.



Sources: ONS, Workforce Jobs, 2015; ONS, Business Register and Employment Survey, 2016; GLA, Long Term Labour Market Projections, 2017; GLAEconomics, 2016, The Future of the City's Economy, 2015

# City of London Firms

The City of London is a dynamic environment for firms. Although only 1% of City firms are large they account for over half of employment.



The City of London is home to

# 18,000

businesses, with nearly **99%** of those SMEs... but the large firms are

## very large



There are only **235** larger firms (250+ employees) based in the City. But they provide over

# 50%

of the City's jobs.

Some sectors are noted for being highly concentrated in specific areas of the City of London.



... while law firms are clustered in the

## West



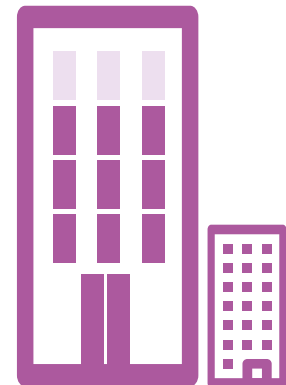
Insurance firms tend to be located on the

## East

side of the Square Mile...

# 75%

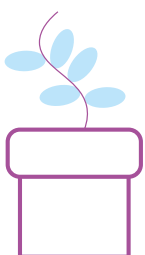
of the City's financial services jobs are in large firms.



There are around 1,000 new start ups each year in the City.

# 55%

of City of London start ups are in professional services.



The City of London is a dynamic environment for firms, with an average of

# 1,200

firms moving into the city

each year.

A net gain of **375** firms

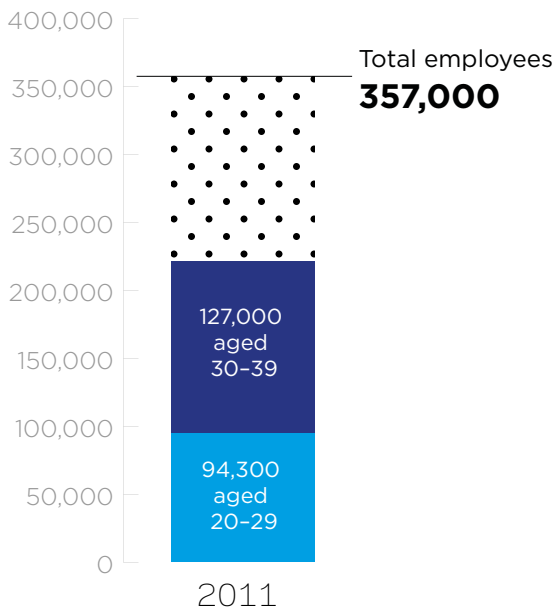
Sources: ONS, UK Business – Activity, size and location, 2016; Bank Search, 2016

# City of London Workers

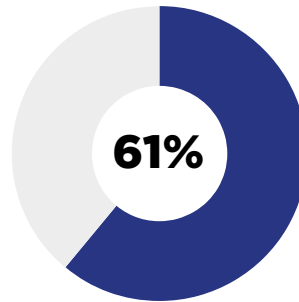
The City of London workforce is young, skilled and highly international



## The City of London's workforce is young...



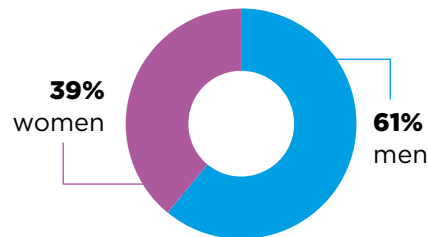
The City's workforce attracts young, highly-qualified workers, with **26%** of the City's workforce aged 20 to 29, and **36%** aged between 30 and 39.



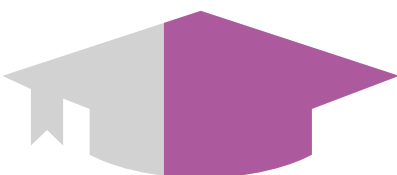
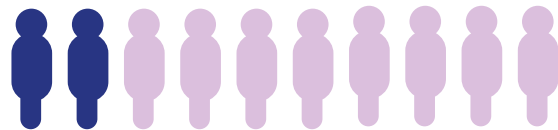
of City workers are aged between 22 and 39, compared with **40%** of workers across England and Wales.

## The City's workforce

In 2011, the gender balance of the City's workforce was:



In 2011 **21%** of the City's workforce were of black, Asian or minority ethnic origin.



**66%**

of City workers are educated to degree level compared with

**49%**

across London and

**35%**

in England and Wales.

## The City of London's workforce is international

**32%** were born outside the UK



**12%**

are from Europe (excluding UK)

**5%**

were born in Africa

**8%**

were born in Middle East and Asia

**4%**

were born in the Americas and Caribbean

**3%**

were born in Antarctica and Oceania

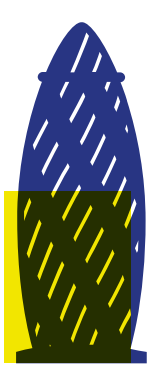
(Figures from 2011)

Sources: ONS, Census 1991 and Census 2011; ONS, Annual Population Survey, 2015; ONS, Annual Survey of Hours and Earnings, 2016; City of London, the Future of the City of London's Economy, 2015

# The role of financial services



The City of London, also known as the Square Mile, remains home to the UK's Financial Services industry



The City accounts for

**45%**

of all London's financial services employment -



while Tower Hamlets, (home to) Canary Wharf accounts for

**20%**

There are **1.1 million** financial services jobs, two thirds of which are outside London.

The UK Financial Services industry paid **£71.4bn** in tax in 2016.

**11.5%**

of the total tax contribution to the UK is generated from financial services.

Financial services contributed **7.2%** of the UK's Gross Value Added in 2016 -

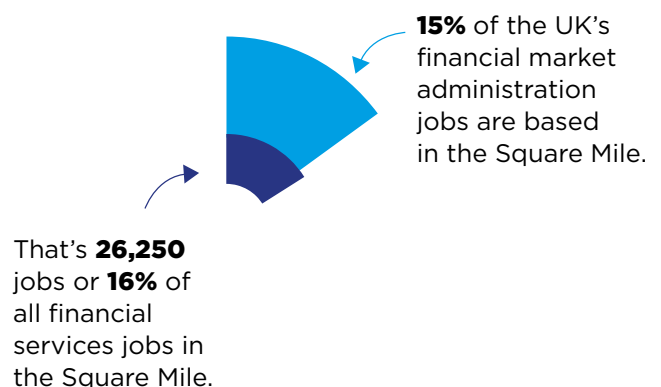
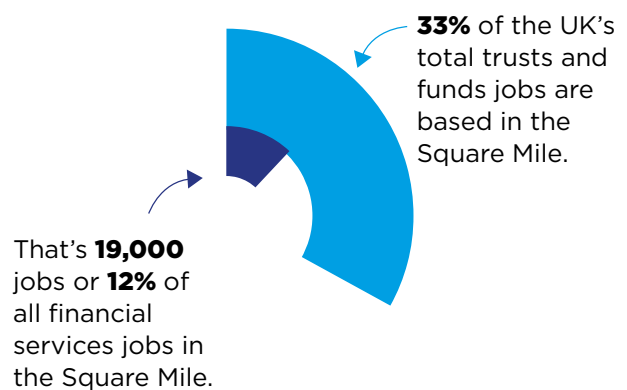
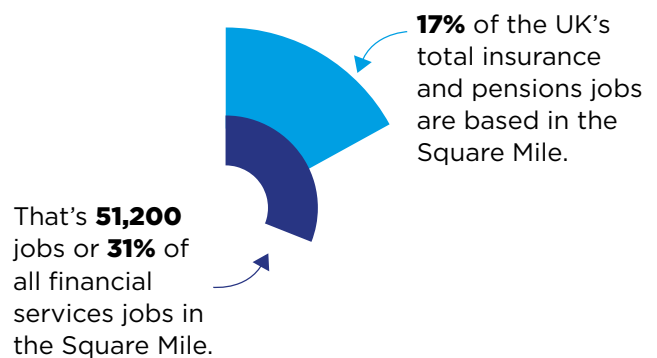
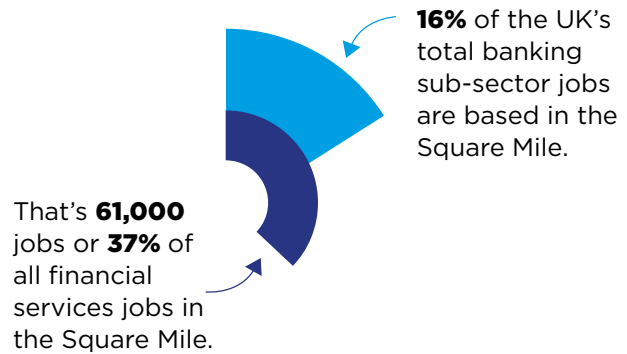


**£124.2bn**

London accounted for over half of this.

In 2016, the UK exported **£72.6bn** in financial services and insurance, generating a trade surplus of **£60.7bn**.

The City of London's Square Mile is a specialised cluster of financial services activities.



Sources: ONS, Business Register and Employment Survey, 2015; City of London/PwC, Total Tax Contribution of UK FS, 2016; ONS, Regional trade data, 2017; ONS, Regional Gross Value Added ONS, Balance of Payments



**EDO QUARTERLY UPDATE – ENGAGEMENT PROGRAMME OF THE:**  
**SPECIAL REPRESENTATIVE FOR THE CITY TO THE EU, JEREMY BROWNE**  
**SPECIAL ADVISER FOR ASIA, SHERRY MADERA**

Special Representative to the EU programme of visit:

<b><u>DATE</u></b>	<b><u>COUNTRY</u></b>	<b><u>KEY INTERLOCUTORS</u></b>
23-24 <sup>th</sup> May 2017	Spain	<b>Bank of Spain, Spanish Bankers' Association, Ministry of Finance, Ministry of Foreign Affairs, Economic Bureau of the Prime Minister</b>
24-25 <sup>th</sup> May 2017	Portugal	<b>State Secretary for Treasury and Finance, Brexit taskforce - Ministry of Foreign Affairs, Bank of Portugal</b>
6-7 <sup>th</sup> June 2017	Denmark	<b>Ministry of Foreign Affairs, Finance Denmark, Danish British Chamber of Commerce, Ministry of Business and Growth, Confederation of Danish Industry</b>
4-5 <sup>th</sup> July 2017	France	<b>European Securities and Markets Authority (ESMA), BNP Paribas, La Banque de France, Ministry of Finance, Le Sénat, Société Générale,</b>
5-6 <sup>th</sup> July 2017	Luxembourg	<b>Central Bank of Luxembourg, Ministry of Foreign Affairs, Commission de Surveillance du Secteur Financier (CSSF), Ministry of Finance</b>
12-13 <sup>th</sup> July 2017	Brussels	<b>Bulgarian Permanent Representation, European Fund and Asset Management Association (EFAMA), Polish Permanent Representation, Cypriot Permanent Representation, Insurance Europe</b>
18-19 <sup>th</sup> July	Ireland	<b>BNY Mellon, Institute of International and European Affairs (IIEA), Fine Gael representative, Fianna Fáil representative, Financial Services Ireland, Department for Foreign Affairs, Ministry for Financial Services and Insurance, Allied Irish Bank, Irish Funds Association</b>
4-5 <sup>th</sup> September	Brussels	<b>AmChamEU, BusinessEurope, European Banking Federation (EBF), Belgian Ministry of Finance, Association of German Banks (BdB), Romanian Permanent Representation, MEPs</b>
11-12 <sup>th</sup> September	The Netherlands	<b>Prime Minister's Office, Dutch Finance Ministry, TCX Investment Management, City of Amsterdam, Authority for Financial Markets (AFM), Euronext Amsterdam Stock Exchange</b>

Special Adviser for Asia programme of visits:

<u>DATE</u>	<u>COUNTRY</u>	<u>KEY INTERLOCUTORS</u>
12 <sup>th</sup> – 16 <sup>th</sup> May	China	China Belt and Road Summit, ICBC Bankers Forum, PBoC
27 <sup>th</sup> May – 7 <sup>th</sup> June	Singapore, China	British High Commission, CME Group, HSBC, Henderson Global Investors, Aberdeen Asset Management Asia, Deloitte, Allen & Overy, Clifford Chance, Singapore Reinsurance Association, Bank of China, Renmin University, NDB, Shanghai Financial Services Office, Zhonglun Law Firm, Lujiazui Financial City, British Consulate General, Shanghai Clearing House, CFETS, ICMA
12 <sup>th</sup> – 14 <sup>th</sup> June	Hong Kong	ASIFMA 7 <sup>th</sup> China Capital Markets Conference, HKMA, InvestHK
18 <sup>th</sup> – 21 <sup>st</sup> July	China	British Embassy, NAFMII, China Construction Bank, PBoC, Renmin University, State Administration of Foreign Exchange, China Investment Corporation, Silk Road Fund, ICBC, AIIB, DIT
24 <sup>th</sup> – 27 <sup>th</sup> July	India	CII, McKinsey, Insurance roundtable, ASIFMA, CFA, IGIDR
4 <sup>th</sup> – 8 <sup>th</sup> September	China, Singapore	PBoC, Renmin University, Green Finance Committee, Green Finance Initiative, UNEP, ICBC, Insurance Asset Management Association of China, PwC, Bank of Communications, Standard Chartered, Lujiazui Green Finance Development Committee, HMT, MAS, KPMG, Dragonfly
25 <sup>th</sup> – 29 <sup>th</sup> September	Hong Kong, Singapore	ASIFMA Infrastructure Conference, Central Government Offices, Aberdeen Standard Life, CBI, British High Commission, Singapore Business Federation, Tulcan Communications, KPMG, Sustainable Energy Association of Singapore
11 <sup>th</sup> – 13 <sup>th</sup> October	China	British Consulate General, City of London China Advisory Council meeting
18 <sup>th</sup> – 20 <sup>th</sup> October	Taiwan	British Office Taipei, Green Finance Forum, Taiwanese Financial Supervisory Commission

<b>Committee</b> Policy and Resources Committee	<b>Date</b> 19 October 2017
<b>Subject:</b> Annual Waivers Report 2016/17	<b>Public</b>
<b>Report of:</b> The Chamberlain	<b>For Information</b>
<b>Report author:</b> Chris Bell, Commercial Director, Chamberlain's	

## Summary

Members of Finance Committee approved the circulation of this report to Spend Committees to ensure all Members making decisions on waivers are briefed on the process, risks and points to consider on approving waiver requests.

A waiver is a document that is used to seek approval not to follow the Corporation's standard competitive procurement processes.

The report provides Members a summary of statistics for waivers processed during 2016/17 with the highlight being that there is continued reduction in their use. The report explains the accepted rationales for granting a waiver and explains the risks associated with waivers and in particular retrospective waivers which are:

1. No Due Diligence is completed on the suitability of the supplier
2. Appointment of a supplier using a waiver can lead to 'Reputational' risks
3. That the Corporation does not achieve value for money through competition
4. Health and safety assessments of the supplier are incomplete
5. The Corporation could be taken to court for breach of the UK Public Contract Regulations and the EU Treaty principles

## Recommendation(s)

### Members are asked to note for information:

- Note the positive reduction in the number of waivers processed during the last financial year from 830 down to 388.
- Note the value of waivers processed for 2016/17 was £10m.
- Note the risks associated with approving waivers, in particular retrospective waivers which we wish to eradicate during 2017-18.
- The need to consider waiver requests presented to Spending Committees in light of the risks highlighted and to ensure that prior to approval that the waiver is the only viable route to procure a contract.

## Main Report

### Background

1. A waiver is a document that is used to seek approval not to follow the Corporation's standard competitive procurement processes. Under rule 25 of the Procurement Code (the Code) waivers may be granted in exceptional

circumstances provided the appropriate authorisation has been received. These exceptional circumstances are:

- A. Sole supplier** - where it can be demonstrated that there is only one supplier in the market who can provide the required goods, services or supplies. It is anticipated that this will apply to a very limited number of circumstances, for example whereby the parts required are only manufactured by one supplier.
- B. Order outside of a corporate contract** - A waiver may be permitted to allow a purchase outside of the Corporate Contract where we can demonstrate the Corporate Contract supplier has been given an opportunity to review the requirements and the Corporate Contract cannot meet the requirements for the goods, suppliers or services due to their specialist nature.
- C. Extension to contract beyond expiry term** - A waiver may be permitted to allow a short term extension to a contract. Where an unplanned extension is requested the officer must demonstrate that there is a risk to the City e.g. potential gap in service provision; e.g. adding value by combining the contract with another upcoming opportunity.
- D. Urgency due to health and safety risks** - A waiver may be granted if an unforeseeable event which requires prompt (urgent) action to mitigate a health and safety high risk.
- E. Urgency due to security risks** - A waiver may be granted in an unforeseeable event which requires prompt (urgent) action to prevent a security risk. Such requests will be verified by for example the Security Strategy Board or the Head of Intelligence, CoL Police.

### **Retrospective Waivers**

2. A retrospective waiver is a non-compliant purchase that has not been managed by City Procurement; has not followed our Procurement Code or Standing Orders; and carries may in breach the Public Contract Regulations 2015. In such circumstances, the officer has received goods, services or works directly from the supplier and a compliant procurement exercise has not been undertaken. A waiver to the Corporation's procurement code has not been sought and approved from the chief officer or officer with delegated authority (for waivers under £50k) or from the relevant spend committee (for waivers over £50k).
3. Such officer actions are in breach of the Corporation's Procurement Code. Therefore in order to pay the supplier through the Corporation's finance system, a retrospective waiver needs to be attached to the requisition in order for the Corporation to pay its contractual obligations.
4. Officers are in breach of the Corporation's Procurement Code if they proceed with a purchase with the intention of applying for a waiver retrospectively. City Procurement must be contacted prior to the placement of any order. Therefore a retrospective waiver will be noted and reported as a breach of the Corporation's Procurement Code rather than approved.
5. Retrospective waivers are a breach of the Procurement Code and as such they may be referred to the Business Enablement team to undertake a

procurement compliance review; Internal Audit; or Human Resources, if there is a perceived risk that misconduct has taken place. Internal Audit will be conducting a corporate wide audit of the 'use of waivers' which will be reported during 2017.

### **Risks associated with contracts reported as being a Retrospective Waiver**

6. There are a number of risks associated with contracts reported via a retrospective waiver that Members should be aware of. These include:
  - A) **No Due Diligence completed on the suitability of the supplier** - The Corporation risks having entered into a contract with a supplier who has violated mandatory grounds for exclusion within our Procurement Code. These include for example: safeguarding checks, history of fraudulent activity, financial insecurity, historic non-payment of tax etc. Such a waiver means that City Procurement's standard due diligence process has not been followed.
  - B) **Reputational risks** - to the Corporation for using public money to purchase goods, services and works from suppliers who do not provide value for money; cause PR concerns, have mandatory or discretionary grounds for exclusion under the Code. Such information may legally need to be released via Freedom of Information requests and subsequently reported in the national press.
  - C) **The Corporation does not achieve value for money** - for the goods, services or works purchased. For example, by purchasing directly from the supplier, and not seeking alternative bids, the department will not be able to achieve the best price or the most innovative solution.
  - D) **Health and safety risks** - The supplier may have breached health and safety legislation in the past which the Corporation will be unaware of. City Procurement will ensure that for all procurements, where a health and safety risk is identified, that health and safety is addressed in the method statement completed by the supplier.
  - E) **Risk of legal challenge the Corporation** - Breaches of the Procurement Code and procurement legislation such as the Public Contracts Regulations 2015 may result in a costly legal challenge for the Corporation on the grounds that competition has been prevented and principles of fairness and transparency have been breached.

### **Process for getting a waiver approved**

7. Waivers with a value at £50,000 or more but less than the Official Journal of the European Union (OJEU) threshold must be approved by the relevant Spending Committee for the Department requesting the waiver.
8. Urgent waivers at £50,000 or over but less than the OJEU threshold can alternatively be authorised by the Chamberlain and reported subsequently at Finance Committee.
9. Waivers valued below £50,000 must be approved by the departmental Chief Officer or an officer with delegated authority to do so.

10. The Corporation, acting in its capacity as a local, port or police authority must comply with legislation governing public procurement and the requirement to comply with the Public Contracts Regulations 2015 mean that no waiver request with a value above the Official Journal of the European Union (OJEU) threshold can be permitted.
11. All waiver reports must have been reviewed and commented on by the Commercial Director or Assistant Director of Category Management and Sourcing prior to being submitted for decision to ensure appropriate scrutiny has taken place in line with the Procurement Code.

### **2016/17 Waiver Performance – over £50,000**

12. There was a total of 22 waivers of this nature process in the last financial year to the value of £3m compared to 18 (value £2.5m) in 2015/16.
13. The tables provided in Appendix 1 show a breakdown of the number of waivers over £50,000 by department and the total value and the associated reasons given for the waivers.

### **2016/17 Waiver Performance - Under £50,000**

14. The number of under £50k waivers processed has decreased significantly from a total of 812 in 2015/16 to 362 in 2016/17. This illustrates greater education on the Procurement Code, the risks associated with Waivers and proactive leadership from Chief Officers in refusing to progress waivers.
15. The tables provided in Appendix 2 show a breakdown of the number of waivers under £50,000 by department and their total value with the reasons associated for the waivers. There was £7.5m of spend process via sub £50k waivers compared to £7.6m in 2015/16.

### **Conclusion**

16. The last financial year has seen a significant decrease in the total amount of waivers processed which now sits at 0.9% of the total Purchase Orders issued. At a value of circa £10m last year though, it is still provides significant risks to the organisation in evidencing value for money, and in particular with regards retrospective waivers inherent unknown risks due to standard due diligence checks being bypassed.

### **Appendices**

1. Appendix 1 Waiver Performance Tables – Over £50,000
2. Appendix 2 Waiver Performance Tables – under £50,000

### **Author**

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## Appendix 1: 2016/17 Waiver Performance by Department – over £50,000

The following tables provide a breakdown of the number of waivers over £50,000 by department and the total value and also the reasons given for the waivers and the total value.

Department	Number of Waivers	Total Value £
City Surveyors	7	953,466
City of London Police	4	751,175
Community and Children's Services	2	535,404
Town Clerks	3	312,450
Built Environment	3	277,402
Barbican	2	159,900
Markets and Consumer Protection	1	54,000
<b>Grand Total</b>	<b>22</b>	<b>3,043,797</b>

Reason for Waiver	Number of Waivers	Total Value £
1 - Sole Supplier	9	1,534,466
2 - Extension beyond expiry term / approved extension	6	957,154
4 - Retrospective Waiver	5	416,677
5 - Urgency due to health and safety risks	1	81,500
3 - Order outside of approved corporate contract	1	54,000
<b>Grand Total</b>	<b>22</b>	<b>3,043,797</b>

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## Appendix 2: 2016/17 Waiver Performance by Department - Under £50,000

The tables below show a breakdown of the number of waivers under £50,000 by department and the total value and also the reasons given for the waivers and the total value.

Department	Number of Waivers	Total Value £
Barbican	79	1,597,415
Built Environment	31	778,106
Chamberlain's	38	724,484
Community and Children's Services	30	640,045
Town Clerks	28	605,941
City of London Police	24	541,362
City Surveyors	16	429,135
Open Spaces	18	362,719
Freemen's School	18	320,117
GSMD	18	298,975
COL School	17	297,135
Culture, Heritage & Libraries	13	292,332
Remembrancer's	7	180,358
Markets & Consumer Protection	6	130,671
COL School for Girls	7	102,603
Central Criminal Courts	5	84,759
Mansion House	4	59,608
City Bridge Trust	3	33,200
<b>Grand Total</b>	<b>362</b>	<b>7,478,966</b>

Reason for Waiver	Number of Waivers	Total Value £
4 - Retrospective Waiver	206	4,113,987
1 - Sole Supplier	108	2,311,299
2 - Extension beyond expiry term / approved extension	25	613,687
3 - Order outside of approved corporate contract	23	439,993
<b>Grand Total</b>	<b>362</b>	<b>7,478,966</b>

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<b>Committee:</b> Policy and Resources	<b>Date:</b> 19 October 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. The balances that are currently available in the Policy Initiatives Fund and the Committee contingency for 2017/18 are £199,200 and £143,200.

## Recommendations

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

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

<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 04/10/17 £	<u>BALANCE TO BE SPENT</u> £	<u>NOTES</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	9,780	7,220		
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 04/10/17 £	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	
21/09/17	Centre for London Conference - The City Corporation to sponsor the CFL's 2017 London Conference on 16 November 2017. The CFL is a politically-independent, not-for-profit think-tank and charity focused on exploring economic and social challenges across London	DOC	25,000	0	25,000	
21/09/17	Green Finance Summit 2018 - The City Corporation to host this event to ensure London maintains its profile in this fast growing sector.	DED	75,000	0	75,000	
21/09/17	City Week 2018 - CoL to sponsor this annual conference taking place on 23 & 24 April 2018. 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	25,000	0	25,000	
08/09/16	<b>Promoting the City</b> 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	23,502	8,598	

<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 04/10/17 £	TO BE SPENT £	
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	28,650	26,250	2 year funding: £54,900 in 2017/18
04/05/17	City Matters: placing additional full page advertisements in City Matters to promote City of London Corporation's cultural events and activities	DOC	13,000	13,000	0	2 year funding: £15,600 in 2018/19
04/05/17	Secretariat of the Standing International Forum of Commercial Courts: City Corporation to provide financial support for a third of the costs of the secretariat for the first 3 years.	DED	60,000	0	60,000	3 year funding: £50,000 in 2018/19 & 2019/20
08/06/17	Commonwealth Enterprise and Investment Council (CWEIC) - Renewal of office space: provision of office space within Guildhall complex	TC	10,000	0	10,000	2 year funding: £10,000 in 2018/19
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	50,000	10,000	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

<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 04/10/17 £	<u>BALANCE TO BE SPENT</u> £	<u>NOTES</u>
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	3,914	3,086	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 <b>Attracting and Retaining International Organisations</b>	DOS	23,900	0	23,900	£24,700 in 2018/19
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
03/07/14	International Forum of Sovereign Wealth Funds (IFSWF) - City of London to support the IFSWF Secretariat locating in the City <b>New Area of Work</b>	DED	31,300	31,300	0	4 year funding - final payment of £31,300 in 2017/18
24/09/15	Housing & Finance Institute (HFi) - CoL becoming a founding member of HFi, a hub designed to increase both the speed and number of new homes built across all tenures in the UK by working with local authorities and the private sector	TC	40,000	0	40,000	3 year funding - final payment in 2017/18
			1,360,800	667,322	693,478	
	BALANCE REMAINING		199,200			
	TOTAL APPROVED BUDGET		1,560,000			
	ANALYSIS OF TOTAL APPROVED BUDGET					
	ORIGINAL PROVISION		1,250,000			
	TRANSFERRED FROM CONTINGENCY		200,000			
	APPROVED BROUGHT FORWARD FROM 2016/17		110,000			
	TOTAL APPROVED BUDGET		1,560,000			

**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>
	<b>£</b>
POLICY INITIATIVES FUND	
- Balance remaining prior to this meeting	199,200 *
<u>Less possible maximum allocations from this meeting</u>	
-	0
	<hr/>
	0
Balance	<hr/> <u>199,200</u>

\* Received £200,000 from Committee Contingency as agreed by Committee on 21 September 2017

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 04/10/17 £	<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	12,250	12,750	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	6,000	4,000	



**POLICY AND RESOURCES COMMITTEE - CONTINGENCY**

**2017/2018**  
**£**

CONTINGENCY

- Balance remaining prior to this meeting

143,200 \*

Less possible maximum allocations from this meeting

-

0

0

Balance

143,200

\* £200,000 Committee Contingency was transferred to Policy Initiative Fund as agreed by Committee on 21 September 2017

Caroline Al-Beyerty  
Financial Services Director

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<b>Committee:</b> Policy and Resources	<b>Date:</b> 19 October 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**

2. To note the action taken since the last meeting of the Committee in relation to the Outside Bodies Sub-Committee

### Main Report

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

#### **Outside Bodies Sub-Committee – Terms of Reference**

5. Following a review of its terms of reference the Outside Bodies Sub-Committee recommended a number of changes which it felt would clarify its role better. In the normal course of events the suggested amendments would have been presented to the Grand Committee as part of the annual report considered in April/May on the terms of reference and the appointment of its Sub-Committees and working parties. Due to an oversight the Outside Bodies Sub-Committee's proposed changes were inadvertently omitted from the annual report. In advance of the Sub-Committee's next meeting (11 October 2017), the changes (highlighted in bold italic) to its terms of reference were considered and approved as follows:-

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

- developing the Corporation's policy towards outside body appointments ***and nominations***;
- keeping under review the effectiveness and appropriateness of the organisation's participation ***with*** individual bodies and ***maintain oversight where the Corporation holds links to outside bodies but no nomination rights***;
- giving initial consideration to new requests from outside bodies for nominations;

- ***advising the Court or relevant Committee as necessary on the needs and requirements of the outside body in respect of any vacancy or funding proposal; and***
- periodically reviewing the City Corporation's Outside Bodies protocol.

**Contact:** Angela Roach  
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