



Policy and Resources Committee

Date: THURSDAY, 16 NOVEMBER 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

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

John Barradell
Town Clerk and Chief Executive

AGENDA
Part 1 - Public Agenda

1. **APOLOGIES**

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

3. **MINUTES**

To consider minutes as follows:-

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

For Decision
(Pages 1 - 10)

- b) To note the draft public minutes of the Outside Bodies Sub-Committee meeting held on 11 October 2017 and consider the recommendations contained therein.

NB: Approval is required to item 2 and to the recommendations in item 7.

For Decision
(Pages 11 - 16)

- c) To note the draft public minutes of the Members Privileges Sub-Committee meeting held on 19 October 2017 and consider the recommendations contained therein.

NB: Approval is required to the recommendations contained in item 4.

For Decision
(Pages 17 - 20)

- d) To note the public minutes of the Public Relations and Economic Development Sub-Committee meeting held on 19 October 2017.

NB: Approval is required to the recommendation contain in item 5.

For Decision
(Pages 21 - 24)

- e) To note the public minutes of the Projects Sub-Committee meeting held on 4 October 2017.

For Information
(Pages 25 - 30)

4. **EXTERNAL HEALTH & SAFETY APPRAISALS FOR PROCUREMENT**

Report of the Chamberlain.

For Decision
(Pages 31 - 34)

5. **CITY OF LONDON CULTURAL STRATEGY**
Report of the Assistant Town Clerk and Cultural Hub Director.
For Decision
(Pages 35 - 50)
6. **CROSSRAIL ART PROGRAMME - USE OF REMAINING FUNDING**
Report of the Town Clerk.
For Decision
(Pages 51 - 56)
7. **CITY OF LONDON ASIA NEXT DECADE - A CAMPAIGN FOR THE FUTURE**
Report of the Director of Economic Development.
For Decision
(Pages 57 - 60)
8. **MEMORANDUM OF UNDERSTANDING - TOKYO METROPOLITAN GOVERNMENT**
Report of the Director of Economic Development.
For Decision
(Pages 61 - 68)
9. **POLICY INITIATIVES FUND AND COMMITTEE CONTINGENCY**
Report of the Chamberlain.
For Information
(Pages 69 - 80)
10. **DECISIONS TAKEN UNDER DELEGATED AUTHORITY OR URGENCY POWERS**
Report of the Town Clerk.
For Information
(Pages 81 - 82)
11. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**
12. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT**
13. **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

14. **NON-PUBLIC MINUTES**
To consider non-public minutes of meetings as follows:-
 - a) To agree the non-public minutes of the meeting held on 19 October 2017.
For Decision
(Pages 83 - 88)

- b) To note the draft minutes of the Outside Bodies Sub-Committee meeting held on 11 October 2017 and consider the recommendations contained therein

NB: Approval is required to the recommendations in item 11.

For Decision
(Pages 89 - 90)

- c) To note the draft non-public minutes of the Public Relations and Economic Development Sub-Committee meeting held on 19 October 2017.

For Information
(Pages 91 - 96)

- d) To note the draft non-public minutes of the Projects Sub-Committee meeting held on 4 October 2017.

For Information
(Pages 97 - 102)

- e) To note the draft minutes of the Culture Mile Working Party meeting held on 18 October 2017.

For Information
(Pages 103 - 110)

- f) To note the draft minutes of Hospitality Working Party meeting held on 10 October 2017.

For Information
(Pages 111 - 116)

15. **CENTRE FOR THE STUDY OF FINANCIAL INNOVATION**

Report of the Director of Communications.

For Decision
(Pages 117 - 120)

16. **POLICE ACCOMMODATION STRATEGY - PHASE 3A BISHOPSGATE POLICE STATION**

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

For Decision
(Pages 121 - 138)

17. **CITY OF LONDON FREEMEN'S SCHOOL - 2016 MASTERPLAN**

Report of the Headmaster of City of London Freemen's School.

For Decision
(Pages 139 - 150)

18. **MUSEUM OF LONDON RELOCATION PROJECT**

Joint report of the Town Clerk and the City Surveyor (TO FOLLOW).

For Decision

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

20. **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

21. **CONFIDENTIAL MINUTES**
To agree the confidential minutes of the meetings held on 21 September and 19 October 2017.

For Decision

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

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

Present

Members:

Deputy Catherine McGuinness (Chairman)
Sir Mark Boleat (Deputy Chairman)
Simon Duckworth (Vice-Chairman)
Deputy Doug Barrow
Alderman Sir Michael Bear
Deputy John Bennett
Deputy Keith Bottomley
Henry Colthurst
Sheriff & Alderman Peter Estlin
Marianne Fredericks
Deputy Wendy Hyde
Deputy Jamie Ingham Clark (Ex-Officio Member)
Deputy Edward Lord
Jeremy Mayhew
Wendy Mead (Chief Commoner)
Alderman The Lord Mountevans
Deputy Joyce Nash
Graham Packham (Ex-Officio Member)
Dhruv Patel (Ex-Officio Member)
Deputy Dr Giles Shilson
Jeremy Simons (Ex-Officio Member)
Tom Sleigh
Sir Michael Snyder
Deputy Philip Woodhouse
Alderman Sir David Wootton

In Attendance

Sophie Anne Fernandes
Mark Wheatley

Officers:

John Barradell	- Town Clerk
Peter Kane	- Chamberlain
Michael Cogher	- Comptroller and City Solicitor
Caroline Al-Beyerty	- Deputy Chamberlain
Paul Wilkinson	- City Surveyor
Carolyn Dwyer	- Director of the Built Environment
Ian Hughes	- Department of the Built Environment
Vic Annells	- Executive Director of Mansion House and the Central Criminal Court

Alan Bubbear	- Bursar of the City of London School for Girls
Martin O'Regan	- City of London Police
Damian Nussbaum	- Director of Economic Development
Bob Roberts	- Director of Communications
Simon Murrells	- Assistant Town Clerk
Angela Roach	- Principal Committee and Members Services Manager

The Chairman welcomed the new Executive Director of Mansion House and the Central Criminal Court, Vic Annells to his first meeting of the Committee.

1. APOLOGIES

Apologies for absence were received from Revd. Stephen Haines, Christopher Hayward, Andrew McMurtrie, Hugh Morris and John Tomlinson.

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

The Chairman declared an interest in item 14, the proposed visit to Tel Aviv and Wendy Hyde declared an interest as a trustee of a charity which was a tenant in a property located on the London Wall Buildings site (item no 19).

3. MINUTES

3a. The non-public minutes of the meeting held on 21 September 2017 were approved.

Matters Arising – Baroness Scotland

The Chairman referred to the query regarding Baroness Scotland's membership of the Policy and Resources Committee. She stated whilst the Baroness had taken a leave of absence from the House of Lords, she retains her seat in the House and was therefore still an ex-officio member on the Committee.

3b. The draft public minutes of the Projects Sub-Committee meeting held on 7 September 2017 were noted.

3c. The draft public minutes of the Public Relations and Economic Development Sub-Committee meeting held on 21 September 2017 were noted.

3d. The draft public minutes of the Members Privileges Sub-Committee meeting held on 21 September 2017 were considered:-

RESOLVED – 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;
2. the current quality and manner in which resolutions were presented to recipients be enhanced and the Town Clerk be asked to look at how this could be achieved;
3. the Members Briefing be made available to past Members but that it not be made available on the website;
4. 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; and
5. the Culture, Heritage and Libraries Committee be requested to reconsider the quality of the material used to produce the sleeve for the pocket book.

4. **REMUNERATION AND TIMING OF MEETINGS**

The Committee considered a report of the Town Clerk concerning the potential Remuneration of Members and possible changes to the timing of committee and other meetings.

Members proceeded to discuss the consultation process on the potential Remuneration of Members and possible changes to the timing of committee meetings in detail, during which the following comments were made:-

- the content of some of the questions contained in the questionnaires would benefit from further clarification and a number of suggestions were made to achieve this;
- consultation on the timing of meetings should include options for the status quo and evening meetings. Members should also be made aware that a Committee could opt to change the time of its meetings;
- the merits of seeking assistance and advice from an independent party on the issue of remuneration;
- the Financial Loss Scheme was used rarely which could be an indication that Members were not aware of the Scheme; it was also felt that it was not fit for purpose and that consideration should be given to it having a different description and that it should be given more prominence;
- the impact of the introduction of remuneration and reputational risks associated with it, including the tax implications and its introduction possibly resulting in the reduction in the number of Members should be made clear to Members before any questionnaire was circulated. It was also noted that the reduction in the number of Members would require primary legislation;

- the package of privileges currently offered to Members should be included in any discussion going forward; and
- the wider implications and a decision on the general direction of travel on the issue of remuneration should be established before consulting with Members more widely, as this would assist in avoiding further questions.

After further discussion it was suggested that prior to the instigation of the consultation exercises, a further paper which also addressed the pros and cons of the introduction of remuneration, should be prepared for discussion by all Members at the informal Private Members meeting of the Court in November. Members supported the suggestion.

RESOLVED – that prior to the instigation of the two consultation exercises, a further paper which also addressed the pros and cons of the introduction of remuneration, be prepared for discussion by all Members at the informal Private Members meeting of the Court in November.

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

The Committee considered a joint report of the City Surveyor and the Director of the built Environment concerning the 2018 MIPIM property conference.

A Member referred to other authorities such as the City of Westminster reducing the number of attendees at MIPIM to one or two representatives and questioned whether the proposal for the City Corporation's party of ten people was excessive. Another Member queried the format of engagement. He advised that, in his view, Dinners tended to work better than Receptions. The Chairman suggested that the City Surveyor and the Director of Built Environment be requested to take these factors into account when finalising the arrangements. The Committee supported this.

RESOLVED – That the content of the report be noted and that subject to the above-mentioned comments, the activities and team to attend MIPIM in 2018 be approved at a cost not exceeding £98,000.

6. **DESIGNATION OF FUNDS FOR BRIDGING DIVIDES, CITY BRIDGE TRUST GRANTS PROGRAMME 2018-2023**

The Committee considered a joint report of the Chief Grants Officer and the Chamberlain concerning the Trust's new five year funding strategy *Bridging Divides* and the governance arrangements for the 2018-2023 grants programme.

The Chairman advised that the Grants Programme had been considered by the Resource Allocation Sub-Committee earlier this day and that it had recommended the establishment of the new programme but not the amount of

funds to be held within the designated fund. Members supported the Sub-Committee's recommendation.

RESOLVED – That it be recommended 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 in order to maintain and support the bridges for the new five-year '*Bridging Divides*' grants programme 2018-2023.

7. **SOCIAL MOBILITY EMPLOYER INDEX UPDATE**

The Committee considered a joint report of the Town Clerk, Director of Economic Development and the Director of Human Resources concerning the Social Mobility Employer Index.

Reference was made to the statement that the City Corporation had ranked 50th out of 98 participants and to it being misleading as generally it was the better performing organisations that participated. It was felt that it would have been more helpful to know where the City Corporation was positioned in relation to the top ranking employers.

RESOLVED – That the content of the report be noted and the proposed next steps to improve social mobility (i.e. the ability for talent from all backgrounds to gain access to and progress in employment) within the City Corporation be supported.

8. **REVIEW OF THE REMEMBRANCER'S BUSINESS PLAN 2017/20**

The Committee considered a report of the Remembrancer updating it on the activities of the Remembrancer's Office Business Plan for 2017/10.

Reference was made to the funding of the Remembrancer's Department and to it being heavily reliant on income from lettings. Members were advised that the Hospitality Working Party had questioned whether this approach was fair and had asked the Chamberlain to look into the matter.

RESOLVED – that the report be noted.

9. **ECONOMIC DEVELOPMENT OFFICE QUARTERLY ACTIVITY UPDATE**

The Committee considered the quarterly report of the Director of Economic Development updating it on the activities of the Economic Development Office between June and September 2017.

In response to a query the Director of Economic Development confirmed that, where relevant, the City Corporation's research documents and brochures were communicated in other languages.

A Member suggested that in future it would be helpful to also include an appendix in the quarterly report which also provided details of prospective visits.

RESOLVED – that the report be noted.

10. **ANNUAL WAIVERS REPORT 2016/17**

The Committee considered a report of the Chamberlain concerning the process for approving waivers as part of the procurement process.

A Member expressed concern about the high number of waivers. He advised that it was important for officers to follow the proper processes and for waivers to be used sparingly. The Chairman of the Finance Committee reminded Members that no officer should be able to spend money on goods and services without appropriate approval and questioned whether disciplinary action should be considered where retrospective approval had had to be taken as a result of not adhering to procedures.

RESOLVED – that the following be noted:-

1. the positive reduction in the number of waivers processed during the last financial year from 830 down to 388;
2. the value of waivers processed for 2016/17 was £10m;
3. the risks associated with approving waivers, in particular retrospective waivers which it was intended should cease during 2017-18; and
4. the need to consider waiver requests presented to Spending Committees in light of the risks highlighted and to ensure that prior to approval, the waiver was the only viable route to procure a contract.

11. **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.

RESOLVED – That the statement be noted.

12. **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 terms of the reference of the Outside Bodies Sub-Committee being amended 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.

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

Diversity Questionnaire

In response to a question on the progress of arrangements in relation to the collation of information on the makeup of the Court to assist discussions on diversity, the Assistant Town Clerk advised that a questionnaire had been circulated to all Members. He advised that as the questionnaire was anonymous and as a consequence it had been circulated in hard copy. Several Members confirmed that they had recently received a copy.

14. ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT

The following items of urgent business were considered:-

The Deputy Chairman was in the chair whilst this item was considered.

Chairman's Visit to Tel Aviv

The Committee considered a report of the Director of Economic Development concerning a visit by the Chairman to the global centre of cyber security in Tel Aviv, Israel in order to better understand the environment of cybercrime and promote innovation in the cyber security sector.

RESOLVED – That the Chairman's visit to Tel Aviv from 29-31 October 2017 be approved.

Proposed Extension of the City of London Schools Internationally

The Principal Committee and Members Services Manager advised that on reflection it was felt that the report on the proposed extension of the two City Schools internationally (item no. 17) should be considered as a public report and sought approval to the paper being brought forward into the public part of the meeting.

Several Members questioned whether the report was commercially sensitive. It was noted that whilst the report was not commercially sensitive the discussion resulting from its consideration could be considered as such. Members were reminded that whilst the Schools business formed part of the City Corporation's non-local authority functions, it had been agreed by the Court that in the

interests of transparency, the same principles of the Local Government Act should apply to the City Corporation's non-local authority activities.

RESOLVED – That the report be noted and that the implications of expanding the Schools internationally be explored further.

15. **EXCLUSION OF THE PUBLIC**

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

Item Nos.	Paragraph(s) in Schedule 12A
16 - 26	1 and 3

Part 2 – Non-Public Agenda

16. **NON-PUBLIC MINUTES**

16a. The public minutes of the meeting held on 21 September 2017 were approved.

16b. The draft public minutes of the Projects Sub-Committee meeting held on 7 September 2017 were noted.

16c. The draft public minutes of the Public Relations and Economic Sub-Committee meeting held on 21 September 2017 were noted.

16d. The draft non-public minutes of the Members Privileges Sub-Committee meeting held on 21 September 2017 were noted.

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

This report was considered in the public session at item no. 14.

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

The Committee considered and approved a joint report of the City Surveyor, the Chamberlain and the Commissioner of the City of London Police concerning the progress of the Police Accommodation Strategy.

19. **1/5 LONDON WALL BUILDINGS EC2 - STRATEGY REPORT**

The Committee considered and approved a report of the City Surveyor concerning the strategy for dealing with the asset management of 1- 5 London Wall Buildings.

20. **SECURITY PROGRAMME**

The Committee considered and approved a report of the Director of the Built Environment concerning the programme of security measures and the creation of a dedicated team to oversee its delivery.

21. **PROJECT FUNDING UPDATE**

The Committee considered a report of the Chamberlain concerning the provision of funding to enable eight projects to proceed as follows:-

- Conversion of Disused Office in the Barbican
- Conversion of The Turret in the Barbican
- 4/14 Tabernacle Street
- CRM System
- Bunhill Fields
- Lord Mayor's State Coach
- Pipe Subways at Snow Hill and Holborn Viaduct
- HR Integrated Time Management and E-expenses system

It was noted that the Resource Allocation Sub-Committee had delegated the approval of the additional funding for the Bank Junction Experimental Scheme to the Town Clerk in consultation with the Chairmen and Deputy Chairmen of the Sub-Committee and the Projects Sub-Committee pending the provision of further information.

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. It was noted that approval was given the appointment of the building services engineers, civil and structural engineers and architects in connection with the Centre for Music.

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

There were no questions.

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

There were no items of urgent business for consideration.

Part 3 - Non-Public Confidential Minutes

25. **CONFIDENTIAL MINUTES**

It was agreed that the confidential minutes of the meeting held on 21 September 2017 should be amended to better reflect discussion and be resubmitted to the next meeting of the Committee for approval.

26. **NOMINATED DEPUTY TOWN CLERK AND CHIEF EXECUTIVE**

The Committee considered and agreed a report of the Town Clerk concerning the arrangements for a nominated Deputy Town Clerk and Chief Executive subject to one amendment.

The meeting ended at 2.55pm

Chairman

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OUTSIDE BODIES SUB (POLICY AND RESOURCES) COMMITTEE

Wednesday, 11 October 2017

Minutes of the meeting of the Outside Bodies Sub (Policy and Resources) Committee held at the Guildhall EC2 at 2.00 pm

Present

Members:

Simon Duckworth (Chairman)
Henry Colthurst
Deputy Tom Hoffman
Deputy Edward Lord
Jeremy Mayhew

Officers:

Angela Roach	- Principal Committee and Members Services Manager
Richard Holt	- Town Clerk's Office
Sadaf Anwar	- Comptroller and City Solicitor's Department
Anne Pietsch	- Chief Lawyer, Comptroller and City Solicitor's Department

1. APOLOGIES

Apologies were received from Catherine McGuinness, Jeremy Simons and James Tumbridge.

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

Henry Colthurst declared an interest in item no. 7 as a Trustee of the City and Metropolitan Welfare Charity.

The Principal Committee and Members Services Manager advised that the Chairman of the Policy and Resources Committee had nominated the Vice-Chairman, Simon Duckworth, by to serve as Chairman of the Sub-Committee. She undertook to look into whether the nomination needed to be ratified by the Committee itself. It was also noted that the appointment of a Deputy Chairman would be dealt with at the next meeting.

The Sub-Committee resolved that Mr Duckworth should take the Chair for the purposes of this meeting.

3. MINUTES

The public minutes of the Sub-Committee meeting held on 2 February were approved.

4. **TERMS OF REFERENCE**

The Sub-Committee considered a report of the Town Clerk reminding the Sub-Committee of its terms of reference.

RESOLVED – That the terms of reference of the Sub-Committee be noted.

5. **OUTSIDE BODIES PROTOCOL**

The Sub-Committee considered a report of the Comptroller and City Solicitor setting out revisions to the Outside Bodies Protocol, both those which were approved at the last meeting of the Sub-Committee as well as additional amendments, including relating to the Members' Code of Conduct and mention of legal restrictions on eligibility to serve as a Director or Trustee.

Discussion ensued on the content of the Protocol. Amongst other things the following comments were made:-

- The Sub-Committee questioned the merits of the inclusion of a separate section for external nominees. It was suggested that the right of appointment and the right of nomination would benefit from further clarification;
- It was also suggested that it would be useful to establish a procedure on how appointments should be made in future. The Sub-Committee supported this and requested that officers look into this.
- Reference was made to the appointment of Governors on the Board of Governors of the Museum of London. It was noted that whilst the GLA appointed all its representatives directly, as part of its process the City Corporation considered nominations from London Councils and the Board itself to serve as its representatives. A Member advised of the history which he believed had led to this. He reminded Members that the government's appointees to the Board had been delegated to the GLA.
- Members noted that the Protocol was work in progress and that it would evolve with the inclusion of further information.

RESOLVED – That:-

1. the revisions made to the revisions to the Outside Bodies Protocol as set out in the report be approved and that it be further revised to accord with the above-mentioned comments; and
2. officers consider and prepare a draft procedure for the making of nominations and appointments by the City Corporation to be brought back to a future meeting for further consideration by Members.

6. **OUTSIDE BODIES SCHEDULE**

The Sub-Committee considered a report of the Town Clerk together with the schedule of outside bodies.

It was noted that the vacancies column of the Schedule needed to be updated and also suggested that, for ease, the schedule should give an indication of when it was last updated. The Principal Committee and Members Services Manager undertook to revise the schedule accordingly.

During further discussion, amongst other things, the following comments were made:-

- Mr Mayhew advised that he was no longer a company member of the City of London Academies Trust and that he was now a Governor on the Board of Governor of the Museum of London. He also queried whether the City Arts Trust Ltd had been wound up;
- Reference was made to Homerton University Hospital and whether its stated link to the City Corporation's strategic aims i.e. the reference to policing was correct;
- A Member questioned whether the representative on London Councils Pensions CIV Committee should be a representative of the Policy and Resources Committee rather than the Chairman of that Committee and it was noted that the City Corporation's current representative was the previous Policy and Resources Chairman who had also been elected Chairman of that body;
- It was pointed out that the City Corporation was currently represented on the School Governor One Stop Shop (SGOSS) by an officer and that it was proposed that this should be changed to an elected Member serving on the Education Board. Whilst Members expressed support for this, it was noted that SGOSS was a corporate body and therefore would take a view on this.
- It was noted that the work of SGOSS fell within the remit of Education Board and therefore Members were supportive of a report being submitted to that Board explaining the City's current relationship with SGOSS and the rationale for a change to the City Corporation's representation from an officer to an elected Member, to inform the exercise of the City's rights in this case.

RESOLVED – That:-

1. the Outside Bodies Schedule be revised as set out above; and
2. a report be submitted to the Education Board explaining the City's current relationship with SGOSS and the rationale for a change to the City Corporation's representation from an officer to an elected Member, to inform the exercise of the City's rights in this case.

7. **VACANCIES, APPOINTMENTS AND NOMINATIONS**

The Sub-Committee considered a report of the Town Clerk concerning the vacancies on three charities. It also dealt with a request for the City Corporation to consider reducing its number of appointees on the City & Metropolitan Welfare Charity and proposed changes to the pool from which members of Gresham College Council could be drawn.

It was noted that the City Corporation's current appointees on the City & Metropolitan Welfare Charity were Mr Colthurst and Mr Wheatley and not Mr Fletcher as stated in the report.

The Sub-Committee proceeded to consider each recommendation in turn.

St Luke's Parochial Trust (207497) - Members supported filling the vacancy on this Charity.

The Mitchell City of London Charity (207342) and Mitchell City of London Educational Foundation (312499) – Members supported filling the vacancies on these Charities.

Museum of London (1139250) - Members noted that the Chairman of the Policy and Resources Committee had met with the Board's nominee, Sonita Alleyne, and that the Chairman had confirmed that she was content to support Ms Alleyne's nomination for appointment as a City Corporation Governor on the Board.

City & Metropolitan Welfare Charity (205943) (CMWC) – Members noted that a request had been received from the Clerk to the Trustees of the CMWC asking the City Corporation to consider reducing its number of appointees on this body from two to one or to consider relinquishing its appointment rights altogether. A Member, who was also a Trustee, explained that the request had been made as the Charity wished to widen its engagement with the Livery. Going forward, the Charity aim was to refocus its objectives primarily on the welfare of prisoners.

The Chairman stated that whilst he understood the Charity's wish to broaden the pool from which its members could be drawn, he did not support the City Corporation relinquishing its appointment rights altogether. Members supported his sentiments and questioned whether any of the other bodies with appointment rights had been asked to reduce their numbers also. It was suggested that the City Corporation should only consider a reduction if the other bodies with appointment rights had been asked to do the same. The Sub-Committee supported this and agreed that no change be made to the City Corporation's appointment rights at this stage and that this be conveyed to the Clerk to the Trustees of the CMWC accordingly.

Gresham College (1039962) – Members discussed the merits of the City Corporation's appointments on the Gresham College Council being drawn from

the wider membership of the Court of Common Council (excluding those Members already serving on the Gresham (City Side) Committee). The Chairman, who was also the Deputy Chairman of the City Side Committee, explained the Committee's desire to separate the roles of City elected Members for the City Corporation as the funder of the college and as directors responsible for the governance of the College to avoid any possible conflict. A Member, who was also a member of the Council, expressed his concern that such a change would place the City Corporation in a different position to the Mercers Company and advised that the Council had also expressed concern about this. A number of arguments were advanced for and against the proposal. It was pointed out that the Gresham (City Side) Committee had also suggested that thought should be given to allowing external people with a close connection to the City to also apply to serve on the Council. A Member stated that his understanding was that whilst expressions of interest would be sought from the Court of Common Council, the intention was that appointments would be made by the Gresham (City Side) Committee itself.

After further discussion the Sub-Committee concluded that further information was required in order to make an informed decision. It was therefore agreed that the matter should be referred back to the Gresham (City Side) Committee to clarify exactly what it envisaged.

RESOLVED – that Sonita Alleyne be appointed as a City Corporation Governor on the Board of Governors of the Museum of London, as nominated by the Board and supported by the Chairman of the Grand Committee and that it be recommended to the Policy and Resources Committee that:-

1. approval be given to filling the vacancy on each of the following outside bodies and to those vacancies being advertised to the Court of Common Council in the usual manner:-
 - St Luke's Parochial Trust in the room of the late John Barker
 - The Mitchell City of London Charity and Mitchell City of London Educational Foundation in the room of Deputy Joyce Nash
2. the City & Metropolitan Welfare Charity be advised that its request for the City Corporation to reduce its number of appointees on the Charity from two to one or, if willing, to relinquish appointment rights altogether was not supported at this stage. The City Corporation would however be willing to consider reducing to one representative if the other bodies with appointment rights were being asked to do the same; and
3. the proposal for future appointments to Gresham College Council to be drawn from the wider membership of the Court of Common Council (with Members of the Gresham (City Side) Committee being exempt from serving) be referred back to the Gresham City Side Committee to clarify exactly what it envisaged.

8. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE SUB-COMMITTEE**
There were no questions.
9. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT**
There was no other business.
10. **EXCLUSION OF THE PUBLIC**
RESOLVED – That under Section 100(A) of the Local Government Act 1972, the public be excluded from the meeting for the following items on the grounds that they involve the likely disclosure of exempt information as defined in Part 1 of Schedule 12A of the Local Government Act.

Item	Paragraph
11 - 12	3

Part 2 – Non-Public Agenda

11. **NON-PUBLIC MINUTES**
The non-public minutes of the meeting held on 2 February were approved.
12. **SPITALFIELDS MARKET COMMUNITY TRUST**
The Sub-Committee considered and agreed a report of the Comptroller and City Solicitor concerning a proposal to restore the Spitalfields Market Community Trust.
13. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE SUB-COMMITTEE**
There were no questions.
14. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERED URGENT AND WHICH THE SUB-COMMITTEE AGREE SHOULD BE CONSIDERED WHILST THE PUBLIC ARE EXCLUDED**
There was no other business.

The meeting closed at 3.15pm

Chairman

Contact Officer: Angela Roach
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MEMBERS PRIVILEGES SUB (POLICY AND RESOURCES) COMMITTEE **Thursday, 19 October 2017**

Minutes of the meeting of the Members Privileges Sub (Policy and Resources) Committee held at Committee Rooms, 2nd Floor, West Wing, Guildhall on Thursday, 19 October 2017 at 10.00 am

Present

Members:

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

Officers:

Simon Murrells	- Assistant Town Clerk
Nigel Lefton	- Assistant Remembrancer
Will Millard	- Town Clerk's Office
Angela Roach	- Principal Committee and Member Services Manager

1. APOLOGIES

An apology for absence was received from Richard Regan.

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

The public minutes of the Sub-Committee meeting held on 21 September 2017 were approved.

Matters Arising – Role and Status of the Chief Commoner

It was noted that the text of the proposed description of the role and status of the Chief Commoner was being discussed with the Remembrancer

4. **CHAIRMEN AND DEPUTY CHAIRMEN'S IT AND MEETING ROOMS**

The Sub-Committee considered a report of the Town Clerk concerning the outcome of consultation with Chairmen and Deputy Chairmen on the future use of the Chairmen and Deputy Chairmen's IT and meeting rooms on the second floor of the West Wing particularly dedicated use by the Chairmen of the Planning and Transportation, Finance, Police and Establishment Committees.

Members noted the comments made by various Chairmen and Deputy Chairmen and the strength of feeling that the two rooms should remain for use by all Chairmen and Deputy Chairmen. The most recent comment received from the Chairman of the Community and Children's Services Committee received was also summarised.

The Sub-Committee also noted the recommendations of the Deputy Chairmen of the Establishment Committee, copies of which were laid round the table.

During discussion, amongst other things, the following comments were made and noted:-

- the proposal for the rooms to be dedicated for the use of specific Chairmen had caused a lot of resentment; raised questions about how the four Chairmen had been identified and whether the volume of work attributed to some of those Chairmen actually exceeded level of work undertaken by other Chairmen;
- it was suggested that selection might have been based on those attending the pre-Court of Common Council meeting but noted that this did not account for the Chairman of Police;
- reference was made to the small meeting room located on the third floor located within the Guildhall Club Dining Room area which was also available for use by all Members. It was noted that the space was often used to create additional dining space in the Club and that very few Members were aware that it was available for use;
- the Sub-Committee supported suggestions that the two meeting rooms on the second floor should be managed by the Town Clerk's Office i.e. the new Personal Assistants appointed to support Chairmen; the rooms should be available on a first come first serve basis and that usage should be monitored and report brought back to the Sub-Committee on their usage after six months of operating the arrangements;
- Members acknowledged the need for lockable space i.e. somewhere for Chairmen and their Deputies to store committee papers and small IT devices only between meetings. The Town Clerk was asked to look in to the provision of a limited number of lockers, including whether they could be located in the small Members IT room on the mezzanine floor space;
- it was important for all Members to be reminded of the rooms available for use and that it should be reiterated that the rooms were not private offices

and were available for use to deal, predominantly, with City Corporation business;

- in response to concerns about the lack of information available to Chairmen about what they were entitled to and about services more generally it was agreed that the Chairman's Handbook which was produced a number of years ago should be resurrected, updated and provided to all Chairmen.

RESOLVED - that the use of the small IT and meeting rooms remain available for the use of all Chairmen and Deputy Chairmen; that all Members be advised accordingly and that it be recommended to the Policy and Resources Committee that:-

1. the two meeting rooms (Chairman's Room 1 and 2) on the second floor be managed by the Town Clerk's Office i.e. by the new Personal Assistants appointed to support Chairmen; the rooms be available on a first come first serve basis and that usage of the rooms be monitored and reported back to the Members Privileges Sub-Committee after six months of operating the arrangements;
 2. the City Surveyor be requested to look into the provision of a limited number of lockers for Chairmen and their Deputies to store committee papers and small IT devices only between meetings and this should include investigating whether they could be located in the small Members IT room on the mezzanine floor space;
 3. all Members to be reminded of the rooms available for use and that it be reiterated that the rooms were not private offices and were available for use to deal, predominantly, with City Corporation business;
 4. the Chairman's Handbook, which was produced a number of years ago and which contained information about the services available to Chairmen, be resurrected, updated and provided to all Chairmen.
5. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**
There were no questions.
6. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT**
There were no urgent items.
7. **EXCLUSION OF THE PUBLIC**
RESOLVED - That under Section 100(A) of the Local Government Act 1972, the public be excluded from the meeting for the following items on the grounds

that they involve the likely disclosure of exempt information as defined in Part I of the Schedule 12A of the Local Government Act.

Item Nos.	Paragraph(s) in Schedule 12A
8	3

Part 2 – Non-Public Agenda

8. **NON-PUBLIC MINUTES**
The non-public minutes of the Sub-Committee meeting held on 21 September 2017 were approved.
9. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE SUB-COMMITTEE**
There were no questions.
10. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT AND WHICH THE SUB-COMMITTEE AGREE SHOULD BE CONSIDERED WHILST THE PUBLIC ARE EXCLUDED**
There were no urgent items.

The meeting ended at 10.35am

Chairman

Contact Officer: Angela Roach
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PUBLIC RELATIONS AND ECONOMIC DEVELOPMENT SUB (POLICY & RESOURCES) COMMITTEE

Thursday, 19 October 2017

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

Present

Members:

Deputy Catherine McGuinness (Chairman)	Deputy Edward Lord
Sir Mark Boleat (Deputy Chairman)	Andrew Mayer
Simon Duckworth	Jeremy Mayhew
Alderman Sir Michael Bear	The Lord Mountevans
Deputy Keith Bottomley	Deputy Tom Sleight
Anne Fairweather	Alderman Sir David Wootton

Officers:

Bob Roberts	-	Director of Communications
Paul Double	-	City Remembrancer
Simon Murrells	-	Assistant Town Clerk
Damian Nussbaum	-	Director of Economic Development
Nigel Lefton	-	Remembrancer's Department
Eugenie de Naurois	-	Communications Team
Jeremy Blackburn	-	Communications Team
Joanna Burnaby-Atkins	-	Communications Team
Peter Cannon	-	Communications Team
Emma Sawers	-	Town Clerk's Department

1. APOLOGIES FOR ABSENCE

Apologies for absence were received from Hugh Morris.

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 21 September 2017 be approved as a correct record.

4. EDO QUARTERLY ACTIVITY UPDATE JUNE-SEPTEMBER 2017

The Sub Committee received a report of the Director of Economic Development giving an update of the department over the last quarter. A Member asked the Director that the useful publications set out in the appendices could be published on the City of London website.

RESOLVED, that:

- The report be noted.

5. **PERMITTING THE USE OF DRONES FOR COMMERCIAL FILMING ON PUBLIC HIGHWAY IN THE CITY**

The Sub-Committee considered a report of the Director of Communications asking for permissions to the use of drones for commercial filming on the public highway in the City.

RESOLVED, that:

- The Policy and Resources Committee are recommended to approve that requests to use drones for commercial filming purposes should be assessed on a case by case basis and supported where strict safety measures and guidelines are in place. This would require a road closure to be in place, satisfactory advance notice to allow consultation with departments and properties affected and all the correct Civil Aviation Authority (CAA) and NATS (National Air Traffic Systems) permissions obtained and relevant risk assessments and method statements provided.

6. **MARCHÉ INTERNATIONAL DES PROFESSIONNELS D'IMMOBILIER (MIPIIM PROPERTY CONFERENCE) 2018**

The Sub-Committee considered a report of the Director of the Built Environment and the City Surveyor setting out the proposed programme of activities and budget in respect of the MIPIIM property exhibition to be held in Cannes in March 2018. This had already been approved by the Policy and Resources Committee earlier that day.

Members asked that Officers review the optimal amount of people that should be represented at the conference from the City of London Corporation.

RESOLVED, that:

- The report be noted.

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

There were no questions.

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

The following items of urgent business were raised –

Chatham House Membership

The Chairman explained to the Sub Committee that as part of the City Corporation's sponsorship of Chatham House, we have a list of 25 'nominees', who receive invitations to Chatham House events and enjoy other advantages of membership. The Chairman noted that the current list was quite random in its composition and needed to be looked at more strategically.

Other Members suggested that the Director of Communications review the usage of the membership by the current list and then propose a new list to the Chairman.

Members also discussed how Chatham House should be encouraged to host events here in the City.

The Chairman also raised that Chatham House had offered to put on two briefings for her on the current European geopolitical context or something more specific. She would like to extend the briefings to be available to Members of this Sub Committee.

RESOLVED, that:

- The Director of Communications review the current usage of the Chatham House membership and propose a new composition to the Chairman of Policy & Resources;
- The Chatham House briefings be open to Members of the Public Relations and Economic Development Sub Committee.

9. **EXCLUSION OF THE PUBLIC**

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

Item	Paragraph
10-12	3

10. **NON-PUBLIC MINUTES**

The non-public minutes and summary of the meeting held on 21 September 2017 were approved.

11. **PARTY CONFERENCE AND POLITICAL/PARLIAMENTARY UPDATE**

The Director of Communications and the Remembrancer presented a joint update on recent political and parliamentary activity, with the Director of Communications particularly reflecting on the party conferences.

12. **ECONOMIC DEVELOPMENT ISSUES**

The Director of Economic Development updated Members on how the City Corporation was working on Brexit issues.

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

Questions were raised in respect of the following –

- City of London School branding issue;
- Update on Aung San Suu Kyi.

14. **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 4.00 pm

Chairman

Contact Officer: Emma Sawers
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PROJECTS SUB (POLICY AND RESOURCES) COMMITTEE

Wednesday, 4 October 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)	Marianne Fredericks
Hugh Morris (Deputy Chairman)	Christopher Hayward
Nicholas Bensted-Smith	Deputy Jamie Ingham Clark
Deputy Keith Bottomley	Deputy Catherine McGuinness
Karina Dostalova	Deputy John Tomlinson

Officers:

Peter Lisle	-	Assistant Town Clerk & Cultural Hub Director
Alistair MacLellan	-	Town Clerk's Department
Sarah Baker	-	Town Clerk's Department
David Jones	-	Town Clerk's Department
Bob Roberts	-	Director of Communications
Melissa Richardson	-	Town Clerk's Department
Jennifer Ogunleye	-	Town Clerk's Department
Caroline Al-Beyerty	-	Deputy Chamberlain
Adrian Moody	-	Chamberlain's Department
Simon Rilot	-	City Surveyor's Department
Mark Lowman	-	City Surveyor's Department
Steve Presland	-	Department of the Built Environment
Paul Murtagh	-	Community & Children's Services Department
Sarah Greenwood	-	Community & Children's Services Department
Pauline Weaver	-	City of London Police
John Awosoga	-	City of London Police
Martin O'Regan	-	City of London Police
Jonathan Poyner	-	Barbican Centre & Guildhall School
Jim Turner	-	Barbican Centre

1. APOLOGIES

Apologies were received from Sir Mark Boleat and James Tumbridge.

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

There were no declarations of interests.

3. MINUTES

The minutes of the meeting held on 7 September 2017 were approved as a correct record.

Matters Arising

Sugar Quay s278 – Gateway 1 & 2 Project Proposal

The Chairman noted that Members were still awaiting feedback from officers regarding whether an east turn for road users was possible in Lower Thames Street.

Bank Junction Improvements: Experimental Safety Scheme – Gateway 4/5 Issues Report

In response to a question, the Director of the Built Environment replied that the issue of taxis using the junction, and historic comparisons in traffic use would feature in the report that was due to be presented to Members in December 2017. It was agreed however that a meeting of the Chairman of Planning and Transportation Committee and the Chairman of this Committee would be held with Officers before that report was finalised.

4. GATEWAY APPROVAL PROCESS

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

5. GATEWAY 1 & 2 PROJECT PROPOSAL - DESIGN, BUILD, SUPPORT AND HOSTING FOR NEW WEBSITE

Members considered a Gateway 1 & 2 Project Proposal Report of the Town Clerk regarding the design, build, support and hosting of a new website.

RESOLVED, that the project proposal regarding the design, build, support and hosting of a new website be approved and proceed to the next Gateway on the Regular route.

6. GATEWAY 5 ISSUES REPORT - 2-6 CANNON STREET PUBLIC REALM

Members considered a Gateway 5 Issues Report of the Director of the Built Environment regarding 2-6 Cannon Street Public Realm Offsite Works.

RESOLVED, that Members Authorise an increase to the current project budget of £95,000, to be fully funded from the Section S106 agreement.

7. GATEWAY 7 OUTCOME REPORT - DECENT HOMES WORKS TO PROPERTIES PREVIOUSLY OMITTED FROM PROGRAMMES (CALLBACKS 2013-17)

Members considered a Gateway 7 Outcome Report of the Director of Community and Children's Services regarding Decent Homes works to properties previously omitted from programmes (Callbacks 2013-17).

RESOLVED, that Members note the lessons learned and that the project be closed.

8. **GATEWAY 7 OUTCOME REPORT - REFURBISHMENT WORKS TO DOOR ENTRY SYSTEMS AT THE GOLDEN LANE (PARTIAL), HOLLOWAY AND YORK WAY ESTATES.**

Members considered a Gateway 7 Outcome Report of the Director of Community and Children's Services regarding Refurbishment works to door entry systems at the Golden Lane (partial), Holloway and York Way Estates.

In response to a request from the Chairman, the Town Clerk agreed to note the original agreed budget for the project namely £976,000 versus the total agreed budget at Gateway 5 namely £282,983.63.

RESOLVED, that Members note the lessons learned and that the project be closed.

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

There were no questions.

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

Members considered one item of urgent business.

10.1 **Gateway 1 & 2 Project Proposal - Culture Mile public realm implementation programme**

Members considered a Gateway 1 & 2 Project Proposal Report of the Director of the Built Environment regarding the Culture Mile public realm implementation programme.

RESOLVED, that the project proposal for the Culture Mile public realm implementation programme be approved and proceed to the next Gateway on the Complex Route.

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 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.

12. **NON-PUBLIC MINUTES**

The non-public minutes of the meeting held on 7 September 2017 were approved as a correct record.

13. **GATEWAY 1 & 2 PROJECT PROPOSAL - SECURITY PROGRAMME**

The Town Clerk noted that this report had been withdrawn.

14. **GATEWAY 1-5 AUTHORITY TO START WORK - CITY OF LONDON SCHOOL MODULAR BUILDINGS AT GROVE PARK**

Members considered a Gateway 1-5 Authority to Start Work Report of the City Surveyor regarding the City of London School – Modular Buildings at Grove Park.

15. **GATEWAY 5 ISSUES REPORT - ANPR CAMERA REPLACEMENT**
Members considered a Gateway 5 Issues Report of the Commissioner of Police regarding ANPR Camera Replacement.
16. **GATEWAY 5 ISSUES REPORT - ELECTRONIC SOCIAL CARE RECORDING SYSTEM**
Members considered a Gateway 5 Issues Report of the Director of Community and Children's Services regarding an Electronic Social Care Recording System.
17. **GATEWAY 5 ISSUES REPORT - CITY FUND (STRATEGIC PROPERTY ESTATE) 4-14 TABERNACLE STREET**
Members considered a Gateway 5 Issues Report of the City Surveyor regarding City Fund (Strategic Property Estate) 4-14 Tabernacle Street.
18. **POLICE ACCOMMODATION STRATEGY: GENERAL UPDATE REPORT**
Members considered a joint Police Accommodation Strategy update report of the City Surveyor, Chamberlain and Commissioner of Police.
19. **BARBICAN CAMPUS PROGRAMME - RED, AMBER AND GREEN PROJECTS UPDATE REPORT**
Members considered a report of the Director of Operations and Buildings regarding the Barbican Campus Programme.

RECEIVED

20. **BUILDINGS PROGRAMME (INCLUDING HOUSING PROJECTS) - RED, AMBER AND GREEN PROJECTS UPDATE REPORT**
Members considered a report of the City Surveyor regarding the Buildings Programme (including Housing projects).

RECEIVED

21. **ACTION TAKEN BY THE TOWN CLERK UNDER DELEGATED AUTHORITY OR URGENCY PROCEDURES**
Members considered a report of the Town Clerk regarding actions taken since the last meeting.
22. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**
There were no questions.
23. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT AND WHICH THE COMMITTEE AGREE SHOULD BE CONSIDERED WHILST THE PUBLIC ARE EXCLUDED**
Members considered two items of urgent business.

23.1 **Resolution of the House Committee of the Guildhall Club - 7 June 2017**

Members considered a resolution of the House Committee of the Guildhall Club dated 7 June 2017.

23.2 Gateway 1 & 2 Project Proposal - Security Programme

Members considered a Gateway 1 & 2 Project Proposal Report of the Director of the Built Environment regarding a Security Programme.

The meeting closed at 10.47 am

Chairman

Contact Officer: Alistair MacLellan / alistair.maclellan@cityoflondon.gov.uk

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Agenda Item 4

Committee:	Date:
Policy & Resources Committee	16 November 2017
Subject: Outstanding action response - Options Report for External Health & Safety Appraisals for Procurement	Public
Report of: The Chamberlain	For Decision
Report author: Chris Bell, Commercial Director for City Procurement, Chamberlain's Department	

Summary

City Procurement recently took a recommendation to Policy and Resources committee that would require City of London Corporation suppliers to hold a Safety Schemes in Procurement (SSIP) accreditation when tendering for work with clearly identifiable health and safety (H&S) risks. Policy and Resources Committee requested further information about the impact on the small-to-medium enterprise community.

- Suppliers pay an annual fee for the SSIP accreditation and is transferable to all tender opportunities for the specialism that was assessed e.g. construction, carpentry & joinery
- The assessment carried out by SSIP members is a desktop scrutiny of documentation, supplemented by telephone calls and e-mails, typically lasting 2-4 hours.
- SSIP schemes are actively reducing health and safety assessment costs and bureaucracy in the supply chain. The SSIP Forum reports the industry saved £91m in FY 2016-17.
- With an SSIP accreditation, suppliers can focus more time completing project related questions instead of standard H&S questionnaires to assert their qualifications.
- City Procurement is working with corporate H&S managers to put in place H&S checks for projects where SSIP isn't appropriate e.g. Schools and Department of Community and Children Services.

Recommendation

- Members are asked to approve use of Safety Schemes in Procurement accreditation as a selection criteria for works and services contracts with a clearly identifiable health and safety risk.

Main Report

Background

1. Health and Safety legislation including the Health and Safety at Work Act 1974 (HSW), the Management of Health and Safety at Work Regulations 1999 (MHSWR), and the Construction Design and Management Regulations (CDM) places a duty on the City Corporation for the health and safety of its employees, contractors' employees and members of the public.
2. This legislation requires the City Corporation to undertake due diligence and appoint contractors that are competent and adequately resourced to complete contracts safely.

3. The SSIP Forum was designed to be proportionate and a cost effective option for small-to-medium enterprises to meet H&S responsibilities. The assessment carried out by SSIP members is a desktop scrutiny of documentation, supplemented by telephone calls and e-mails, typically lasting 2-4 hours.
4. The supplier pays an annual fee for the assessment and the accreditation is transferable to all work covered e.g. a supplier who holds an SSIP accreditation for window cleaning would need to seek a separate accreditation when expanding business into fitting windows for their clients.

Current Position

5. City Corporation relies on in-house knowledge and capacity to undertake both stage one and stage two assessments. City Procurement does not have resource in house to undertake assessments and must rely on the limited capacity within the Corporate H&S team for support.
6. If we do not ask for SSIP at the qualification stage we will still need to include a separate H&S questionnaire costing the supplier money and increasing the cost of officer time when evaluating tender documents
7. City Procurement is working closely with corporate H&S teams to put appropriate checks in place for services where there are clearly identifiable H&S risks but SSIP isn't the most appropriate. e.g. schools and safeguarding.

Options

8. City Procurement proposes the following options to members in order to minimise this risk:
 - Option One – require suppliers bidding for City Corporation services and works contracts (excluding deliveries) with clearly identifiable H&S risks to be accredited by any scheme recognised by the SSIP Forum.
 - Option Two – Hire a qualified H&S officer to evaluate tenders as an additional resource
 - Option Three – Outsource H&S evaluations to a third party

Recommendation

9. City Procurement recommends Option One; SSIP accreditation being mandatory for CoL suppliers delivering contracts with clearly identifiable H&S risks.
10. SSIP accreditation would allow for minimal intervention for stage one assessments allowing the current H&S resources to be focused on the more in-depth project specific assessments.
11. Options Two and Three would cost bidding suppliers more per tender as H&S questionnaires will be required.

Conclusion

12. The requirement to be SSIP accredited has been built into the current procurement procedures and communications have been sent to all existing suppliers as part of an awareness campaign.
13. Members are asked to approve the use of SSIP accreditation as part of selection criteria for all suppliers to CoL for supplies and works. This would allow the City Corporation to evidence suppliers have , free H&S officer time to focus on project specific assessments, and take into account the SME community by adopting a low cost industry standard assessment tool.

Chris Bell,

Commercial Director for City Procurement, Chamberlain's Department
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Agenda Item 5

Committee(s)		Dated:
Culture Heritage and Libraries	For decision	04/09/17
Community and Children's Services	For information	08/09/17
Education Board	For information	14/09/17
Board of Governors of the Guildhall School	For information	18/09/17
Barbican Centre Board	For information	27/09/17
Planning and Transportation	For information	03/10/17
Board of Governors of the Museum of London	For information	04/10/17
Open Spaces	For information	11/10/17
Cultural Hub Working Party	For information	18/10/17
Policy & Resources Committee	For decision	16/11/17
Court of Common Council	For decision	07/12/17
Subject: City of London Cultural Strategy		Public
Report of: Assistant Town Clerk and Culture Mile Director		For Decision
Report author: Matthew Pitt, Policy and Projects Officer		

Summary

The City of London Corporation's current cultural strategy expires at the end of 2017. It came into effect during the 2012 Cultural Olympiad but no longer reflects the full extent of the organisation's activities across arts, culture, heritage and learning or its new and emerging ambitions.

Following a successful tender process, Global Cities Limited were appointed in May to assist the organisation in developing a new cultural strategy. A draft of the strategy is included as an appendix to this report.

The draft strategy was approved by Culture, Heritage and Libraries Committee on 4 September and noted at a number of other Committees and Boards. This updated cover report summarises the key points of feedback, outlines a governance model for implementation and seeks Members' approval to the draft strategy.

Recommendation(s)

Members are asked to: -

- Approve the draft City of London Corporation Cultural Strategy 2018-22

Main Report

Background

1. The City of London Corporation remains the fourth largest funder of arts, culture and heritage in the UK, with an annual contribution of over £100m per annum to

the sector. Culture is now widely recognised as a core component of a thriving global city, important to attracting investment, workers, creating vibrant neighbourhoods and making a positive contribution to the happiness and wellbeing of our communities. It is against this backdrop that the organisation seeks to refresh its strategy for the next five years.

2. The current Cultural Strategy 2012-17 will expire at the end of the year. The aim was for its replacement to be a more strategic forward looking document that reflected the strong ambitions of the City of London Corporation across arts, culture and heritage.
3. Global Cities were engaged to assist the organisation in developing the new strategy. They conducted interviews with officers and Members across the organisation including Town Clerk's Cultural Services, Department for the Built Environment, the Guildhall School and the Barbican. Key partners such as the London Symphony Orchestra and Museum of London were also involved and external organisations the Greater London Authority, Department of Culture Media and Sport and Arts Council England have been consulted.
4. Following the interview stage, certain themes and ideas began to emerge. In order to test these, a workshop was established which stakeholders were invited to participate in. This workshop was held immediately after the Place Steering Group on 19 June and involved officers from that group as well as Members. The draft appended to this report (Appendix A) is very much a reflection of the interviews, the key themes which emerged at the workshop and feedback received through the committee cycle.
5. Throughout the process close attention has been paid to ensuring the draft strategy aligns with existing strategies and particularly the emerging Corporate Plan. On 27 July, the Summit Group approved the current draft for progression through the committee process and the strategy was approved by Culture, Heritage and Libraries on 4 September.

Strategy

6. The strategy is broken down into two parts – an executive summary with the vision, the City's role, our values & strategic objectives and the full strategy document. The latter goes into greater detail, particularly on the 10 strategic objectives, why these are important, and outlines some priority actions for the organisation to progress.
7. The Strategy is deliberately high level and ambitious and will be delivered by departments across the organisation. Whilst there are objectives and priority actions which readers will recognise as supporting existing activity there are also new objectives designed to challenge the organisation over the coming years. These ambitions very much reflect conversations that have taken place throughout the process. Subject to the strategy being approved by Members, business planning will need to address the new strategic objectives and priority actions appropriately.

8. The strategy is currently formatted for an internal audience; however, it will be a key tool in communicating the unique and valuable contribution that the City of London Corporation makes to external audiences. It is therefore anticipated that the strategy will be professionally produced for an external audience following its formal adoption.

Feedback

9. The draft strategy has been reviewed by 9 City of London Corporation committees (including your own) and the Museum of London's Board. This reflects the cross-cutting nature of the strategy, parts of which will ultimately be delivered across multiple departments and partner organisations.
10. Feedback received from Members at committee and through correspondence has been overwhelming positive with many welcoming the ambitious path that the strategy sets out. There were however a number of observations and suggestions which have been taken on board and adopted through the drafting process. Some observations were shared across committees and these points have been summarised for your committee below: -
 - Members noted that pressure remained on many of the service areas responsible for delivering the strategy and a desire was expressed for continued investment in our existing services and assets as well as resourcing up new initiatives;
 - Some Members felt this strategy was a fantastic shop window for the wider work of the organisation that could be particularly useful in attracting international attention and investment – expressing a desire to see a public facing version produced following adoption
 - There was a desire for the organisation to go beyond promoting its own cultural offer and to foster a deeper engagement with London-wide and national stakeholders, including the communities on our doorstep; and
 - Members felt an appropriate governance arrangement would need to be put in place to co-ordinate the delivery of the strategy.

Governance

11. To oversee the delivery of the strategy, a Cultural Strategy Officer Group will be established, formed of officers working in arts, culture and heritage from across the organisation and chaired by the Head of Cultural and Visitor Development. The group will meet on a quarterly basis to develop the strategy's action plan and report on progress against objectives.
12. In turn, this group will report into and respond to guidance and requests from a Chief Officer Culture Group chaired by the Assistant Town Clerk. This group will meet up to 2 times per year and be responsible for monitoring and reporting on the delivery of the strategy to committee.

Proposals

13. It is proposed that Members of the Policy and Resources Committee approve the draft City of London Cultural Strategy 2018-22.

Conclusion

14. A new cultural strategy has been developed in partnership with Global Cities Ltd. It reflects the brief for the strategy to be high-level and ambitious whilst also addressing the organisation's existing activities across the sector. A thriving arts and culture scene are seen as increasingly important to the success of Global Cities and the City of London Corporation retains a strong desire to contribute to the cultural life of London and beyond. This strategy reflects the cross-cutting way in which arts, culture and heritage are delivered across the City of London Corporation and establishes some ambitious targets for the organisation to work towards whilst framing new initiatives such as Culture Mile and the Cultural Education Partnership (to be known as Culture Mile Learning). It is therefore recommended that Members approve the draft Cultural Strategy 2018-22.

Appendices

- Appendix A – Draft Cultural Strategy

Matthew Pitt

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We want to:

Seize a once in a generation opportunity to reposition the City as a world capital for commerce and culture, harnessing the power of arts, heritage, learning and libraries to make the Square Mile far more open, creative, resilient and entrepreneurial. We will work collaboratively with cultural partners to drive social and economic change and contribute to a thriving city.

The City has a unique combination of roles:

- A major investor in an extraordinary cluster of diverse cultural organisations with considerable profile, reach and influence in London, the UK and abroad
- A convening power that brings together cultural partners in the City with other stakeholders to achieve social and economic impact – being greater than the sum of our parts
- A landowner and planning body which can embed creativity into the urban fabric and act as a beacon of place-based regeneration
- A long term custodian of heritage but also a facilitator of innovation, creative talent and new entrepreneurial ideas
- An independent voice speaking about the role of culture at regional, national and international levels

Our values:

- We believe in the power of innovation and creativity to generate wealth for people and communities in a long term, sustained way – commerce and culture are intertwined throughout the City's history.
- We expect the City and our cultural partners to be open, communicative, responsive and welcoming to a diverse range of people, businesses and visitors
- We are a global, flexible and cosmopolitan city yet have a strong sense of pride in our place, history, neighbourhoods and identity
- We value cultural learning and engagement as an essential part of the cultural experience, but also for the transformative personal, social and economic impact this can have
- We recognise and embrace the diversity of London's culture and champion the excellence and innovation that this brings
- We prioritise areas under our direct control but are mindful of our responsibility to work with others to support the wider needs of the capital and the UK
- We seek to be joined up, agile, experimental and generous in our approach as a catalyst and convener at the forefront of cultural, economic and social change

Our Strategic Objectives:

Between 2018-22 we want to...

1. Transform the City's public realm and physical infrastructure, making it a more open, distinct, welcoming and culturally vibrant destination

2. Develop Culture Mile in the north west of the City which will become an exciting destination for London and act as a catalyst for change across the rest of the Square Mile
3. Support cultural excellence in a range of fields and champion an ethos of creative risk taking, innovation and artistic citizenship
4. Support the City of London's Education Strategy through the nurturing of an exemplary Cultural Education Partnership, Culture Mile Learning, and enable our world-leading institutions to cultivate the creativity, skills and knowledge of the next generation
5. Become a leading centre of the digital and creative economy and unlock the creative potential and resilience of individuals and businesses using our estate and resources
6. Promote our cultural, heritage and creative strengths in the UK and abroad
7. Better promote our world class culture and heritage offer and use our wealth of outdoor spaces to widen its appeal to a more diverse audience, enabling communities in the City and beyond
8. Work better with cultural organisations to build their capacity and engage with City businesses and employees, so that they can become more resilient
9. Play our part as a catalyst and convener in supporting and connecting with the wider cultural ecology of the capital and the rest of the UK
10. Develop clear leadership on culture: working in collaboration with cultural partners to develop our skills, align our objectives, develop performance measures, communicate our impact and build our capacity to be more than the sum of our parts

Draft City of London Cultural Strategy

Vision

Throughout history, the City of London has been a place where commerce and creativity have thrived side by side. As well as being one of the world's oldest and most important trading hubs the Square Mile has fostered over centuries the long-term growth of arts and crafts, learning, public entertainment, green spaces, marketplaces, fairs, and pageantry. Since the late twentieth century the City has become a world class centre for culture, with an extraordinary concentration of institutions like the Barbican, the Museum of London, the London Symphony Orchestra and the Guildhall School of Music and Drama, as well as a range of heritage assets, libraries, exciting outdoor events and cutting edge contemporary art programmes like Sculpture in the City. Investing over £100m every year, the City is the fourth largest funder of culture in the UK.

The City's support for culture is intrinsic to its strategy because of the core belief that the free exchange of commerce is intertwined with the free exchange of creative ideas. The City has always been a unique meeting place in the world for entrepreneurs, ideas and talent - the original co-working space. Our support for culture also reflects a strong belief in a richer kind of wealth, which includes people's wellbeing, quality of life and sense of place and community.

The City today has the most vibrant ecology of cultural organisations, creative businesses and practitioners anywhere in the UK. We may be a global city but our cultural organisations are also grounded in a strong sense of place and want to serve the diverse people of the City they inhabit.

Our definition of culture is broad and inclusive; it exists in both the buildings and heritage of our great institutions as well as our streets and the informal cultural spaces in between. It is for everyone, not just a narrow elite, and is a powerful driver of social mobility.

However, in recent years, the City's physical infrastructure and ways of working have not kept pace with our needs. Too often our cultural buildings have felt closed and hidden away. We have a rich and varied range of cultural assets and programmes, but we could do much more to promote them in the UK and abroad. We want to cultivate a deeper engagement with communities on our doorstep, enabling them to lead enriched lives and reach their full potential. Our cultural organisations are pioneers in research and experiment, but this is not visible in our streetscape. In short, we need to restate our role as a world capital of both commerce *and* culture.

At the start of the twenty-first century the City is also at a pivotal moment in its history. London is a global leader in finance, creative industries and technology. Despite politically uncertain times, there is a will to reach out to new trading partners and open up to more investment and talent. At home, the arrival of the Elizabeth Line (Crossrail) in 2018 will transform the City's connectivity with the South East and bring an entirely new population into the area. Culture will play an important part in these changes.

In light of these factors, there is a once in a generation opportunity to open up the City in radical new ways so that we can welcome more people, stimulate more creative interactions and in doing so, build a sustainable long term future. We want to create a future for the arts, culture and heritage in the City because they are vital to developing People, Prosperity and Place.

Over the next five years, we will work with our cultural partners to transform the physical and social environment of the City and make it far more open, creative, resilient and entrepreneurial. We

intend to invest significantly in the urban fabric of the Square Mile to make it more inviting to visitors and reveal the special cultural and historic character of the area. We want to energise people of all ages, especially the young, and inspire them to engage with the learning opportunities all around them and perhaps pursue careers in the creative and tech sectors. We want to reflect the remarkable international quality of our businesses, people and cultural offer in our built environment. Above all, we want to champion excellence and innovation in all that we do.

All this requires purposeful leadership as well as working collaboratively. This strategy sets out the key objectives of our work, the values underpinning our approach, and the practical steps to realise them.

Catherine McGuinness

Lord Mayor

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- We prioritise areas under our direct control but are mindful of our responsibility to work with others to support and connect with the wider needs of the capital and the UK
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3. Support cultural excellence in a range of fields and champion an ethos of creative risk taking, innovation and artistic citizenship
4. Support the delivery of the City of London’s Education Strategy by nurturing an exemplary Cultural Education Partnership, Culture Mile Learning, and enable our world-leading institutions to cultivate the creativity, skills and knowledge of the next generation
5. Become a leading centre of the digital and creative economy and unlock the creative potential and resilience of individuals and businesses using our estate and resources
6. Promote our cultural, heritage and creative strengths in the UK and abroad
7. Better promote our world class culture and heritage offer and use our wealth of outdoor spaces to widen its appeal to a more diverse audience, enabling communities in the City and beyond
8. Work better with cultural organisations to build their capacity and engage with City businesses and employees, so that they can become more resilient
9. Play our part as a catalyst and convener in supporting and connecting with the wider cultural ecology of the capital and the rest of the UK
10. Develop clear leadership on culture: working with cultural partners to develop our skills, to align our objectives, develop performance measures, communicate our impact and build our capacity to be more than the sum of our parts

Strategic Objectives

- 1. Transform the City’s public realm and physical infrastructure to make it a more open, distinct, welcoming and culturally vibrant destination**

The City has long been recognised as the financial and business district of London and for over a century the physical infrastructure of the Square Mile has grown up to serve this primary function. However, there is a strong desire today to reposition the City as a centre for both commerce *and* culture, recognising that the area is also the historic centre of the capital and a vibrant cultural destination. There is a need to renew and reconfigure the public realm and make the City more open, welcoming, and conducive to all users’ needs.

Priority actions

- Major investment in public realm improvements across the Square Mile, including better wayfinding and improving physical infrastructure
- Strengthening the visibility of cultural organisations and sense of welcome
- Integrating digital and creative ideas into the urban fabric and creating more connected routes for visitors that reveal the cultural and heritage offer
- Continuing to invest in the City's broad range of cultural assets and partners, drawing on their expertise and entrusting them collectively to deliver world class programmes that keep the City at the forefront of cultural change
- Developing, enhancing and animating open and green spaces
- Emphasise the international character of the City's environment in order to attract businesses and serve their needs

2. Develop Culture Mile in the north west of the City which will become an exciting cultural destination for London and act as a catalyst for change across the rest of the Square Mile

The north-west area of the Square Mile contains an extraordinary cluster of diverse and collaborative cultural organisations. However for decades the area has suffered from a particularly poor quality public realm and lack of wayfinding, especially by comparison to the neighbouring areas of St Paul's and Tower Bridge. The original design for the Barbican estate deliberately envisaged a separation between its residents and the street level; as a result there is little outward sign of the rich culture and heritage of the area or sense of welcome. As other parts of London have developed or are developing distinct cultural identities (Southbank, South Kensington Quarter, and more recently, the Olympic Park and the Knowledge Quarter), this weak visibility is even more unsatisfactory. In 2013 the City decided to develop the idea of a new cultural hub to improve the quality of public spaces, create a distinct sense of identity and arrival, improve visitor experience, encourage more tourism, and facilitate new forms of collaboration between organisations. There is now a collective aspiration to enhance the cultural offer and invite more participation from visitors, residents and businesses. Whilst Culture Mile will be a distinct spatial area with unique licensing and planning conditions, it will act as a centre of energy, activating a similar cultural transformation for the entire Square Mile.

Priority actions

- Reinforce the partnership of cultural, creative and corporate organisations within and outside the Hub, sharing resources and working together to create an 'internationally renowned, distinct, welcoming and vibrant centre for arts, heritage and learning'.
- Make cultural activity and heritage visible in the streetscape, lighting and environment, and ensure the public realm is designed to be conducive to shared programming by Hub members.
- Develop a wider spatial masterplan for the area which recognises 'zones' for particular activities, e.g. an evening economy, protected residential areas.
- Progress unique licensing and planning agreements, to support the delivery of Culture Mile aspirations
- Plan for a new leisure/evening economy and engage with residents and businesses on their views
- Work with cultural partners to develop a world class food offer to enhance the visitor economy

- Learn from best UK and international practice and be inspired to experiment with new ideas and partners

3. Support cultural excellence in a range of fields and champion an ethos of innovation, creative risk-taking and artistic citizenship

It is vital that our investment in culture recognises its intrinsic power and the transformative effect it has on audiences and participants. For our cultural organisations, the belief in risk-taking is core to their business and requires strong investment. We believe cultural excellence can take many diverse forms and this is reflected in the sheer range of cultural venues, activities and programmes we fund; cinema, theatre, music, visual arts, architecture, heritage, street art, libraries, learning and engagement, open spaces, outdoor events, and more. In order to achieve this, there is a need to engage and support the very best creative professionals including artists, educators, librarians, curators, programmers. In addition, there is a need to enable research, experimentation, international and national touring, and joint working to ensure the organisations we fund remain as cutting edge, internationally relevant and as creative as the City in which they are based.

Priority Actions

- Supporting our existing cultural organisations with sustained investment and resources, working closely to help them realise their ambitions
- Encouraging new partnerships and international touring to stimulate new thinking and create new income streams
- Facilitate joint working and new programming ideas to capitalise on the potential of Culture Mile and other opportunities in the public realm in the Square Mile

4. Support the delivery of the City of London's Education Strategy by nurturing an exemplary Cultural Education Partnership, Culture Mile Learning, and enable our world-leading institutions to cultivate the creativity, skills and knowledge of the next generation

The City is a centre of world class culture with millions of people enjoying performances, events and opportunities every year. However equally important, it is the site of possibly the largest collection of cultural learning opportunities for people of all ages. Every day we are building the audiences, artists and creative professionals of the future. As a network, the City's cultural partners reach millions of people through school visits, large-scale off-site participatory events, learning resources, on-site classes and workshops, and world-class conservatoire education. Our School Visits Fund provides travel grants to enable schools in London to visit cultural organisations in the Square Mile. The Museum of London and Barbican-Guildhall Creative Learning have well-respected schools programmes, outreach events and concerts, the Guildhall School has the largest under-18s offer of any organisation in the UK, and the LSO has pioneered high quality music education in the ten east London boroughs, setting the standard for music hubs around the country. These organisations work with City academies and independent schools but also with schools in the surrounding boroughs, spreading their professional excellence and expertise. They also work with local socially disadvantaged residents, addressing issues of mental health, wellbeing, social cohesion and lifelong learning. Our learning and engagement programmes bring together people from all walks of life and help support social mobility as well as engender a sense of community.

To strengthen the link between the City's Education Strategy and cultural organisations, a new Cultural Education Partnership known as Culture Mile Learning. This will deliver against the Education Strategy and work to encourage deeper collaboration and develop shared programmes and digital resources for greater impact. As the pressure on cultural education in school grows, it will be even more important to engage with headteachers and provide simple and effective routes for support. It is also a priority to offer world-leading higher education and training to future performers, creative professionals, technicians, leaders and teachers, fulfilling their potential as creative citizens. All of this will help the City to achieve its ambition of enriching the lives of people from all walks of society.

Priority Actions

- Support initiatives that encourage London schools, especially in disadvantaged areas, to engage with the cultural life of the City; for instance, the Schools Visits Fund.
- Develop a single 'front door' for under-18s offering a mix of formal and informal high quality vocational training across creative skills and performing arts areas.
- Develop a series of innovative initiatives to be delivered as part of Culture Mile Learning, which develop the combined skills needed for 21st century success and position the cultural hub as a learning destination
- Support Culture Mile Learning to develop a sustainable business model and their capacity to work intensively with other London boroughs to address social mobility
- Create a unified digital strategy that amplifies and enhances the world-class offer available to schools and families across the City's cultural organisations and programmes
- Develop the wider physical and digital infrastructure that will enable access to cultural experiences and progression of fusion skills
- Create a strengthened music and performing arts education programme to support London's Music Hubs and local Cultural Education Partnerships, in preparing the ground for the proposed Centre for Music's, Museum of London and wider Culture Mile Learning ambitions
- Develop fast-track programmes to develop new local leadership in City-supported cultural organisations
- Strengthen the role of music and the performing arts across the City of London academies and schools
- Make full use of the rich cluster of creative expertise in the City, particularly through higher education and the world leading training at the Guildhall School.

5. Become a leading centre of the digital and creative economy and unlock the creative potential and resilience of individuals and businesses using our estate and resources

The City is known for being home to one of the world's largest and most dynamic financial sectors. However, a significant majority of the area's businesses are small and medium enterprises and there is a growing presence of technology and creative start-ups. For centuries the Square Mile has thrived and remained resilient because of its mix of businesses. Increasingly many employers (and their employees) want to be situated in a stimulating and attractive environment, with convenient amenities but also the buzz of independent retailers and creative enterprises. However, there is a need to keep pace in order to maintain the area's appeal and accessibility. Many small start-ups need affordable space to grow and incubate. The cost of operating in London means that maintaining this diverse base is increasingly difficult to achieve and there is a need for the City to manage and 'curate' its own estate in order to support a variety of business types. This can enhance

the vibrancy of the area, grow the creative and digital economy and unlock greater value in the longer term.

Priority Actions

- Identify underutilised parts of the estate – especially in the Barbican area - for creative and independent use, as part of a ‘curated’ strategy; making the City more vibrant but also addressing affordability for creative organisations in central London
- Develop a City-led programme of support for emerging creative entrepreneurs which includes access to financial expertise and business advice in the Square Mile
- Integrate the local digital economy into the broader Culture Mile offer

6. Promote our cultural, heritage and creative strengths in the UK and abroad

In 2016 London was rated number one in the Global Power Index for the fifth consecutive time, driven partly by its cultural offer. Increasingly cities and regions are aware of the ‘soft power’ of culture and heritage and harness it to attract tourists, workers and businesses. Whilst London overall has a recognised strength in this area, the Square Mile could work harder to promote its particular character and assets through press activity and profile-raising events. There is also potential to join up more effectively on international engagement, foreign tours and foreign delegation visits which could be coordinated with the Lord Mayor’s Office and other external organisations like London and Partners. In the UK, the City could do more to demonstrate its support for cultural activity across the UK, for instance, developing regional partnerships and reach through Guildhall School Young Artists, which includes the Centre for Young Musicians, Junior Guildhall and Barbican Guildhall Creative Learning programmes.

Priority Actions

- Develop a more coordinated international promotions plan which includes culture and joins up on the key messages
- Work proactively with London and Partners, the Mayor of London’s promotional agency, and other organisations such as Arts Council England, DCMS (Department of Culture, Media and Sport) and the British Council to promote the City’s cultural offer abroad

7. Better promote our world class cultural offer and use our wealth of outdoor spaces to widen its appeal to a more diverse audience, enabling communities in the City and beyond

The success of the 2012 Olympic and Paralympic Games showed how powerful culture could be in promoting the City. The stunning events held in key London landmarks generated significant news coverage and positive feedback. The City has always been home to major public events and shows, for instance the Lord Mayor’s Show but in recent years it has also sponsored a number of one-off ‘cultural spectacles’ to commemorate key events or anniversaries; for instance, commissioning one of the UK’s most well regarded arts producers, Artichoke, to create an event on the Thames to mark 350th anniversary of the Great Fire of London. Such events can be an effective way to both capture the attention of the international media, but also engage diverse audiences and act like a ‘communal campfire’, bringing Londoners’ together around a shared moment. Similarly, City workers, visitors and residents are extremely positive about street animation, temporary art

installations and outdoor programming on a more regular basis; for instance, lunchtime events in the public squares and parks and outdoor music performances. The City is developing a new outdoor programme to address this ambition. The Sculpture in the City programme has engaged millions of people in high quality art who might not ordinarily visit an art gallery, and it grows bigger each year through partnerships with local businesses and galleries. Culture Mile can also be a focal point for more ambitious outdoor programming which also acts like a 'shop window' for the cultural organisations in the area and attracts new audiences. Crucially, any investment in programming needs a strong marketing and communication strategy to ensure more people are aware of the offer.

Priority Actions

- As part of the Visitor Strategy, develop a City-wide marketing and communications plan to drive visitors', learners' and residents' awareness of the cultural offer, specifically anticipating the increase in visitors with the Elizabeth Line in 2018 and working to engage the existing working population
- Create a commissioning fund to support one-off 'major spectaculars' as well as a new outdoor cultural programme to animate the streets and create a vibrant weekend, early evening and lunchtime environment
- Ensure cross-City departmental support for cultural activity in public spaces (e.g. planning, licensing, policing, etc.)
- Support our cultural organisations, to appeal to a wider audience base through outreach and learning initiatives and working outdoors
- Support outdoor programmes to grow and actively encourage sponsorship and participation from neighbouring commercial partners
- Provide opportunities for our communities to engage with and inform cultural output – engendering a strong sense of ownership, pride of place and widening participation

8. Work better with cultural organisations to build their capacity to engage with City businesses and employees, so that they can become more resilient

The City has a strong relationship with its many businesses but could do even more to engage them with the cultural dimensions of its work. In the future, the City could play a stronger convening role, bringing together businesses and cultural organisations around shared interests and ideas. Ultimately, it is for the cultural organisations to raise their own funds, but a collaborative approach could yield effective results. Culture Mile will also generate a large number of joint projects and promotional opportunities which could create new income generation models across sectors. A strategic, collaborative approach could unlock value for culture and catalyse sustainable long term business models in partnership with the private sector.

Priority Actions

- Use our convening power to encourage more networking and collaboration between cultural organisations and businesses
- Create more marketing and promotion opportunities within the City estate and marketing channels to maximise value and achieve shared objectives across cultural and corporate sectors
- Work with cultural organisations to develop new and innovative models of income generation and sustainable corporate partnerships

9. Play our part as a catalyst and convener in supporting and connecting with the wider cultural ecology of the capital, the rest of the UK and globally.

The City of London has long supported cultural sites in London beyond the Square Mile, such as the green spaces of Hampstead Heath or heritage landmarks like Tower Bridge and Keats' House. As the funding climate becomes more challenging, this responsibility for the wider region will become even more important. The City's focus will be strategic initiatives which will enhance London as a whole and bolster the City's own cultural offer. For example, the City has been an early sponsor of two schemes led by the Mayor of London; the Illuminated River project to light the central London bridges with an environmentally sustainable artist-led scheme, and the London Borough of Culture competition which will choose its first winner in 2018. Both projects will enhance the capital's attraction to visitors and also benefit Londoners. The City also supports music education in cities and towns throughout the UK through funding for the Guildhall School Young Artists programme (CYM, Junior Guildhall, Creative Learning), allowing them to extend their unique expertise.

Priority Actions

- Support selected strategic initiatives for London which increase tourism and provide benefits for Londoners, connecting with other relevant cultural destinations such as Knowledge Quarter, North Bank, South Bank
- Engage with local, national and international stakeholders such as the Mayor of London's Office, the Arts Council and the Department for Culture, Media and Sport on existing support and opportunities for for potential future collaboration

10. Develop clear leadership on culture: working with cultural partners to develop our skills, align our objectives, develop performance measures, communicate our impact and build our capacity to be more than the sum of our parts

Whilst the City has the smallest geographical area of any local government unit, it is by far the largest investor in culture. As a key funder, the Corporation plays a key role in the governance and strategic direction of the numerous cultural organisations in the area. This situation means that the Square Mile has the potential to be the most collaborative and strategically coherent network of cultural organisations in the country. It can be a powerful voice in London, the UK and the world.

To be effective in its implementation, however, the cultural strategy will need clear leadership and direction. The responsibility for culture currently sits in the Town Clerk's department and a senior official from either within the Corporation itself or one of the cultural partners will be nominated to lead on the strategy/speak on behalf of the network. This nominee will be tasked with monitoring the strategy objectives, but also speaking to external stakeholders and developing partnerships. Whilst it is important to respect the individual autonomy of organisations and recognise their distinct characteristics and priorities, there is also much to be gained from a more collaborative approach based on a set of strategic objectives that can be measured and communicated widely.

The cultural success of the City can only be as good as the people within it – developing their capacity and leadership skills is also a priority.

Priority Actions

- Nominate a senior official from within the Corporation or a cultural organisation to lead on the implementation of the cultural strategy
- Communicate our leadership more clearly to others - publicise the key people working on different aspects of the strategy, and ensure all external and internal stakeholders are aware
- Produce a short annual cultural summary for internal and external stakeholders to publicise activity and achievements
- Build a reputation as a key London partner for developing leading cultural programmes and initiatives, attending events and holding regular stakeholder meetings
- Address the skills and training requirements of our cultural leaders in order to ensure they can realise the ambitions of the Cultural Strategy

This strategy complements a number of existing and emerging corporate strategies across the City of London Corporation including:

Corporate Plan – 2018-2022

Visitor Strategy – 2018-2022

The Local Plan

Communications Strategy

Open Spaces Strategy 2015

Cultural Hub Brand & Identity Strategy

Cultural Hub Property Strategy

Culture Mile Look and Feel Strategy

Committee(s):	Date:
Policy and Resources Committee	16 November 2017
Subject: Crossrail Art Programme –proposals for the City of London’s remaining funding commitment and artwork in the public realm	Public
Report of: Town Clerk	For Decision
Report authors: Matthew Pitt, Policy and Projects Officer	

Summary

The City of London Corporation has committed up to £3.5 million from City’s Cash to match contributions from other sponsors for the Crossrail Art Programme (providing a total budget of up to £7 million) for the installation of artworks from international artists across seven central London Elizabeth Line stations.

This report seeks Members’ approval to the City of London Corporation varying the basis of its existing commitment to the Crossrail Art Programme to enable the remainder of the City’s funding to be used flexibly across the seven stations to deliver the Programme without the need for it to be matched by another donor.

The report also seeks Members’ approval in principle to the City of London Corporation assuming ownership and responsibility (in its local authority capacity) of two proposed artworks that will be placed within the public realm at the Broadgate and Moorgate ends of the new Liverpool Street Elizabeth Line Station. All other artworks will be located on Transport for London land or property and will therefore remain their responsibility, as was envisaged at the outset of the project.

Recommendations

Members are asked to: -

1. Approve the proposal for the City of London Corporation to vary the terms of its existing commitments to the Crossrail Art Programme to allow the remainder of its £3.5m commitment (£478,000 to be used to deliver artworks across the seven central London Elizabeth Line stations without requiring the City’s contribution to be match funded by another donor;
2. Approve in principle the City of London Corporation taking ownership and responsibility for the artworks situated in the public realm at the Broadgate and Moorgate exits of the new Liverpool Street Elizabeth Line station (subject to highway authority approval and other land owner consents);
3. Delegate authority to the Town Clerk, in consultation with the Chairman and Deputy Chairman, to agree the commuted sum the City of London Corporation will receive upon taking ownership and responsibility for the artworks at Broadgate and Moorgate;

4. Subject to the relevant approvals noted at paragraph 2, delegate authority to the Town Clerk to instruct the City Solicitor to enter into an Artworks Agreement in respect of both artworks accepting ownership and responsibility for the artworks and agreeing implementation arrangements, subject to receipt of the commuted sum;
5. Delegate authority to the Town Clerk, in consultation with the Chairman and Deputy Chairman, to take any further decisions, and to vary any existing commitments made by the City of London Corporation as may arise to facilitate the successful delivery of the Crossrail Art Programme; and
6. Note that no additional financial resources are required.

Main Report

Background

1. On 12 December 2013, your committee approved the City of London Corporation's (the City) support for the Crossrail Art Strategy. The amount approved for administrative and project support expenditure was £250,000 and up to £3.5 million was additionally allocated from City's Cash to match private sponsorship to fund artworks to be installed at the seven central Elizabeth Line stations through the Crossrail Art Programme. At Crossrail Ltd's request, the City and Crossrail Ltd's obligations were set out in a binding letter, dated 4 November 2015.
2. A registered charity and company limited by guarantee, the Crossrail Art Foundation (Co No 09200269) (Ch No159310) (the Charity), was established by the City Corporation and Crossrail Limited, to implement the Programme. The Charity aims to bring together creativity from internationally renowned artists, with reputable contemporary London-based art galleries, corporate funders and world-class architects, designers and engineers, to deliver one of the leading public art programmes of a generation.
3. In September 2016, your committee agreed to remove the condition that the City's financial contribution was required to be match funded to enable an artwork to be installed at the eastern ticket hall of Farringdon Elizabeth Line station. This location is expected to be one of the main entrances to Culture Mile when the central Elizabeth Line section becomes operational in December 2018. An artwork at this location would not have been possible without this variation.

Current Position

4. To date, private sponsors have been identified across all seven stations and world renowned artists have been selected across the Programme. The City Corporation has to date committed £2,559,500 to match fund the equivalent binding financial commitments from private sponsors and an additional £462,500 has been reserved whilst funding negotiations are underway with potential sponsors. There is currently £478,000 of the City's match-funding allocation remaining.
5. The ability of the Art Programme to use the City's funding commitment flexibly, without requiring it to be match funded, will help ensure its successful delivery

and manage any unexpected programme issues at this crucial final stage. No additional funding will be requested from the City to facilitate this.

6. The Crossrail Art Foundation is administered by Crossrail Ltd. with further in-kind support given by officers of the City of London Corporation. Crossrail is now nearing completion with some sections already open and a further four sections opening on a phased basis up to December 2019. Accordingly, Crossrail Ltd. has slowly been reducing its staff numbers over the past several months and we now know that key members of the Crossrail Art Programme team will only be in place until September 2018. By this time it is expected most of the artworks will be delivered.
7. Over the coming months, contracts and plans will be put in place to ensure the successful delivery of the remaining artworks once Crossrail Art Programme staff have departed and it is anticipated that the Charity will also be wound up in a timely manner thereafter as stated in the Memorandum of Understanding between the City and Crossrail Ltd before the Charity was established. Providing flexibility in the use of the City's funding will help minimise any possible disruption to the tight timescales for delivery of the artworks.
8. All but two of the artworks across the Programme are situated within the confines of the Elizabeth Line stations. Ownership and responsibility for these pieces will pass to the Station Infrastructure Managers and "Art on the Underground" – the department of Transport for London that manages all art within their network - once they have been installed. The proposed artworks at Broadgate and Moorgate will be situated in the public realm; Transport for London has therefore advised that it is unable to take ownership and responsibility for these artworks.
9. Both artworks will be placed wholly or partially on public highway (subject to highway authority approval and the consent of other landowners). Officers advise that it would be most appropriate for the City of London Corporation, as 50% funder of the Crossrail Art Programme in its entirety and as local authority, to take ownership of the pieces. The artworks would come with appropriate commuted sums as a contribution towards on-going maintenance and associated costs.
10. Whilst designs are still being developed, the maintenance requirements of the sculptures are anticipated to be relatively light touch. The Broadgate sculptures will be constructed from high grade mirror polished stainless steel and will require an annual wash, whilst the Moorgate sculpture is likely to be constructed from corten steel (weathering steel) and require an annual inspection.

Proposal

11. It is proposed that the City of London Corporation vary the basis of its commitment of up to £3.5m to the Programme to allow the remaining funds (i.e. £478,000) to be used flexibly, without the need for sponsor match funding, to deliver artworks across the Art Programme.

12. It is further proposed that approval in principle be granted to the City taking ownership of the artworks proposed for the public realm at Broadgate and Moorgate. These artworks are both subject to City Arts Initiative and Planning approvals. The Broadgate sculpture received approval through the Arts Initiative Process in March 2016. Highway Authority approval and consents from other affected landowners will be required. These consents may be subject to commitments from the City to the landowners and other parties regarding maintenance and other liabilities.
13. The City will receive a commuted sum from the Crossrail Art Foundation as a contribution towards the future care and maintenance of these artworks and delegated authority is sought by the Town Clerk to agree these sums in consultation with your Chairman and Deputy Chairman.
14. Delegated authority is also sought by the Town Clerk in consultation with your Chairman and Deputy Chairman to deal with any necessary future variations to the City of London's commitment to the Crossrail Art Foundation, to facilitate the successful delivery of the Crossrail Art Programme and any issues arising as the Charity is wound up.

Financial Implications

15. The proposals set out within this report concern only upon the City's existing £3.5 million match funding and £250,000 core funding allocations to the Art Programme agreed in December 2013. The proposals do not require the commitment of additional financial resources.
16. The City's agreement in principle to the ownership and on-going responsibility for the artworks to be placed in the public realm is subject to an appropriate commuted sum being agreed for both artworks. The Chamberlain will assist in the formulation of this sum.

Conclusion

17. The City of London's 50% funding of the Crossrail Art Programme has been instrumental in bringing about one of the leading public art programmes of a generation. Most of the artworks will be delivered by December 2018, when the Elizabeth Line officially opens. The proposals set out within this report will provide flexibility to aid the successful delivery of the Programme and allow it to manage any unforeseen circumstances whilst minimising delays and allow the City to work with Crossrail colleagues in managing the closure of the Charity.

Background Papers

1. Crossrail – Report to the Policy and Resources Committee, 12 December 2013.
2. Crossrail Art Foundation – Report of the Policy and Resources Committee to the Court of Common Council, 24 July 2014.

3. Crossrail Art Foundation – Report to the Policy and Resources Committee, 8
September 2016

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Committee: Policy and Resources	Dated: Thursday 16 November 2017
Subject: City of London Asia Next Decade – a campaign for the future	Public
Report of: Damian Nussbaum, Director Economic Development	For Decision
Report author: Sherry Madera, Special Adviser for Asia	

Summary

The City of London has a unique opportunity in 2018 to set out some ambitious plans for engaging with Asia in the next decade. 2018 marks a decade of the City of London Corporation having direct presence in Asia through its 3 offices established in 2008; in Beijing, Shanghai, and Mumbai. It is a time to both celebrate achievements, as well as make further commitments to Asia in the next decade. It is an ideal time to reiterate London's position as a global financial centre – not just a European financial centre.

The City Corporation would run a high-impact campaign that seeks to maintain London's role as leading global financial centre through engagement with Asia. This would involve generating a range of original content and organising at least 4 events that complement already agreed activity and be delivered in partnership across the Corporation and with industry. This would enable us to future proof London's relationship with key markets in Asia by raising the City of London's profile, providing thought leadership and setting goals for the next decade of involvement with Asian markets.

The campaign would run for a calendar year at a cost of £100,000. This paper requests initial funding of £30,000 as a minimum contribution to begin activity to cover the first phase of the campaign. We anticipate returning to the Policy and Resources committee to report back on early campaign activity with a request for further funding in the next financial year.

Recommendation(s)

Members are asked to:

- Agree that the City of London Corporation provides financial support for the Asia Next Decade campaign, committing £30,000 as a minimum contribution to delivering the first stage of the campaign.
- Agree to provide these costs from the Committee's Policy Initiatives' Fund for 2017/18, categorised as 'Promoting the City' and charged to City's Cash.

Main Report

Background

1. Asia is a critical market for the City of London. Asia now accounts for most of the world's GDP growth. China is on track to achieve 7% annual GDP growth, and India is exhibiting the same growth rate. Singapore is a gateway to the 600 million person

ASEAN market where real GDP growth for 2018 is projected to be 5%. Emerging markets are expected to dominate the world's top 10 economies by 2050. These Asian giants will significantly shape the world in important areas of finance, currency, infrastructure and trade.

2. London has retained its status as the world's leading global financial centre in 2017 but it is clear that major competitors are seeking to gain from Brexit. Following the triggering of Article 50 in March 2017 the long-term effect of Brexit on the UK economy and financial services sector remains uncertain.
3. It is essential for London to reinforce our relationship with Asian markets, and continue working with them now to secure relationships that ensure they view London as their #1 partner in the west for financial and professional services. The City of London is uniquely placed to champion this through our work in London, including partnership with other City of London departments and City-based businesses, and through our representative offices in India and China.

Current Position

4. The City of London established representative offices in Mumbai, India in 2007 and in Beijing and Shanghai, China in 2008. This was done in recognition of Asia's growing influence on the world economy and in the financial and professional services sector, explored in detail in the forward-looking report '*Scenarios for India and China 2015: Implications for the City of London*' (prepared by SAMI Consulting and Oxford Analytica). The opening up of economies that accompanies economic growth gave the City of London a strategic opportunity to build a presence in market and develop a working relationship between the financial systems of London with Mumbai, Beijing and Shanghai.
5. We have now been delivering City objectives in India and China for 10 years. The objectives of the representative offices in India and China are to:
 - support and promote the City as the global leader in international finance and business services;
 - support trade and export opportunities for UK firms with a particular focus on FS;
 - provide market access advice and support for international firms looking to work with the UK and enter the UK market.
6. It is ideal timing in 2018 to run a high-impact campaign that maintains London's role as leading global financial centre through engagement with Asia. Campaign activity would include generating a range of new content, including research, case studies and videos, and organising at least 4 events (and associated speaking opportunities for Members and the Lord Mayor) that complement already agreed activity.
7. The delivery of an Asia Next Decade Campaign would enable us to future proof London's relationship with key markets in Asia by raising the City of London's profile, providing thought leadership and setting goals for the next decade of involvement with Asian markets.
8. The Asia Next Decade campaign would be delivered in partnership with other City of London departments that regularly work with stakeholders in Asia, including the built environment and media teams. This will help to further raise the City of London's profile in Asia, and support their existing work that attracts property investment into the City. We have also identified potential industry partners to collaborate with for events and distribution of content, e.g. CBI, LSEG, PwC.

9. Existing budget is not sufficient to cover this activity. The campaign would run for a calendar year at a cost of £100,000. This paper requests initial funding of £30,000 as a minimum contribution to begin activity to cover the first stage of the campaign. We anticipate returning to the Policy and Resources committee to report back on early campaign activity with a request for further funding in the next financial year.

10. The breakdown of £30,000 would include:

Item	Detail	Request for funding
Generating new content	<p><u>Branding:</u> Design of logo to appear on all new content and other relevant material</p> <p><u>Communications plan:</u> Engaging a public relations agency to develop a communications plan for the campaign, including</p> <ul style="list-style-type: none"> - key messages for the campaign - media engagement plan - a template for case studies (that will profile successful businesses from China, India and Singapore who have operations in London, promoting London as a Global Financial Centre) – case studies to be produced throughout the year - Initial case studies (up to 3) 	£20,000
Events	Campaign launch in London hosted by Chairman of Policy and Resources Committee	£10,000

11. Future deliverables of the campaign would include the generation of additional case studies, video content of senior City of London and City business figures discussing London as a Global Financial Centre and Asia as a key market, and 10 year celebration events in the key markets of Mumbai, Beijing, Shanghai and Singapore.

Proposals and Recommendations

12. It is recommended that Members:

- Agree that the City Corporation contributes funding for Asia Next Decade, a high-impact campaign that seeks to maintain London’s role as leading global financial centre through engagement with Asia

13. The total cost requested to fund the campaign in this report is £30,000.

Corporate & Strategic Implications

14. The Asia Next Decade campaign aligns with the strategic objectives outlined in the Draft Corporate Plan 2018 – 23 in the following ways:

- It **grows the economy** by positioning the City as a global hub for business innovation.
- It **shapes the City of the future** by contributing to the Square Mile’s role as the ultimate flexible-working space – inspiring, dynamic and secure.

- It **contributes to a flourishing society** by supporting people to lead enriched lives so they can reach their full potential.
15. The campaign fits with the Corporation's Financial and professional services strategy vision to create growth and including for the City, London and the UK so that the UK continues as the world's leading financial centre. It fits in particular with the strategic objectives of global ambition, a competitive economy and an innovation hub. If we do not act in supporting this element of the Financial and professional services strategy there is a risk that these objectives will not be fulfilled.

Implications

16. It is proposed that the required funding of £30,000 is drawn from the Policy Initiative Fund categorised under 'Promoting the City' and charged to City's Cash.
17. The current uncommitted balance available within your Committee's Policy Initiatives Fund for 2017/18 amounts to £189,200 prior to any allowance being made for any other proposals on today's agenda.
18. We anticipate returning to the Policy and Resources committee to report back on early campaign activity with a request for further funding in the next financial year. There is a risk that we would need to curtail activity from April 2018 if further funding is not secured, which we are willing to progress with.
19. Reputational risk must be considered as Lord Mayor, CPR and other senior officials will undertake activity relating to the Asia Next Decade campaign. This will be managed through briefing with senior officials.
20. There are no legal, property or HR implications for this campaign.

Conclusion

- The Policy and Resources Committee is therefore recommended to approve £30,000 as a minimum contribution to sponsor the Asia Next Decade campaign.

Sherry Madera

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Committee: Policy and Resources	Dated:
Policy & Resources Committee – For decision	16 November 2017
Subject: Memorandum of Understanding with the Tokyo Metropolitan Government	Public
Report of: Director of Economic Development	For Decision
Report author: Ben Cackett, Head of Global Exports & Investment Team, Economic Development Office	

Summary

Tokyo Metropolitan Government wishes to sign an MoU with the City of London Corporation to work in partnership and foster collaboration between Tokyo and London as International Financial Centres.

This paper seeks your Committee’s approval for the Lord Mayor to sign a non-binding Memorandum of Understanding (MoU) with the Tokyo Metropolitan Government (TMG), Japan for the period 2017-2021.

The Lord Mayor will sign this MoU in his capacity as international ambassador for the United Kingdom’s financial and professional services sector. It follows the model of the MoU between the City of London and the Shanghai Municipal Government, People’s Republic of China for the period 2015-2019. The signing of this MoU in addition to the current MoU with the Shanghai Municipal Government demonstrate the significant opportunity Asia offers for City businesses, and will support longer term trade talks about Financial Services.

The MoU underpins the City of London's relationship with Japan and the TMG. It is a high-level expression of the City of London's commitment to working with Tokyo as it evolves as a financial centre and encouraging Japanese investment into the UK, as well as supporting City firms to do business in the region. This MoU would have no legal or cost implications for the City of London. The MoU would be signed during a joint video signing between the Lord Mayor and Governor of Tokyo, Yuriko Koike, on 1st December.

Recommendation(s)

Members are asked to authorise the Lord Mayor to sign the MoU with the Tokyo Metropolitan Government as set out in this report.

Main Report

Background

1. Over the last year, following the Fraser Review, Mayoralty Visits Advisory Committee agreed reforms aimed at increasing the effectiveness of Lord Mayoral overseas visits, with a stronger focus on quality, outcomes and developing long-term relationships with markets. The over-arching objective has been to align the Mayoral Visits programme with the strategic priorities of the Corporation's support for the UK Financial and Related Professional Services (FRPS) industry and of government. Other objectives have been to take a longer-term strategic view over three Mayoral terms, to embed visits within a wider and deeper overseas engagement programme, and to improve the quality and focus of business delegations.
2. In recognition of its growing importance to the UK financial and professional services sector, the City of London Corporation has been working to strengthen links with Japan. This work includes high level visits by the Lord Mayor to Japan, supporting inward visits such as the Deputy Governor of the Bank of Japan in October 2017, regular engagement with Japanese stakeholders and investors through the Economic Development Office's and Policy Chairman, and strategic level engagement with Tokyo Metropolitan Government (TMG) where Alderman Sir Roger Gifford sits on the TMG International Financial Centre Advisory Council.
3. The TMG International Financial Centre Advisory Council is an initiative of Governor Koike to bring financial services back to Tokyo. The Advisory Council has recognised the importance of global connections to enable international, innovative and competitive business and will focus on promoting new product areas such as asset management, green finance, infrastructure funds and fintech. To achieve these objectives TMG has recommended partnering with City of London to use London's expertise and experience in developing an international financial centre.
4. The City of London has identified Japan as a priority market following discussions with business, internal stakeholders and HMG (FCO, DIT, HMT, DFID). Japan is the third largest economy in the world, it is the second largest recipient of UK financial services outside the EU and financial services accounts for more than a quarter of UK exports to Japan.
5. Only one other MoU has been signed between the City of London and an international financial centre; between the City of London and the Shanghai Municipal Government, People's Republic of China for the period 2015-2019. The signing of this MoU in addition to the current MoU with the Shanghai Municipal Government demonstrates the significant opportunity Asia offers for City businesses, and will support longer term trade talks about Financial Services.

Current Position

6. The Economic Development Office's aims and objectives for Japan are as follows:
 - a. **Supporting strategic market engagement**- through support of TheCityUK's Japan Market Advisory Group, Sir Roger Gifford's involvement in the TMG International Financial Centre Advisory Council and promotion of City of London's innovation agenda; green finance, fintech and cyber;
 - b. **Retention of key FDI business in London**- reassuring existing Japanese investors on the importance and influence of the City of London post-Brexit, primarily through account management;
 - c. **Support of new inward investment projects**- working with London & Partners, and through our relationship with the British Embassy in Japan, to identify incoming investment projects from Japan; and
 - d. **Support and advance export opportunities**- working with the Department of International Trade and their High Value Campaigns (HVCs) to encourage exports in priority financial services sectors, namely asset management. Also using the Lord Mayor's visits to Japan to advance City business' interests in Japan.
7. These aims and objectives are underpinned by an ongoing, strong relationship with the British Embassy in Japan and growing relationships with Japanese businesses and stakeholders in the City.
8. The intention of the MOU is to deepen collaboration between the two cities' financial services sectors, encourage and retain Japanese investment in the UK and advance new opportunities for UK-based financial services firms pursuing business in the region.

Proposals

9. It is proposed that your Committee approve the signature of the MoU by the then Lord Mayor, Alderman Charles Bowman, during a joint video signing on 1st December 2017. This MoU would have no legal or cost implications for the City of London.
10. Tokyo, and Japan more broadly, presents significant opportunities for UK-based financial services firms, and strengthening the relationship through the MoU will support City firms to do business in the region.
11. The draft text of the MoU as submitted to the British Embassy in Japan is attached in the annex. It follows the pattern of previous MoUs. The Economic Development Office has also consulted a number of stakeholders in developing the draft MoU, to ensure it is consistent with their priorities and reflects their interests. Those consulted have shown strong interest in the MoU as a

framework for cooperation, a very encouraging result. The draft text has also been discussed with the British Embassy in Japan. The final version will be agreed in consultation with TMG.

12. The MoU is afforded significant importance by Japanese counterparts in Tokyo, as it provides a formal mechanism for cooperation which Japanese partners find useful for example in facilitating high-level event and other activities. From the City of London's perspective it is an expression of goodwill and provides a framework which City firms find helpful. The MoU is not legally binding. The commitments can be met within existing resources, although that will be kept under review as the MoU is implemented.

Corporate & Strategic Implications

13. The signing of a revised MoU with TMG conforms to the Corporate Plan vision: "The City of London Corporation will support, promote and enhance the City of London as the world leader in international finance and business services, and will maintain high quality, accessible and responsive services benefiting its communities, neighbours, London and the nation". It also supports the strategic aim "To support and promote 'The City' as the world leader in international finance and business services."
14. The MOU also advances strategic objectives within the EDO Business Strategy; "to sustain and enhance the UK's competitive regulatory and economic environment and enable access to global markets" and, "to promote the UK's value proposition to attract and retain investment to the UK and facilitate exports".
15. Equal opportunities considerations have been taken into account in the preparation of this report and we are content that there will be no negative impacts.

Implications

16. The proposal to sign an MoU with TMG does not have any specific financial implications.
17. The City of London will have no express or implied contract with the TMG.

Health Implications

18. There are no health implications by approving this MoU.

Consultees

19. Internal consultees include The Comptroller & City Solicitor, the Policy Chair, Director of the Economic Development Office, Sir Roger Gifford and the Executive Director of Mansion House.
20. External consultees include the British Embassy in Tokyo, Foreign and Commonwealth Office and TheCityUK.

Conclusion

21. In order to build on the strong relationship between the City of London and Japan, the MoU between the City of London and the TMG is of strategic importance. The document will be signed by the Lord Mayor and the Governor of Tokyo, Yuriko Koike.

Appendices

- Appendix 1- draft **Memorandum of Understanding between The City of London Corporation and Tokyo Metropolitan Government (2017-2021)**

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Memorandum of Understanding Between The City of London Corporation and Tokyo Metropolitan Government (2017-2021)

London and Tokyo have a long history of collaboration across many sectors which have contributed to the economic development and prosperity in their respective countries and in the world. The Tokyo Metropolitan Government (TMG), which is the administrative body of Tokyo, and the Foreign Commonwealth Office (FCO), are already working together on an agenda to revitalise Tokyo's financial sector.

The Financial Services sector is one of the key areas that continues to undergo transformation at an international level. In recognition of this the Lord Mayor and the City of London Corporation (CoLC), and the TMG will sign a Memorandum of Understanding (MoU) to further deepen their exchange and collaboration in financial services, so that the two international financial centres can mutually prosper and grow.

Working toward this goal, the CoLC and TMG agree to engage in exchange and cooperation in the following areas:

- **Co-operate on financial sector meetings, forums and industry discussions and information sharing between both cities.** The two cities, including its regulators, have cooperated in a variety of areas including market access barriers and regulation. For example, London was able to share its experience of implementing corporate governance and stewardship code to support Japan. The two cities will continue to look for opportunities to support each other. In addition, TheCityUK's Japan Market Access Group (JMAG) has recently been launched which can also assist this purpose.
- **Co-operation in building a wider alliance program across the supporting and enabling sectors.** The financial services sector is a beneficiary of key enabling sectors such as education, legal services, cyber security and admin/interpretation services. The two cities will look to strengthen the alliance between the supporting sectors.
- **Co-operation in developing and promoting international standards or exemplars as appropriate.** Financial services is undergoing rapid transformation with new products and services emerge rapidly driven by technology and innovation, for example, Fintech. The two cities will look for opportunities where they could work together to develop and/or promote new products, services or standards to help the two cities and the world, for example in Environment, Social and Governance (ESG) investment and green finance.
- **Co-operation in conducting promotional activities as international financial centres.** The CoLC and other associated bodies conducts a wide range of activities to promote London as an international financial centre including in areas such as green finance, Islamic banking and legal services as well as Fintech. As TMG look to strengthen its promotional capabilities, the two cities will look for opportunities to co-operate and support for mutual benefit.
- **Co-operation on promoting, retaining and growing investment activity.** Provide relationship management and support for business with the intention of retaining key Foreign Direct Investment (FDI) in Japan and the UK. TMG and the CoLC will also work together to support companies looking to invest in the UK or Japan.

- **Co-operation in advancing export opportunities.** Working together to co-ordinate Japanese delegations to the UK, and Lord Mayor delegations to Japan to further export opportunities.

Both parties designate International Affairs Division, Office of the Governor for Policy Planning, at TMG, and the Economic Development Office at the CoLC, as the departments responsible for facilitating execution and delivery of this memorandum.

Both parties shall conduct regular visits and exchanges to strengthen further our friendly and co-operative relationship that exists between the two cities.

Both parties shall exchange information on the areas listed above as applicable.

The Memorandum is not a legally binding document. Both parties will arrange by mutual agreement the timings for the review of the Memorandum and agree that, in the case of any issue or concern which arises in working together under this Memorandum, they shall be settled amicably through consultation or negotiation between the CoLC and TMG.

This Memorandum has been made in duplicate in English and Japanese, both equally authentic. Both cities shall hold one copy of each text.

Signed in Tokyo on Xth
November 2017

Governor of Tokyo
Yuriko Koike

The Rt. Hon Lord Mayor
Charles Bowman

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Committee: Policy and Resources	Date: 16 November 2017
Subject: Policy Initiatives Fund/Committee Contingency	Public
Report of: Chamberlain	For Information
Report Author: Laura Tuckey	

Summary

1. The purpose of the Policy Initiatives Fund (PIF) is to allow the Committee to respond swiftly and effectively with funding for projects and initiatives identified during the year which support the City Corporation's overall aims and objectives.
2. The Committee contingency is used to fund unforeseen items of expenditure when no specific provision exists within Committee budgets such as hosting one-off events.
3. In identifying which items would sit within the PIF the following principles were applied:
 - Items that relate to a specific initiative i.e. research;
 - Sponsorship/funding for bodies which have initiatives that support the City's overall objectives; and
 - Membership of high profile national think tanks
4. The attached schedules list the projects and activities which have received funding for 2017/18. Whilst the schedule shows expenditure to be incurred in this financial year, some projects have been given multi-year financial support (please see the "Notes" column). It should be noted that the items referred to have been the subject of previous reports approved by this Committee.
5. The balances that are currently available in the Policy Initiatives Fund and the Committee contingency for 2017/18 are £189,200 and £18,200.

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 02/11/17 £	<u>BALANCE TO BE SPENT</u> £	<u>NOTES</u>	
	Events						
07/07/16	London Councils' London Summit - the City is to host the annual conference for 3 years	EDO	15,000	0	15,000	3 year funding: £15,500 in 2018/19 & £16,000 in 2019/20	
07/07/16	2017 Party Conferences Funding - the City Corporation to hold private roundtables and dinners at the 2017 party conferences of the Liberal Democrats, Labour and Conservatives. The roundtables will focus on skills and employability	DED	6,000	0	6,000	Originally allocated from 2016/17; 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>DATE</u>	<u>DESCRIPTION</u>	<u>RESP</u> <u>OFFICER</u>	<u>ALLOCATION</u> £	<u>ACTUAL</u> <u>PAID</u> TO 02/11/17 £	<u>BALANCE</u> <u>TO BE SPENT</u> £	<u>NOTES</u>
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	25,000	0	
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	Promoting the City 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	41,333	58,668	2 year funding: final payment in 2017/18
19/01/17	TheCityUK: CoL's additional funding toward CityUK's rental cost	DED	100,000	75,000	25,000	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</u>	<u>ALLOCATION</u>	<u>ACTUAL</u>	<u>BALANCE</u>	<u>NOTES</u>	
<u>DATE</u>		<u>OFFICER</u>	<u>£</u>	<u>PAID</u>	<u>TO BE SPENT</u>		
				<u>TO 02/11/17</u>	<u>£</u>		
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	29,900	25,000	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	
24/07/17	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		
Urgency	Sponsorship of London Councils Development Guide: City of London Corporation co-sponsoring this new publication with London Councils. The Guide will include information on each London borough, summarising key development opportunities, targeted at future investors. Sponsorship will demonstrate the Corporation's support for development and investment across all London boroughs	DOC	10,000	0	10,000		
20/03/14	Communities STEM and Policy Education Programme - funding of the Hampstead Heath Ponds Project	DOS	36,300	22,233	14,067	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	37,500	0	4 year funding: final payment in 2017/18	

<u>ALLOCATIONS FROM PIF</u>					<u>STATUS OF BALANCE</u>	
<u>COMMITTEE</u> <u>DATE</u>	<u>DESCRIPTION</u>	<u>RESP</u> <u>OFFICER</u>	<u>ALLOCATION</u> £	<u>ACTUAL</u> <u>PAID</u> TO 02/11/17 £	<u>BALANCE</u> <u>TO BE SPENT</u> £	<u>NOTES</u>
26/03/15	New Entrepreneurs Foundation (NEF): further sponsorship of NEF, a not-for-profit organisation focussing on equipping young entrepreneurs to run scalable businesses	DED	20,000	20,000	0	3 year funding: final payment in 2017/18
16/02/17	Social Mobility Commission: the City of London Corporation to be the sole sponsor of the Social Mobility Employer Index for its first year of operation	TC / DED	7,000	4,629	2,371	In addition, £7,000 for a launch event in 2017/18
06/07/17	STEM and Policy Education Programme - additional funding of the Hampstead Heath Ponds Project	DOS	23,900	0	23,900	£24,700 in 2018/19
	Attracting and Retaining International Organisations					
19/09/13	International Valuation Standards Council (IVSC) - City of London to support the accommodation costs of the IVSC	CS	50,000	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	DED	31,300	31,300	0	4 year funding - final payment of £31,300 in 2017/18
	New Area of Work					
24/09/15	Housing & Finance Institute (HFi) - CoL becoming a founding member of HFi, a hub designed to increase both the speed and number of new homes built across all tenures in the UK by working with local authorities and the private sector	TC	40,000	40,000	0	3 year funding - final payment in 2017/18
			1,370,800	816,285	554,515	
	BALANCE REMAINING		189,200			
	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

		2017/2018
		£
POLICY INITIATIVES FUND		
- Balance remaining prior to this meeting		189,200 *
<u>Less possible maximum allocations from this meeting</u>		
- City of London Asia Next Decade - a campaign for the future	30,000	
- Proposed Grant to retain the Centre for the Study of Financial Innovation	6,635	
	<hr/>	36,635
Balance		<hr/> <hr/> 152,565

* 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 02/11/17 £	<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
17/03/16	Lord Mayor's Show Fireworks: City of London Corporation to hold a public fireworks display following the LM's Show. Funding to cover all aspects of the planned display including the fireworks display itself, and all the traffic management, public safety and crowd and related events management issues.	DOC	125,000	80,000	45,000	3 year funding - final payment in 2018/19
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

<u>ALLOCATIONS FROM CONTINGENCY</u>					<u>STATUS OF BALANCE</u>	
<u>COMMITTEE DATE</u>	<u>DESCRIPTION</u>	<u>RESP OFFICER</u>	<u>ALLOCATION</u> £	<u>ACTUAL PAID</u> TO 02/11/17 £	<u>BALANCE TO BE SPENT</u> £	<u>NOTES</u>
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	
21/09/17	Livery Hall Book: City of London Corporation to support the Worshipful Company of Chartered Architects (WCCA) in a new publication exploring the City of London's Livery Halls	TC	5,000	5,000	0	
			383,800	133,250	250,550	
	BALANCE REMAINING		18,200			
	TOTAL APPROVED BUDGET		402,000			
	ANALYSIS OF TOTAL APPROVED BUDGET					
	ORIGINAL PROVISION		300,000			
	APPROVED BROUGHT FORWARD FROM 2016/17		302,000			
	TRANSFERRED TO POLICY INITIATIVE FUND		(200,000)			
	TOTAL APPROVED BUDGET		402,000			
NOTE: The Committee date records the actual approval meeting; in some instances approval is given for multi-year support for a project but the financial details in this table only show the expenditure due in the current year (2016/17). It should be noted that actual payments sometimes are made towards the end of a financial year.						
KEY TO RESPONSIBLE OFFICER:-						
DED	Director of Economic Development	TC	Town Clerk	DOC	Director of Communications	
						CAROLINE AL-BEYERTY - DEPUTY CHAMBERLAIN

POLICY AND RESOURCES COMMITTEE - CONTINGENCY

2017/2018
£

CONTINGENCY

- Balance remaining prior to this meeting

18,200 *

Less possible maximum allocations from this meeting

-

0

0

Balance

18,200

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

Summary

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

Recommendation

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

Main Report

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

10th Anniversary of the City Office in Mumbai – February 2018

4. Approval was given to Sir Michael Snyder representing the City Corporation as part of the main programme of events being organised to mark the 10th Anniversary of the Mumbai representative office in India in February 2018. The City anniversary presented the City Corporation with the opportunity to further its the strategic objectives in relation to India. A series of events to showcase the continuing importance of London for growing Indian businesses is planned and will involve a programme of in-depth meetings and round tables with leaders and politicians. Sir Michael Snyder is well-connected in the UK and India financial services communities. He also oversaw the opening the City of London Mumbai representative office in his former capacity as Chairman of Policy and Resources Committee and represented the City in India throughout his term.
5. Due to the significance of the 10th anniversary, urgent action was taken to enable officers to begin the process of securing meetings with Ministers and senior government officials'. The City Corporation's Special Adviser for Asia, who is leading on the programme is also attending. The estimated cost of the overall visit was approximately £5,000 and arrangements made in accordance with the Business Travel Scheme.

Proposed Sponsorship of the London Councils Development Guide

6. Approval was given to the provision of £10,000 in seed funding from the 2017/18 Policy Initiatives Fund to sponsor the London Councils Guide to Development Book.

The City Corporation was approach by London Councils to consider becoming a co-sponsor of a new publication - The London Councils Guide to Development.

The Guide is targeted at future investors and will comprise information that summarises the key investment and development opportunities available in each London borough. It is to be used in conjunction with London & Partners material relating to development opportunities and is scheduled to be launched at a property conference on 8 February 2018 and internationally at the MIPIM Property Conference 13 March 2018.

Seed funding was provided to assist London Councils in seeking further sponsorship and to get the project started. A response was required by 30 October 2017 to ensure the project was completed by January 2018, the date the Guide is scheduled to be published.

Contact: Angela Roach
Angela.roach@cityoflondon.gov.uk
Tel: 020 7332 3685

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