



Policy and Resources Committee

Date: THURSDAY, 14 DECEMBER 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)
Deputy John Bennett	Deputy Joyce Nash
Deputy Keith Bottomley	Graham Packham (Ex-Officio Member)
Alderman Charles Bowman (Ex-Officio Member)	Dhruv Patel (Ex-Officio Member)
Henry Colthurst	Alderman William Russell
Alderman Peter Estlin	Alderman Baroness Scotland (Ex-Officio Member)
Marianne Fredericks	Deputy Dr Giles Shilson
Deputy the Revd Stephen Haines (Ex-Officio Member)	Jeremy Simons (Ex-Officio Member)
Christopher Hayward	Deputy Tom Sleigh
Deputy Wendy Hyde	Sir Michael Snyder
Deputy Jamie Ingham Clark (Ex-Officio Member)	Deputy John Tomlinson
Deputy Edward Lord	Deputy Philip Woodhouse
Alderman Ian Luder	Alderman Sir David Wootton

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

John Barradell
Town Clerk and Chief Executive

AGENDA

Part 1 - Public Agenda

1. **APOLOGIES**

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

3. **MINUTES**

To consider minutes as follows: -

- a) To agree the public minutes of the meeting held on 16 November 2017 (Pages 1 - 12)

For Decision

- b) To note the public minutes of the Projects Sub-Committee meeting held on 8 November 2017 (Pages 13 - 20)

For Information

- c) To note the public minutes and summary of the Resource Allocation Sub-Committee meeting held on 19 October 2017 (Pages 21 - 26)

For Information

4. **CAPITAL BUILDINGS COMMITTEE**

Report of the Town Clerk.

For Decision
(Pages 27 - 30)

5. **POTENTIAL REMUNERATION OF MEMBERS AND CHANGES TO TIMING OF MEETINGS**

Report of the Town Clerk.

For Decision
(Pages 31 - 38)

6. **ADULT SOCIAL CARE BUDGET PROPOSALS**

Report of the Director of Community and Children's Services.

For Decision
(Pages 39 - 44)

7. **PROPOSED EDUCATION BUDGET FOR 2018/19**

Report of the Director of Community and Children's Services.

For Decision
(Pages 45 - 54)

- a) **Resolution of the Education Board - 9 November 2017** (Pages 55 - 56)
To receive a resolution of the Education Board regarding the Education Budget 2018/19.

For Information

8. **HOUSING DELIVERY PROGRAMME - PROGRESS REPORT**
Joint Report of the Director of Community and Children's Services and the City Surveyor.
For Decision
(Pages 57 - 62)
9. **PILOT SCHEME FOR BUSINESS RATES DEVOLUTION IN LONDON**
Joint Report of the Chamberlain and the Remembrancer.
For Decision
(Pages 63 - 72)
10. **BUSINESS IMPROVEMENT DISTRICTS**
Joint Report of the Remembrancer and the City Surveyor.
For Decision
(Pages 73 - 82)
11. **SPONSORSHIP OF CENTRE FOR LONDON RESEARCH PROJECT**
Report of the Director of Communications.
For Decision
(Pages 83 - 84)
12. **SPONSORSHIP OF THE CPS MARGARET THATCHER CONFERENCE ON CHINA - JUNE/JULY 2018**
Report of the Director of Communications.
For Decision
(Pages 85 - 86)
13. **SPONSORSHIP TO SUPPORT CHEMISTRY CLUB, CITY**
Report of the Director of Economic Development.
For Decision
(Pages 87 - 90)
14. **CITY OFFICE IN BRUSSELS - BUDGET IMPLICATIONS FOR 2018/19**
Report of the Director of Economic Development.
For Decision
(Pages 91 - 94)
15. **REVENUE AND CAPITAL BUDGETS 2018/19**
Report of the Chamberlain. **[TO FOLLOW AS A LATE PAPER].**
For Decision
(Pages 95 - 102)

16. **UPDATE ON CPR VISIT TO TEL AVIV**
Report of the Director of Economic Development.
For Information
(Pages 103 - 104)
17. **CITY LIGHTING STRATEGY: DRAFT STRATEGY CONSULTATION**
Report of the Director of the Built Environment.
For Information
(Pages 105 - 110)
18. **DRAFT DEPARTMENTAL BUSINESS PLANS 2018/19 - TOWN CLERK'S CORPORATE AND MEMBER SERVICES; ECONOMIC DEVELOPMENT OFFICE; REMEMBRANCER'S OFFICE**
Joint report of the Town Clerk and Remembrancer.
For Information
(Pages 111 - 122)
19. **POLICY INITIATIVES FUND AND COMMITTEE CONTINGENCY**
Report of the Chamberlain.
For Information
(Pages 123 - 136)
20. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**
21. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT**
22. **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

23. **NON-PUBLIC MINUTES**
To consider non-public minutes of meetings as follows: -
 - a) To agree the non-public minutes of the meeting held on 16 November 2017
(Pages 137 - 144)
For Decision
 - b) To note the non-public minutes of the Projects Sub-Committee meeting held on 8 November 2017 (Pages 145 - 150)
For Information
 - c) To note the non-public minutes of the Resource Allocation Sub-Committee meeting held on 19 October 2017 (Pages 151 - 156)
For Information

24. **HOUSING DELIVERY PROGRAMME PROGRESS REPORT - NON-PUBLIC APPENDIX**
A non-public appendix to accompany Item 9 (Housing Delivery Programme Progress Report).
For Information
(Pages 157 - 158)
25. **REPORT ON ACTION TAKEN BETWEEN MEETINGS**
Report of the Town Clerk.
For Information
(Pages 159 - 160)
26. **THE COMMONWEALTH BUSINESS FORUM 2018**
Joint Report of the Director of Economic Development and the Remembrancer.
For Decision
(Pages 161 - 174)
27. **PROJECT FUNDING UPDATE**
Report of the Chamberlain.
For Decision
(Pages 175 - 180)
28. **GATEWAY 3 - CITY OF LONDON FREEMEN'S SCHOOL 2016 MASTERPLAN**
Joint Report of the City Surveyor and the Headmaster of the City of London Freemen's School.
For Decision
(Pages 181 - 194)
29. **GATEWAY 3/4 - POLICE ACCOMMODATION STRATEGY: P3E – LONDON WALL CAR PARK**
Joint report of the City Surveyor, the Chamberlain and the Commissioner of City Police.
For Decision
(Pages 195 - 212)
30. **GATEWAY 3/5 - POLICE ACCOMMODATION STRATEGY: ENABLING WORKS**
Joint report of the City Surveyor, Chamberlain and Commissioner of City Police.
For Decision
(Pages 213 - 226)
31. **GATEWAY 4C - CENTRAL CRIMINAL COURT PLANT REPLACEMENT: PHASE 3**
Report of the City Surveyor.
For Decision
(Pages 227 - 242)
32. **GATEWAY 6 ISSUES REPORT - POLICE ACCOMMODATION STRATEGY: DECANT - COLP DECANT LOGISTICS / MOVE PARTNER**
Report of the Commissioner of City of London Police.
For Decision
(Pages 243 - 248)

33. **REVIEW OF COMPLETED INVEST TO SAVE/INCOME GENERATING PROJECTS**
Joint report of the Town Clerk and Chamberlain.
For Decision
(Pages 249 - 266)
- a) Resolution of the Projects Sub (Policy and Resources) Committee (Pages 267 - 268)
To consider a resolution of the Projects Sub (Policy and Resources) Committee dated 8 November 2017.
For Information
34. **GATEWAY 3/4 - SECURITY PROGRAMME**
Report of the Director of the Built Environment.
For Decision
(Pages 269 - 296)
35. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**
36. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT AND WHICH THE COMMITTEE AGREE SHOULD BE CONSIDERED WHILST THE PUBLIC ARE EXCLUDED.**

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

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

Present

Members:

Deputy Catherine McGuinness (Chairman)
Sir Mark Boleat (Deputy Chairman)
Simon Duckworth (Vice-Chair)
Deputy John Bennett
Deputy Keith Bottomley
Henry Colthurst
Alderman Peter Estlin
Marianne Fredericks
Christopher Hayward
Deputy Wendy Hyde
Deputy Jamie Ingham Clark (Ex-Officio Member)
Deputy Edward Lord
Jeremy Mayhew
Andrew McMurtrie (Ex-Officio Member)
Wendy Mead (Chief Commoner)
Deputy Joyce Nash
Graham Packham (Ex-Officio Member)
Deputy Dr Giles Shilson
Jeremy Simons (Ex-Officio Member)
Sir Michael Snyder

In Attendance

James Tumbridge

Officers:

John Barradell	-	Town Clerk and Chief Executive
Peter Kane	-	The Chamberlain
Michael Cogher	-	Comptroller and City Solicitor
Paul Double	-	City Remembrancer
Paul Wilkinson	-	City Surveyor
David Smith	-	Director of Markets and Consumer Protection
Andrew Carter	-	Director of Community and Children's Services
Roland Martin	-	Headmaster of the Freeman's School
Phillip Gregory	-	Deputy Director, Financial Services
Philip Everett	-	Projects Director
Nick Gill	-	Investment Property Director
Chris Bell	-	Commercial Director

Damian Nussbaum	-	Director of Economic Development
Sherry Madera	-	Special Representative for Asia
Bob Roberts	-	Director of Communications
Nigel Lefton	-	Remembrancer's Department
Ian Hughes	-	Assistant Highways Director
Simon Murrells	-	Assistant Town Clerk
Peter Lisley	-	Assistant Town Clerk
Angela Roach	-	Principle Committee and Members Service Manager

1. APOLOGIES

Apologies for absence were received from Sir Michael Bear, Revd. Stephen Haines, Christopher Hayward, Hugh Morris, Tom Sleight, John Tomlinson and Sir David Wootton.

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

Jeremy Mayhew declared an interest in Item no.18 as a Governor on the Board for the Museum of London. He also declared an interest in Item no. 6 as a Trustee of the Crossrail Arts Foundation. Sir Mark Boleat and Sir Michael Snyder also declared an interest in Item no. 6 as Trustees of the Foundation.

3. MINUTES

- 3a. The public minutes of the meeting held on 19 October 2017 were approved.

Matters Arising – Remuneration and Timing of Meetings

Reference was made to the debate on the remuneration of Members and the timing of meetings at last week's informal meeting of Members. Members discussed the questionnaires which were to be circulated as part of a consultation exercise on the two issues.

RESOLVED - that the content of the questionnaires on the remuneration of Members and the timing of meetings be reconsidered by this Committee prior to being circulated to all Members of the Court of Common Council.

- 3b. The draft public minutes of the Outside Bodies Sub-Committee meeting held on 11 October 2017 were considered.

RESOLVED – That:-

1. Simon Duckworth be appointed to serve as Chairman of the Outside Bodies Sub-Committee for the ensuing year;

2. approval be given to filling the vacancy on St Luke's Parochial Trust in the room of the late John Barker and on the Mitchell City of London Charity and Mitchell City of London Educational Foundation in the room of Deputy Joyce Nash and to those vacancies being advertised to the Court of Common Council in the usual manner;
 3. 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
 4. the proposal for future appointments to Gresham College Council to be drawn from the wider membership of the Court of Common Council be referred back to the Gresham City Side Committee to clarify exactly what it envisaged.
- 3c. The draft public minutes of the meeting of the Members Privileges Sub-Committee held on 19 October 2017 were considered.

In answer to a question on whether it was necessary to change the office responsible for the management of Chairman's Room 1 and 2, a Member advised that the rooms were being used by Members who were not chairmen and it was felt that this would be managed better through the two PAs. It was also noted that usage would be monitored and reported back to the Members Privileges Sub-Committee and in the interest of clarity, Chairmen and their Deputies would be provided with details on the use of the rooms and the on the process for booking them.

RESOLVED – That:-

1. the two meeting rooms (Chairman's Room 1 and 2) on the second floor of the West Wing 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 served 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; and

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.
- 3d. The draft public minutes of the meeting of the Public Relations and Economic Development Sub-Committee held on 19 October 2017 were considered.

RESOLVED – That requests to use drones for commercial filming purposes be assessed on a case by case basis and supported where strict safety measures and guidelines were in place (NB: 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).

- 3e. The draft public minutes of the meeting of the Projects Sub-Committee held on 4 October 2017 were noted.

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

The Committee considered a report of the Chamberlain concerning the introduction of a Safety Schemes in Procurement (SSIP) accreditation when tendering for work with clearly identifiable health and safety (H&S) risks.

During discussion the following comments were made:-

A Member stated that he still felt that the accreditation was unnecessary and would be too onerous for small businesses. Discussion ensued during which, amongst other things, the following comments were made:-

- It was pointed out that accreditation would be sought only where there were clearly identifiable health and safety risks;
- Consideration should be given to making the initiative desirable and not mandatory. It should also be run for a trial period and reviewed thereafter. Several Members supported this suggestion.
- The proposal had been considered and approved by the relevant internal officer groups. A number of options had been considered in detail before settling on an accreditation process. At £75.00, the cost of the process was affordable and it was also transferrable.

RESOLVED - that SSIP accreditation be introduced on a non-mandatory basis.

5. **CITY OF LONDON CULTURAL STRATEGY**

The Committee considered a report of the Assistant Town Clerk and Culture Mile Director concerning the City of London Cultural Strategy for 2018-22.

A Member referred to the importance of City Corporation's existing cultural assets and suggested that they be referred to in the Executive Summary. During further discussion a number of points were made. Amongst other things this included the following:-

- In answer to questions on how the Cultural Strategy and other City Corporation strategies linked to the Corporate Plan, Members were advised that the Cultural Strategy was referenced in the Plan. The other strategies were there to underpin and provide more detail to it and one or two were statutory and therefore needed to sit alongside the Corporate Plan.
- Members were reminded that the Cultural Strategy, as set out, was intended for internal use and that it would be reproduced and finessed for external audiences once approved. It was suggested that consideration could be given to seeking the help of co-optee Members to condense and translate the document for an external audience.
- Reference was made to the need for expenditure on the City Corporation's cultural activities to be managed carefully and discussion took place on the expenditure associated with various areas of the City Corporation's work (culture, economic development, open spaces etc.,) and the merits of this being examined in the long term.

RESOLVED – that, subject to the approval of the Court of Common Council, the draft City of London Cultural Strategy 2018-22 be approved.

6. CROSSRAIL ART PROGRAMME - USE OF REMAINING FUNDING

The Committee considered a report of the Town Clerk concerning the Crossrail Art Programme and the use of its remaining funding.

RESOLVED – That approval be given to the following:-

1. the City Corporation varying 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. the City 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) in principle;
3. the approval of the commuted sum the City Corporation would receive upon taking ownership and responsibility for the artworks at Broadgate and Moorgate Delegate be delegated to the Town Clerk, in consultation with the Chairman and Deputy Chairman;

4. the Town Clerk be authorised 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. any further decisions required including the approval of the variation of any existing commitments made by the City necessary to facilitate the successful delivery of the Crossrail Art Programme be delegated authority to the Town Clerk, in consultation with the Chairman and Deputy Chairman; and
6. it be noted that no additional financial resources were required.

7. **CITY OF LONDON ASIA NEXT DECADE - A CAMPAIGN FOR THE FUTURE**
The Committee considered a report of the Director of Economic Development concerning activities to mark a decade the City Corporation having direct presence in Asia (offices in Beijing, Shanghai and Mumbai) by running a high-impact campaign that seeks to maintain London's role as leading global financial centre through engagement with Asia.

The Chairman reminded Members that only £30,000 was being sought at this stage.

RESOLVED – that approval be given to the following:-

1. the provision of £30,000 to support the Asia Next Decade campaign to deliver the first stage of the campaign; and
2. the cost being met from the Committee's Policy Initiatives' Fund for 2017/18, categorised under the 'Promoting the City' heading and charged to City's Cash.

8. **MEMORANDUM OF UNDERSTANDING - TOKYO METROPOLITAN GOVERNMENT**

The Committee considered a report of the Director of Economic Development concerning the signing of a Memorandum of Understanding (MoU) between the Tokyo Metropolitan Government and the City Corporation by the Lord Mayor.

A Member suggested that the words *City of London Corporation* be inserted beneath the Lord Mayor's signature, so that it was clear that the MoU was between the Tokyo Metropolitan Government and the City Corporation. Members supported the suggestion.

RESOLVED – That, subject to the words *City of London Corporation* being inserted beneath the Lord Mayor's signature, the Lord Mayor be authorised to sign the MoU with the Tokyo Metropolitan Government as set out in the report.

9. **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.

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

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

Reference was made to the visit to India and it was noted that as a result of a Royal visit the dates of the trip to India had been rearranged and would result in a slightly higher cost than anticipated.

RESOLVED – That it be noted that approval had been given:-

1. 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; and
2. the provision of £10,000 in seed funding from the 2017/18 Policy Initiatives Fund to sponsor the London Councils Guide to Development Book

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

Increasing the Supply of Homes

The Deputy Chairman referred to the commitment the City Corporation made in 2015 to build 3,700 housing units i.e. 700 on its existing estates and 3,000 on other land it owned. He advised that since that time the magnitude of the housing crisis in London had become more acute and was now high on the political agenda. He asked how many units had been completed since 2015 and questioned the timetable for the delivery of the remainder of the programme. The Deputy Chairman also questioned whether the City Corporation had been approached by more imaginative developers who were able to deliver housing quickly even on small sights.

The Chairman advised that in terms of providing 700 new homes on existing social housing estates by 2025, 62 new units had been delivered so far - 43 at Horace Jones House, one at Dron House and 18 at Twelve Acres House. There were a further seven schemes which were at various stages of the Gateway process and which were expected to deliver a further 270 new units. Of those seven schemes, four had been approved by planning and would deliver a further 43 new units over the next three years.

A planning application for the City of London Primary Academy Islington scheme was expected to be determined in December this year and, if approved, would deliver 66 new units by 2020. A pre-planning application for 158 new units at Sydenham Hill had been submitted to Lewisham and grant funding of over £14m had been secured from the GLA for the projects. The majority of the remaining 420 new units would be built, primarily, from development opportunities on the Avondale and York Way Estates.

Consideration was also being given to a number of opportunities to work with private developers e.g. on the York Way and Holloway Estates, where the City Corporation had been approached by developers bidding for the rights to the former Holloway Prison site. The City Corporation had also been contacted by a private Registered Social Landlord about the possibility of entering into a partnership for the development of land at Windsor House and a number of developers seeking opportunities to purchase our land for their own development. Whilst the City Corporation does consider all the opportunities presented to it, some were simply not in line with the Corporation's own aspirations.

Given the concerns which had been raised by Members generally about the progress in the delivery of these new homes a paper was scheduled to be submitted to the next meeting of the Committee and to January's meeting of the Community and Children's Services Committee concerning the wider options for delivering the 3700 new units and the governance arrangements which might be required to support it. The report would also include proposals to establish a Housing Working Party which, if supported she would be looking to the Deputy Chairman to chair.

Business Cards imprinted in Braille

A Member referred to the Executive Director of Mansion House and Central Criminal Court's business cards being imprinted in Braille. He questioned whether all the City Corporation's business cards should do the same. The Chairman advised that the matter should be referred to the Chief Commoner to be looked at in consultation with the Members Privileges Sub-Committee.

Reference was made to the Director's title being 17 words long and the need for a shorter title to be established. Members questioned the need for "Executive" to be part of the title particularly as all the other Chief Officers were simply entitled "Director".

RESOLVED – That consideration of whether business cards should be imprinted in Braille be referred to the Chief Commoner to look at in consultation with the Members Privileges Sub-Committee.

12. ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT

The following item of urgent business was considered:-

Business Rate Devolution Pilot Scheme

The Chamberlain updated the Committee on the progress of the Business Rate Devolution pilot scheme. For 2018/19 it was anticipated that this would result in £240m of additional revenues for London. He pointed out that under the revised proposals agreed by London Councils with Treasury, the City Corporation would receive a lower share of these revenues but it would still be higher than those received by other authorities. He also advised that a report, seeking Member approval to participation in the pilot and to the City Corporation being the lead authority for the London pool, would be presented to the next meeting of the Committee.

A Member expressed concern about the City Corporation receiving the largest share from the Scheme and how this might be perceived externally. He suggested that consideration be given to the City Corporation agreeing to accept a lesser sum.

13. EXCLUSION OF THE PUBLIC

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

Item Nos.	Paragraph(s) in Schedule 12A
14 - 21	3

Part 2 – Non-Public Agenda

14. NON-PUBLIC MINUTES

14a. The non-public minutes of the meeting held on 19 October 2017 were approved.

14b. The draft non-public minutes of the Outside Bodies Sub-Committee meeting held on 11 October 2017 were considered and a recommendation relating to the Spitalfields Market Community Trust approved.

14c. The draft non-public minutes of the meeting of the Public Relations and Economic Development Sub-Committee held on 19 October 2017 were noted.

14d. The draft non-public minutes of the meeting of the Projects Sub-Committee held on 4 October 2017 were noted.

14e. The draft non-public minutes of the meeting of the Culture Mile Working Party held on 18 October 2017 were noted.

14f. The draft non-public minutes of the meeting of the Hospitality Working Party held on 10 October 2017 were noted.

15. CENTRE FOR THE STUDY OF FINANCIAL INNOVATION

The Committee considered and agreed a report of the Director of Communications concerning the Centre for the Study of Financial Innovation.

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

The Committee considered and agreed a Joint report of the City Surveyor, Chamberlain and the Commissioner of the City of London Police concerning the refurbishment of Bishopsgate Police Station as part of the Police Accommodation Strategy.

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

The Committee considered and endorsed a report of the Headmaster of the City of London Freeman's School concerning the School's 2016 Master Plan.

18. MUSEUM OF LONDON RELOCATION PROJECT

The Committee considered and agreed a report of the Town Clerk concerning the Museum of London Relocation Project.

During consideration of this item the Chairman withdrew from the Committee and the Deputy Chairman took the Chair for the remainder of the meeting.

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

Business of Trust

A Member referred to the *The Business of Trust*, a publication which was due to be launch at the Mansion House later this day and the merits of themes such as this being considered at committee level. It was agreed that in future the details of Mayoralty themes, including the Lord Mayors' Appeal should be considered by the Public Relations and Economic Development Sub-Committee or this Committee.

At this point the Committee also agreed to Standing Order No.40 being waived to enable the meeting time to be extended and rest of the Committee's business to be considered.

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

Central London Work and Health Programme

The Committee considered and agreed a joint report of the Chamberlain and the Director of Central London Forward concerning the Work and Health Programme contract.

London Councils - 59½ Southwark Street

Edward Lord declared an interest in this item as Chairman of Capital Ambition an organisation administered and overseen by London Councils.

The City Surveyor was heard regarding property occupied by London Councils at 59½ Southwark Street. It was agreed that the approval of the terms of a new lease be delegated to the Town Clerk in consultation with the Chairman and Deputy Chairman.

21. CONFIDENTIAL MINUTES

The confidential non-public minutes of the meetings held on 21 September and 19 October 2017 were approved.

The meeting ended at 3.50pm

Chairman

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PROJECTS SUB (POLICY AND RESOURCES) COMMITTEE

Wednesday, 8 November 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)
Nicholas Bensted-Smith
Sir Mark Boleat
Deputy Keith Bottomley

Christopher Hayward
Deputy Jamie Ingham Clark
James Tumbridge

Observing:

Susan Pearson

Officers:

Peter Lisley	-	Assistant Town Clerk & Cultural Hub Director
Alistair MacLellan	-	Town Clerk's Department
Rohit Paul	-	Town Clerk's Department
Sarah Baker	-	Town Clerk's Department
Caroline Al-Beyerty	-	Deputy Chamberlain
Christopher Bell	-	Chamberlain's Department
Sean Green	-	Chamberlain's Department
Philip Mirabelli	-	Comptroller & City Solicitor's Department
Mark Lowman	-	City Surveyor's Department
Richard Litherland	-	City Surveyor's Department
Simon Rilot	-	City Surveyor's Department
Simon Glynn	-	Department of the Built Environment
Steve Presland	-	Department of the Built Environment
Iain Simmons	-	Department of the Built Environment
Clarisse Tavin	-	Department of the Built Environment
Paul Murtagh	-	Community & Children's Services Department
Martin O'Regan	-	City of London Police
Dave McGinley	-	City of London Police
Pauline Weaver	-	City of London Police
Katrina Crookall	-	Barbican Centre
Darrell Lunt	-	Barbican Centre

1. APOLOGIES

Apologies were received from Hugh Morris, Karina Dostalova, Marianne Fredericks, Deputy Catherine McGuinness, and Deputy John Tomlinson.

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

Sir Michael Snyder declared a non-pecuniary interest in relation to item 7 (Gateway 3 Outline Options Appraisal – Greening Cheapside) by virtue of being a local ward Common Councilman for the area in question.

3. MINUTES

Members approved the minutes of the meeting held on 4 October 2017.

4. **GATEWAY APPROVAL PROCESS**

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

5. **CITY OF LONDON APPROACH TO PROJECT MANAGEMENT**

Members considered a report of the Town Clerk regarding the City of London Approach to Project Management and the following points were made.

- The review should include early engagement with Members and Members of the Projects Sub Committee in particular.
- A clear timeline, with measurable targets and outcomes, should be applied to the review.
- The review should include what level of capability was required from City staff involved in the project process – e.g. qualifications and Continuing Professional Development (CPD).

RESOLVED, that the report be noted.

6. **GATEWAY 1 & 2 PROJECT PROPOSAL - THAMES COURT FOOTBRIDGE**

Members considered a Gateway 1 & 2 Project Proposal report of the Director of the Built Environment regarding the Thames Court Footbridge and the following points were made.

- The Chairman expressed dissatisfaction with what he perceived to be the high cost of survey and inspection fees. He suggested that the level of fees quoted by the contractor be reviewed and challenged and reduced if possible. He suggested that authority be delegated to the Town Clerk in consultation with the Deputy Chairman and himself, to approve the report outside of the meeting subject to the survey and inspection fees being reviewed.
- A Member noted that, should the resulting survey reveal that the bridge was no longer fit for purpose, then resulting project costs had the potential to be very high.

RESOLVED, that authority be delegated to the Town Clerk under Standing Order 41 to review and approve the Gateway 1 & 2 Project Proposal report of the Director of the Built Environment regarding the Thames Court Footbridge, subject to the comments made by Members.

7. **GATEWAY 3 OUTLINE OPTIONS APPRAISAL - GREENING CHEAPSIDE: ST. PAUL'S TUBE STATION AREA AND ST. PETER WESTCHEAP CHURCHYARD IMPROVEMENTS**

Members considered a Gateway 3 Outline Options Appraisal report of the Director of the Built Environment regarding Greening Cheapside: St Paul's Tube Station Area and St Peter Westcheap Churchyard Improvements.

RESOLVED, that Members approve

- Progression of option 2 and 3 for St. Paul's tube station area to Gateway 4 and 5 (detailed design and implementation) under the 'regular' Gateway process.

- Progression of option 1 for St. Peter's Westcheap churchyard to Gateway 4 and 5 (detailed design and implementation) under the 'regular' Gateway process
- The funding to develop the preferred options for each site to Gateway 4 and 5, at a total cost of £109,000 to be fully funded by the Cheapside Business Allowance (£100,000), underspend from the project (£7,500) and s106 monies from 100 Cheapside (£1,500).

8. GATEWAY 3 OUTLINE OPTIONS APPRAISAL - WINDOWS REPLACEMENT & COMMON PARTS REDECORATIONS PROGRAMME - GOLDEN LANE

Members considered a Gateway 3 Outline Options Appraisal report of the Director of Community and Children's Services regarding the Windows Replacement & Common Parts Redecorations Programme – Golden Lane and the following points were made.

- In response to comments made by a Member observing the meeting, who addressed the meeting with the Chairman's permission, the Director of Community and Children's Services confirmed that a report outlining lessons learned from a similar project undertaken at Great Arthur House would be submitted to Members at a future meeting.
- The Chairman noted that fees on the project were high and that, whilst he was happy for the report to be approved by Members, officers should be mindful to hold contractors to account when delivering services to ensure that value for money was achieved on behalf of the City of London Corporation and its residents.

RESOLVED, that Members

- Note the estimated total programme costs, including various other Estates, of £16,905,452 of which total fees for the design team accounts for approximately £1,509,415 across the whole window programme to progress the proposals through to completion. The previously reported overall project cost was estimated at £12,610,000.
- Approve the procurement of a single design team to work across all window work packages (including those for the other HRA estates, which have been included on the Gateway 3/4 report and which will be progressing down the regular route).
- Approve allocation of budgets as set out in the Resource Requirements to reach the next Gateway: £1,087,967 (including staff costs) for the procurement of a single design team, of which Golden Lane accounts for £449,854 with the remaining £638,113 being allocated across the other Estates.
- Approve procurement of a single design team to work across all window work packages.
- Note that additional funding will be requested as the project proceeds through the various Gateway stages.

9. **GATEWAY 3/4 OPTIONS APPRAISAL - WINDOWS & COMMON PARTS REDECORATIONS PROGRAMME - HOLLOWAY, SOUTHWARK, DRON HOUSE, SYDENHAM HILL, WILLIAM BLAKE AND WINDSOR HOUSE**

Members considered a Gateway 3/4 Outline Options Appraisal report of the Director of Community and Children's Services regarding the Windows Replacement & Common Parts Redecorations Programme – Holloway, Southwark, Dron House, Sydenham Hill, William Blake and Windsor House and the following points were made.

- The Chairman requested that future procurement forms submitted alongside project reports should provide more high level detail on how City Procurement had arrived at its procurement recommendation.

RESOLVED, that Members

- Note the estimated total programme costs, including Golden Lane Estate, of £16,905,452 of which total fees for the design team accounts for approximately £1,509,415 across the whole window programme to progress the proposals through to completion. The previously reported overall project cost was estimated at £12,610,000.
- Approve procurement of a single design team to work across all window work packages (including Golden Lane Estate, which has been included on the Gateway 3 report and which will be progressing down the complex route).
- Approve allocation of budgets as set out in the Resource Requirements to reach next Gateway: £1,087,967 (including staff costs) for the procurement of a single design team, of which £638,113 is allocated across the Estates being progressed through the regular route and the remaining £449,854 being allocated to Golden Lane which is progressing down the complex route.
- Approve procurement of a single design team to work across all window work packages.
- Note that additional funding will be requested as the project proceeds through the various Gateway stages.
- Approve option 1 to fully replace windows as opposed to continued repair and maintenance.

10. **GATEWAY 5 AUTHORITY TO START WORK - SHOE LANE QUARTER PUBLIC REALM ENHANCEMENTS - PHASE 2**

Members considered a Gateway 5 Authority to Start Work report of the Director of the Built Environment regarding Shoe Lane Quarter Public Realm Enhancements – Phase 2 and the following point was made.

- The Chairman requested that before/after illustrations be prepared so that each image was consistent. For example, any illustration of new paving featuring an artist's impression of a new building should apply that image to each illustration so that Members could compare like with like.

RESOLVED, that Members

- Approve the implementation of the public realm, highway and security works with an estimated total cost of £7.6 million as shown in the report;
- Delegate authority to the Director of the Built Environment, in consultation with the Chamberlain to make any minor adjustments between elements of the £7.6 million budget.
- Approve the traffic management proposals on Shoe Lane (north) and proceed to advertising of the traffic orders.

11. GATEWAY 6 PROGRESS REPORT - LIME STREET AND CULLUM STREET AREA PROJECT

Members considered a Gateway 6 Progress report of the Director of the Built Environment regarding the Lime Street and Cullum Street Area Project.

RESOLVED, that Members

- Approve the revised design for Lime Street;
- Approve authority to start work following completion of construction information at a total project cost of £526, 331;
- Approve the revised total project sum of £824,929 (inclusive of Lime Street Area Project, Lime Street Traffic Management Experiment and Cullum Street);
- Approve the additional funding required of £248,323 and that it be met from the underspend of the completed Cullum Street (£63, 929) and Lime Street Traffic Experiment (£3,532) and £180,865 from s106 monies from 20 Fenchurch Street (specific in purpose and geography).

12. GATEWAY 7 OUTCOME REPORT - CITY PUBLIC REALM PROJECTS CONSOLIDATED OUTCOME REPORT

Members considered a Gateway 7 City Public Realm Projects Consolidated Outcome report of the Director of the Built Environment.

RESOLVED, that Members note the lessons learned and approve that the following projects be closed.

- Silk Street
- Southampton Buildings (40-45 Chancery Lane)
- Ludgate Hill crossing (30 Old Bailey)
- John Carpenter Street Improvements S278
- 20 Fenchurch Street Security S278
- Plough Place enhancements S106 and S278
- 71 Queen Victoria Street S278

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

There were no questions.

14. ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT

There were no items of urgent business.

15. **EXCLUSION OF THE PUBLIC**
RESOLVED – That under Section 100(A) of the Local Government Act 1972, the public be excluded from the meeting for the following item(s) on the grounds that they involve the likely disclosure of exempt information as defined in Part I of the Schedule 12A of the Act.
16. **NON-PUBLIC MINUTES**
Members approved the non-public minutes of the meeting held on 4 October 2017.
17. **ANNUAL WAIVERS REPORT 2016/17**
Members considered an annual report of the Chamberlain regarding waivers granted during 2016/17.
18. **REVIEW OF COMPLETED INVEST TO SAVE/INCOME GENERATING PROJECTS**
Members considered a joint report of the Town Clerk and Chamberlain regarding a review of completed invest to save/income generating projects.
19. **GATEWAY 1 & 2 PROJECT PROPOSAL - CURVE REFURBISHMENT PHASE 2**
Members considered a Gateway 1 & 2 Project Proposal report of the Director of Operations and Buildings (Barbican Centre) regarding the Curve Refurbishment Phase 2.
20. **GATEWAY 3 OUTLINE OPTIONS APPRAISAL - ISLINGTON ARTS FACTORY**
Members considered a Gateway 3 Outline Options Appraisal report of the Director of Community and Children's Services regarding the Islington Arts Factory.
21. **GATEWAY 3/4 ISSUE REPORT - ST LAWRENCE JEWRY CHURCH**
The Town Clerk noted that this report had been withdrawn.
22. **GATEWAY 5 ISSUE REPORT - CCCI NICHE PROJECT-LEGACY DATA AND MOPI COMPLIANCE**
Members considered a Gateway 5 issue report of the Commissioner of City Police regarding the CCCI Niche Project – Legacy Data and MOPI Compliance.
23. **GATEWAY 5 AUTHORITY TO START WORK - IT TRANSFORMATION PROGRAMME LOCAL AREA NETWORK REFRESH**
Members considered a Gateway 5 Authority to Start Work report of the Chamberlain regarding the IT Transformation Programme Local Area Network Refresh.
24. **GATEWAY 5 AUTHORITY TO START WORK - POLICE ACCOMMODATION STRATEGY: PHASE 3A BISHOPSGATE POLICE STATION REMAINING AREAS (TRANCHE 2) AND UPDATE ON TRANCHE 1 PROGRESS**
Members considered a joint Gateway 5 Authority to Start Work report of the City Surveyor, Chamberlain and Commissioner of City Police regarding the Police Accommodation Strategy: Phase 3A Bishopsgate Police Station Remaining Areas (Tranche 2) and Update on Tranche 1 Progress.
25. **REVIEW OF DELIVERY OF ADDITIONAL WORKS PROGRAMME PROJECTS**
Members considered a report of the City Surveyor regarding a review of Additional Works Programme Projects.
26. **HIGHWAYS - RED, AMBER AND GREEN PROJECTS UPDATE REPORT**
Members considered a Highways – Red, Amber, Green Projects Update report of the Director of the Built Environment.

27. **OPEN SPACES - RED, AMBER AND GREEN PROJECTS UPDATE REPORT**
Members considered an Open Spaces – Red, Amber, Green Projects Update report of the Director of Open Spaces.
28. **TOWN CLERK'S DEPARTMENT - RED, AMBER AND GREEN PROJECTS UPDATE REPORT**
Members considered a Town Clerk's Department – Red, Amber, Green Projects Update report of the Town Clerk.
29. **REPORT OF ACTION TAKEN BETWEEN MEETINGS**
Members considered a report of the Town Clerk regarding action taken since the last meeting.
30. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**
There were no questions.
31. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT AND WHICH THE COMMITTEE AGREE SHOULD BE CONSIDERED WHILST THE PUBLIC ARE EXCLUDED**
There were no items of urgent business.

The meeting closed at 11.35 am

Chairman

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

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RESOURCE ALLOCATION SUB (POLICY AND RESOURCES) COMMITTEE

Thursday, 19 October 2017

Minutes of the meeting of the Resource Allocation Sub (Policy and Resources)
Committee held at Committee Room - 2nd Floor West Wing, Guildhall on Thursday,
19 October 2017 at 12.00 pm

Present

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

Officers:

John Barradell	-	Town Clerk
Peter Kane	-	Chamberlain
Caroline Al-Beyerty	-	Deputy Chamberlain
Michael Cogher	-	Comptroller and City Solicitor
Paul Wilkinson	-	City Surveyor
Bob Roberts	-	Director of Communications
Karen Atkinson	-	Chamberlain's Department
Martin O'Regan	-	City of London Police
Peter Lisley	-	Assistant Town Clerk and Director of the Cultural Hub
Leah Coburn	-	Built Environment Department
Ian Hughes	-	Built Environment Department
Angela Roach	-	Principal Committee and Members Services Manager

1. APOLOGIES

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

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

There were no declarations.

3. **MINUTES**

The public minutes of the Sub-Committee meeting held on 20 July 2017 were approved.

4. **BANK JUNCTION IMPROVEMENTS: EXPERIMENTAL SAFETY SCHEME**

The Sub-Committee considered a report of the Director of the Built Environment concerning the allocation of funding in connection with the Bank Junction Improvements Experimental Scheme.

Members express concern about the increase in cost. They also felt that it was not clear how the additional £208k requested to cover staff costs would be spent.

Reference was made to the income generated from the fines levied on prohibited vehicles entering the area and Members questioned whether the funds would be allocated to the On Street Parking Reserve (OSPR). A Member commented that it would be helpful if in future requests for increased budgets were also be accompanied by details of the position of the current budget.

Reference was also made to feedback which had been received from taxi drivers about it not being clear how far down into the area taxis were allowed to travel.

The Project Manager was heard in support of the report. She explained that the Bank Junction Experimental project was unique and that it was complex. Therefore, it had been difficult to gauge the budget for the project. She advised that the distribution of the income generated from fines would be the subject of a separate report. The Deputy Chamberlain clarified that any income allocated to the OSPR was reported annually, but that allocations from the fund were made throughout the year.

A Member reiterated his concerns that there was insufficient detail on exactly how the additional funds being requested would be spent and suggested that the approval of the allocation of the additional resources be delegated to the Town Clerk in consultation with the Chairmen and Deputy Chairmen of the Resource Allocation and Projects Sub-Committees pending the provision of further information. Members supported the suggestion.

RESOLVED – that the approval of the allocation of the additional resources (£208,306) be delegated to the Town Clerk in consultation with the Chairmen and Deputy Chairmen of the Resource Allocation and Projects Sub-Committees pending the provision of more detailed information on how it was intended the money would be spent.

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

The Sub-Committee considered a joint report of the Chief Grants Officer and the Chamberlin concerning the Trust's new five year funding strategy *Bridging*

Divides and the governance arrangements for the 2018-2023 grants programme.

The Deputy Chamberlain drew attention to the table at paragraph 7 of the report and to the impact of the proposals, relating to the strategy for the London Wall Buildings (being considered later on the agenda) on the funds for the new Grants Programme.

The Deputy Chairman advised that the role of the Sub-Committee was to determine the quantum of the funds for the Programme and, therefore, questioned the purpose of recommendation (b). He also referred to the role of the City Bridge Trust (CBT) in determining to whom grants were awarded. He expressed concern about the City Corporation's use of charitable funds for purposes other than that specified. The Sub-Committee was reminded that the role of Trustee of the Bridge House Estates Charity was invested in the Court of Common Council and not the CBT. Legal opinion had been sought previously and it had been confirmed that the Court had the ability to determine how the resources were spent.

It was suggested that a paper clarifying the matter be submitted. The Sub-Committee supported this. It also supported the establishment of the new Programme and noted the comments made about the Court being able to determine how any surplus generated by the programme was spent.

RESOLVED – That:-

1. it be recommended to the Policy and Resources Committee 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; and
2. a report clarifying the position with regard to the use of any surplus funds be submitted to a future meeting of the Policy and Resources Committee.

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

There were no questions.

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

There were no urgent items.

8. **EXCLUSION OF THE PUBLIC**

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

Item Nos.	Paragraph(s) in Schedule 12A
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9 – 13	3 and 7
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Part 2 – Non-Public Agenda

9. NON-PUBLIC MINUTES

The non-public minutes of the Sub-Committee meeting held on 20 July 2017 were approved.

10. POLICE ACCOMMODATION STRATEGY: GENERAL UPDATE REPORT

The Sub-Committee considered and agreed 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.

11. 1/5 LONDON WALL BUILDINGS EC2 - STRATEGY REPORT

The Sub-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.

12. SECURITY PROGRAMME

The Sub-Committee considered and approved a Gateway 1 – 2 report of the Director of the Built Environment concerning the programme of security measures including Hostile Vehicle Mitigation (HVM) and the creation of a dedicated team to oversee its delivery.

13. PROJECT FUNDING UPDATE

The Sub-Committee considered and agreed 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

The approval of the additional funding for the Bank Junction Experimental Scheme was delegated 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.

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

There were no questions.

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

There were no urgent items.

The meeting ended at 12.50pm

Chairman

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

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Committee(s):	Date:
Policy & Resources Committee – For Decision Police Committee – For Decision	14 December 2017 15 December 2017
Subject: Capital Buildings Committee	Public
Report of: Town Clerk	For Decision
Report author: Simon Murrells – Town Clerk’s Department Joseph Anstee – Town Clerk’s Department	

Summary

The purpose of this report is to seek approval for the formation of a new committee, appointed by the Court of Common Council, to scrutinise, provide detailed oversight and delivery of two major capital projects, namely the upcoming police accommodation and City’s Courts projects. The proposal is subject to the agreement of the Police Committee.

Recommendation

Members are asked to agree to the formation of a Capital Buildings Committee and the attached terms of reference and constitution.

Main Report

Background

1. As Members are aware, approval has been given in principle to two significant and potentially complex capital projects, relating to the renewal of police accommodation and the initial stages of the consolidation of the City’s Court services. There is considerable synergy between the two projects, which are likely to involve significant expenditure. In the past, complex schemes such as the refurbishment of the Guildhall Complex and the construction of Guildhall Yard East have been deemed to merit scrutiny outside of the standing governance structure.

Current Position

2. Currently, oversight of major schemes is covered by the relevant service committee and the Projects Sub-Committee. Under this proposed arrangement the detailed oversight would be undertaken by a dedicated stand-alone committee, reporting directly to the Court of Common Council

and, therefore, the existing projects regime, via the Projects Sub-Committee, would not be applied to these two projects.

Proposals

3. In view of their complexity, it is recommended that a new committee is set up to provide dedicated oversight, scrutiny and delivery of the police accommodation and City's Courts projects, reporting directly to the Court of Common Council as necessary. The proposed terms of reference and constitution of the committee are attached as an appendix to this report.
4. It is also proposed that membership of this Committee should not count towards the limit on the number of committees on which a Member may serve contained in Standing Order 22.

Corporate & Strategic Implications

5. Ensuring that both projects are completed to the highest possible standard and as efficiently as possible speaks directly to the City Corporation's strategic aim to provide modern, efficient and high quality local services, including policing, within the Square Mile for workers, residents and visitors, and the key policy priority of improving the value for money of our services within the constraints of reduced resources.

Conclusion

Subject to the Police Committee concurring in the setting up of this committee, a Capital Buildings Committee should be created.

Appendices

- Appendix 1 – Terms of Reference and Constitution

Background Papers

Proposed New Combined Court Facility – Feasibility Study – Policy and Resources Committee, 21 September 2017

Joseph Anstee

Committee & Member Services Officer

T: 020 7332 1480

E: Joseph.Anstee@cityoflondon.gov.uk

Capital Buildings Committee
Terms of Reference

Terms of Reference

In respect of the Police Accommodation and City's Courts projects, to be responsible for:

- (i) overall direction;
- (ii) review of progress; and
- (iii) decisions on significant option development and key policy choices.

Constitution

14 Members comprising:

- The Chairman and Deputy or a Vice Chairman of the Policy & Resources Committee
- The Chairman and Deputy Chairman of the Finance Committee
- The Chairman and Deputy Chairman of the Police Committee
- Two members appointed by the Policy & Resources Committee
- Five Members appointed by the Court of Common Council
- The Chairman of the General Purposes Committee of Alderman

Note: Membership of this Committee shall not count towards the limit on the number of committees on which a Member may serve contained in Standing Order 22.

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Committee: Policy and Resources	Date: 14 December 2017
Subject: Potential Remuneration of Members and Changes to Timing of Meetings	Public
Report of: Town Clerk	For Decision
Report Author: Angela Roach, Principal Committee and Members Services Manager	

Summary

1. At its meeting on 19 October 2017, the Policy and Resources Committee debated the potential remuneration of Members and the timing of meetings. It also considered whether a questionnaire on each issue should be circulated to all Members of the Court as part of a wider consultation exercise. The Committee was supportive of the consultation exercise but felt that prior to the circulation of the two questionnaires, a further paper which 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.
2. The issues were considered at the informal meeting on 9 November and the outcome reported to the last meeting of this Committee. During discussion Members were of the view that the questionnaires should be resubmitted to the Committee for further consideration prior to being circulated more widely. The two questionnaires are attached as Appendix A and B for your comment.
3. Subject to your views, the questionnaire on payment will be accompanied by the paper prepared for the informal Private Members meeting as it is felt that this will once again add context. That paper is attached as Appendix C.

Recommendations

4. Your view is now sought on the content of the questionnaires on the introduction of remuneration and also on the timing of committee and other meetings.

Contact:

Angela Roach

Telephone: 020 7332 3685

Email: angela.roach@cityoflondon.gov.uk

Consultation on the Introduction of Payment for Members

- Do you believe that Members should receive payment for their services?

YES	
NO	

- If yes, should that payment be in the form of:

AN ALLOWANCE	
EXPENSES	

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

YES	
NO	

A link to the scheme is set out below:-

<https://www.cityoflondon.gov.uk/about-the-city/how-we-make-decisions/Documents/members-financial-loss-scheme.pdf>

- If not, would you prefer a more accessible scheme managed independently?

YES	
NO	

- Would you favour the provision of assistance for Members to cover the cost of evening dress for City Corporation events?

YES	
NO	

Note: If you wish to provide any additional comment please do so on a separate sheet

Consultation on the Timing of Committee Meetings

It is important to note that, depending on the time chosen, a committee can, if it so chooses, alter the time of its meetings. Notwithstanding this, please give an indication of your preferred choice of meeting times as set out below. Please also note that Option C represents the status quo:-

Options	1 st preference	2 nd preference	3 rd preference	4 th preference	5 th preference
A 8.30am – 10.00am					
B 9am – 10.30am					
C 11.30am – 1pm or 1.45pm – 3.00pm (Status Quo)					
D 12.45pm – 2.15pm					
E 3.30pm – 5pm					
F 5pm – 6.30pm					
G 6.30pm – 8pm					

Alternative suggestions:-

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Allowances/Remuneration for Elected Members – A Paper

1. The Policy & Resources Committee asked for a factual note to be circulated to Members identifying key issues/questions concerning the possible remuneration of Members. It should be noted that this paper does not represent an exhaustive list of issues to take into account and is not intended to reach any conclusions. A decision on remuneration is a matter entirely for Members. Some of the key areas of focus are set out below:-

Can Members be lawfully remunerated?

2. The City Corporation can lawfully pay allowances to its Members.

What is the likely cost?

3. The City of London Corporation is not a local authority; rather it is an institution with local authority functions. Any discussion about the potential remuneration of Members must therefore ensure a suitable standard of comparison with external grant giving bodies, conservators of public open spaces and suchlike and governors of schools.

4. Bearing in mind that Members are unremunerated in the City Corporation it is difficult to assess what the cost might be. However, allowances paid in local authorities (which accord with statute), have the following features:-

- a basic allowance to all councillors in recognition of the time they give and to cover their expenses in that role
- in addition to the basic allowance, a special responsibility allowance (SRA) to certain councillors (eg. Leader, Deputy Leader, Cabinet members, Chairmen of certain committees, Opposition Group Leaders) to reflect their special responsibilities

5. For 2014/15 the allowances recommended by an independent panel for London boroughs were as follows:-

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

NB: Each leader and cabinet member receives the basic rate (BA) plus their Special Responsibility Allowance (SRA) and the total amount paid by each authority also includes any expenses claimed. It is for individual councils to decide where to pitch the allowances within the recommended parameters

6. The introduction of such a scheme for the City Corporation based on the levels of remuneration paid in London boroughs would have the following cost implications:-

- applying the maximum basic allowance of £10,703 to the 125 Members of the Court of Common Council would, with full take-up, cost £1,337,875.
- The cost of applying an SRA is dependent on which positions the special allowance would apply to and where it would be pitched.

7. For illustrative purposes only, if the allowances used in say, the City of Westminster, were applied to the City Corporation the cost of remunerating for example the Chairmen of the Policy and Resources, Planning and Transportation and Finance Committees and the Chief Commoner would be as follows:-

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

NB: Members would need to determine which posts would be eligible for SRA payments.

8. If it were decided that the allowance should be pitched at the maximum the overall cost would increase to £1,504,575.

9. The actual administration of a scheme would also have an impact on resources. It could be high maintenance and would probably require additional staff to administer it.

Does being unremunerated deter candidates from standing?

10. It has been argued that by not paying elected Members (or paying expenses), some people may feel unable to stand for election due to the impact this would have on their career or their income and that it acts as a deterrent. Remuneration could also demonstrate further the City Corporation's commitment to enhancing the diversity of the Court of Common Council.

External Perception

11. Members may consider it helpful in discussions with Government and other key external players to be able to assert that the contribution made by City Corporation Members is at no cost to the public purse and that role is purely voluntary. The introduction of remuneration might also have a negative impact on the City Corporation's claim for "uniqueness" i.e. it will no longer be able to maintain that it is different to local authorities.

12. There may also be some risk of a negative reaction to the City Corporation paying its Members at a time of reduced public spending and service reduction.

Could remuneration call into question the number of elected Members?

13. The City Corporation has high number of elected Members and, therefore, the cost of payment would be considerable. This could bring into question why so many Members are needed to serve such a small area.

Are there alternatives to remuneration?

14. One option would be an expenses-based payment to recompense Members for costs incurred in undertaking their duties. For example, this could be set at a modest sum of say £2,000 per annum which, with full take-up, would cost £250,000. Accepting such a payment could be optional.

What might remuneration mean for other benefits enjoyed by Members?

15. Members should consider whether, if remuneration was introduced, existing privileges or benefits would be maintained. These include the provision of free committee lunches, a subsidised Guildhall Club facility, subsidised overnight accommodation and the provision of events of hospitality such as committee dinners etc.

Would remuneration be a taxable?

16. The Chamberlain has advised that there could be tax implications for Members if an allowance was paid. This would need to be considered in more detail with advice from the Chamberlain if remuneration was supported.

17. Specifically, as Members of the City of London Corporation are currently unremunerated, they are treated by HMRC as "unpaid office holders". Certain

benefits that would normally be treated as subject to tax are not taxable to unpaid office holders. If Members are remunerated in excess of £8,500, all the said benefits become taxable. Benefits may include Guildhall Club, accommodation, IT equipment, hospitality, travel and parking. If Members decide to pursue the remuneration option, the Chamberlain will commission a report from its specialist tax advisors to advise Members of the potential tax implications.

Is the existing Financial Loss Allowance Scheme fit for purpose?

18. The City Corporation currently maintains a financial loss allowance scheme to *“provide a means of addressing the situation where a Member demonstrably suffers financial loss and, as a result, is likely to incur hardship by virtue of undertaking his/her civic duties.”* Details of the scheme can be found here:

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

19. The scheme is based on that currently in place for magistrates and since its inception in 2006, the scheme has been used rarely. As a result, Members have questioned whether it is fit for purpose.

20. One option would be for the scheme to be reviewed independently.

Committee(s)	Dated:
Community and Children's Services – For decision Policy and Resources – For decision	17 November 2017 14 December 2017
Subject: Adult Social Care budget proposals	Public
Report of: Andrew Carter, Director of Community and Children's Services	For Decision
Report author: Simon Cribbens, Head of Strategy and Performance	

Summary

This paper sets out the forecast overspend in the Adult Social Care budget arising from increased costs of provision and demographic pressures driving the future growth in need for services. A provision of £400,000 in 2017/18 was made in response to these pressures in the Medium Term Financial Strategy report to the Finance Committee in February 2017. This report seeks approval for an incremental increase in the service's baseline budget totalling £400,000 over two years to address this need.

Recommendation(s)

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

- approve a permanent increase in the baseline budget of £265,000 in 2018/19
- approve a further permanent increase in the baseline budget of £135,000 in 2019/20 (to total £400,000).

Members of Policy and Resources are asked to:

- approve a permanent increase in the baseline budget of £265,000 in 2018/19, subject to the approval of Community and Children's Services
- approve a further permanent increase in the baseline budget of £135,000 in 2019/20 (to total £400,000) subject to the approval of Community and Children's Services.

Main Report

Background

1. The City of London Corporation has a statutory duty to provide adult social care (ASC) services to adults needing short or long term care as a result of disability, illness or the effects of age as an older person.
2. The escalating cost of care provision and the underlying growth in the size and life expectancy of the adult population have placed significant pressures on

current budgets. These pressures were reported to Community and Children's Services Grand Committee in November 2016.

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

Current Position

4. Current costs in the adult social care sector are increasing. Cost inflation in the sector is a national phenomenon that has seen expenditure by local authorities in 2016/17 increase by £554m (3.3% in cash terms) in that year. This is despite a minimal change in demand for services during that year.
5. This experience is mirrored in the City of London, where the cost of ASC provision has also increased. The cost of residential and nursing care alone has increased from an average weekly level of £709 in 2012/13 to reach £918 in 2016/17.
6. A number of factors are driving this price increase:
 - Wage costs are increasing in the sector: the National Minimum Wage, London Living Wage and recent rulings on paid night shifts have driven increases.
 - Recruitment and retention pressures are driving up wage costs – a situation that has been exacerbated by a decline in the European workforce in the wake of the Brexit referendum result.
 - Supply shortage, particularly in London's residential care market, is pushing prices upwards. The City has limited purchaser power in this market given its comparatively small care contracts that rely on spot purchase rather than block contracting.
 - A new requirement for legal applications to the Court of Protection in relation to those who lack capacity has seen legal costs borne by the City's ASC service increase from nil in 2015/16, to reach £24,470 in 2017/18 to date.
 - The complexity of cases is driving additional cost. Two current cases have incurred annual expenditure by the ASC team of over £80k.
 - An increasing proportion of those who approach ASC services for assistance require a formal assessment.
7. Underlying demographic changes are also increasing demand for services. The City of London's population of those aged over 65 years has increased by 25% since 2012. Among those aged over 85 years, the increase is more marked. An older population are far more likely to experience health and mobility problems and complex health needs requiring social care intervention.

	2012	2013	2014	2015	2016	% increase from 2012
65-74	626	687	724	760	794	27%

75-84	347	348	374	390	393	13%
85+	133	167	178	179	196	47%
Over 65	1106	1202	1276	1329	1383	25%

8. Population projections published by the Greater London Authority indicate a continued rise in the older population in the short term.

	2016	2017	2018	2019	2020	% increase from 2016
65-74	794	829	845	853	865	9%
75-84	393	402	414	435	455	16%
85+	196	198	212	216	228	16%
Over 65	1383	1429	1470	1504	1547	12%

9. The impact of these factors is set out in the budget profile for ASC services set out below.

	2015/16	2016/17	2017/18	2018/19	2019/20
	£'000	£'000	£'000	£'000	£'000
Adults					
Budget	2359	2306	2287	2252	2240
Outturn	2219	2180	2322	2374	2439
	140	126	(35)	(122)	(199)
Older People					
Budget	1185	1308	1418	1394	1387
Outturn	1218	1332	1552	1537	1640
	(33)	(24)	(134)	(143)	(253)
OT					
Budget	252	286	288	282	280
Outturn	113	243	266	283	302
	139	43	22	(1)	(22)
TOTAL					
BUDGET	3796	3900	3993	3928	3907
OUTTURN	3550	3755	4140	4194	4381
	246	145	(147)	(266)	(474)

10. In 2016/17 the City Corporation spent £3.76m providing short and long term adult social care support. It is predicted that this expenditure will grow to £4.14m in 2017/18 resulting in an overspend of £147k in the current financial year. It is anticipated that this overspend can be met in 2017/18 by one-off s256 grant monies. The annual overspend is predicted to reach £474k in 2019/20. However, the Department will implement mitigating actions that seek to reduce the forecast overspend to £400k in 2019/20.
11. Profiling adult social care expenditure on trend data is unreliable, especially in the City where a budget proportionate to a small client base can be distorted by the costs of one or two additional clients. In both the current and future years,

unpredictable events such as widespread winter flu or prolonged cold weather can lead to spikes in demand for support. For the City's ASC services, such events can have very significant impact on delivery and budgets.

Mitigation

12. A number of actions are being taken to improve service delivery, innovate and seek to manage demand for services. A process is underway to consolidate a number of small contracts with the intention of driving better value and cost savings when recommissioned. Investment is being made in preventative measures including greater use of assistive technology to aid self-management of care and sustain independence. Alternative models of short term residential care are being explored for their potential to deliver better outcomes for residents and cost savings.
13. The City Corporation is also working closely with the City and Hackney CCG to deliver service efficiencies and improved patient outcomes through the integration of some commissioning activity. Measures are in place to ensure the integration arrangements do not result in ASC budgets subsidising overspend in the health budget or in Hackney.
14. Efficiencies in delivery offer the potential to drive better value for money, but the pressures on the ASC budget are predominantly a factor of cost increases driven by external factors and a growing older population that requires increasing levels of support.

Proposals

15. It is proposed that the Department of Community and Children's Services attempt to meet the predicted 2017/18 overspend within existing budgets. This is possible due to the availability of non-recurring grant funding which can be utilised for this purpose.
16. It is further proposed that the service's baseline budget is increased by £265,000 in 2018/19, and further increased by £135,000 in 2019/20 (to total £400,000).

Corporate & Strategic Implications

17. KPP2 of the Corporate Business Plan focuses on improving the value for money of our services within the constraints of reduced resources.
18. The vision for the DCCS Business Plan is to make a positive impact on the lives of all service users by working together, and with our partners, to provide outstanding services that meet their needs. It includes strategic priorities of safeguarding and early help, health and wellbeing and efficiency and effectiveness.

Implications

19. The Chamberlain has been consulted in the preparation of this report and there are no additional implications than those included in the body of the report.

Health Implications

20. The resources sought will support the vital role of the City Corporation's ASC services and their contribution to the health and wellbeing of adults in our community in need of care and support.

Conclusion

21. The approval of the budget proposed above will ensure that the City of London ASC services are fully resourced to meet the increased demands that it faces, and as such continue its work to support those adults in our community who are in need of care.

Appendices

- None

Background Papers

- 18 November 2016 – report to Community and Children's Services: *Adult Social Care Pressures – Policy Context*
- 21 February 2017 – report to Finance Committee: *City Fund: 2017/18 Budget Report and Medium Term Financial Strategy*

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Agenda Item 7

Committee(s)	Dated:
Policy and Resources Committee	14 December 2017
Subject: Proposed Education Budget for 2018/19	Public
Report of: Director of Community and Children's Services	For Decision
Report author: Anne Bamford	

Summary

This report asks Members to approve the proposed Education Budget for the 2018/19 Financial Year. The Education Board approved the proposed budget to be submitted to the Policy and Resources Committee at their meeting on 9 November 2017.

The draft Education Budget proposes that each City of London academy secondary school receives a grant of £250K (instead of £100k) and each primary academy a grant of £100K (instead of £50k). The increase in grant was suggested and discussed at the Resource Allocation away day, due to the evidence of success in using the existing grant allocation for targeted projects to raise progress levels well above national expectations. The impact of this grant has been termed 'The City Premium' and has helped secure the City of London Corporation as the sponsor with the greatest average progress outcomes in the country. (TES and Sutton Report on Chain effects - 2016)

Recommendations

Members are asked to:

- Approve the proposed Education Budget for the 2018/19 Financial Year.
- Consider the longer term funding implications of any budget decisions, including further funding requirements in future years as new academies are opened.

Main Report

Background

1. When the Education Board was constituted by the Court of Common Council in May 2014, the Policy and Resources Committee and the Finance Committee agreed that the Education Board would be allocated £700,000 from City's Cash funds in 2014/15 and £1 million from City's Cash funds for each Financial Year thereafter.

Current Position

2. The Education Budget for 2016/17 was increased to £1,300,000 to reflect the increase in the number of academies the City Corporation sponsors and uplifted by a further £4,000 to offset increased pension costs.
3. The increase in 2016/17 was based on the principle that grant allocations are made on the basis of a secondary academy receiving £150K and a primary £50K for raising attainment activities.

Proposal

4. Members are asked to approve a proposed budget increase of £1,021K to £2,325K. An itemised version of the proposed budget is attached as **Appendix 1**.
5. There are three reasons for the increase in budget: To cover the additional costs of five new schools joining the City of London Academies Trust (the Trust) by April 2018; to cover the cost of the new post of the Strategic Director for Education, Culture and Skills

and to provide a budget for this post; and to increase the 'City Premium Grant' to the City Corporation's academies to improve outcomes.

Increasing the 'City Premium Grant' to academies

6. The majority of the proposed increase (£930K) consists of increase in 'City Premium Grant' funding to schools on the basis of £250,000 for each full secondary school and £100,000 for each full primary school. As some of the Trust's newer schools are not currently full, they will receive a smaller grant proportionate to the number of pupils. As the schools grow, the amount they receive will increase year on year until the school is full, at which point it will receive the full amount.
7. Members are asked to consider increasing this grant as special additional project funds to enable schools to address particularly identified areas of underperformance and to improve the outcomes. The identified needs will change from year to year depending on priorities and results. For example, the extra funding for 2017/18 provides resources to address the under-performance in mathematics progress. The academies will apply for the 'City Premium Grants' and may use the extra resource to:
 - Mitigate the effects of staff turnover by over-staffing in the mathematics area to ensure continuity of provision.
 - Provide opportunities for smaller extension groups for exceptional mathematicians and support groups for the least able.
 - Establish Mathematics Hubs across schools and at different phases.
 - Provide 1-2-1 tutoring and intervention for low progress pupils.
 - Fund an extension of the Freeman's residential experience.
 - Provide greater pastoral and well-being support for vulnerable pupils by providing mental health first aid training for staff.
8. The grant will increase the impact the Education Board has on school outcomes and therefore on the disadvantaged communities we serve. According to the established procedures, schools must produce a high quality bid for the funds and are required to report via half-termly impact meetings to the Strategic Director Education and Skills and the CEO of the Trust, and annually to the Education Board each July.
9. The funding is termed the 'City Premium Grant' and is the key factor in City of London sponsored academies showing the best progress of any academies group in 2015/16. (TES and Sutton Report on Chain effects – 2016)
10. 'The City Premium Grant' allows our schools to excel beyond the national expected averages. The impact on outcomes are due to the support offered by the City of London Corporation as sponsor through governance, leadership ethos and through the extra resources provided that enable impactful raising achievement interventions. These outcomes are significant and quantified in **Appendix 2**.
11. The 'City Premium Grant' plays an important role in Objective 2 of the Corporation's Education Strategy, which aims to ensure that all schools are rated Outstanding within three years of joining the City of London family of schools. As the inspection focus is largely progress and impact led the funding will help secure this objective and ensure our schools are able to act in innovative and responsive ways to emerging challenges and areas of underperformance.

Other increases

12. The increase to the budget includes the additional costs of the five new academies that will have joined the Trust by April 2018.
13. The remainder of the increase (£91K) reflects increased salary costs due to the new post of Strategic Director for Education, Culture and Skills, and increased budget to promote a range of specific cultural, educational and employability partnership projects supporting the delivery of the Education Strategy.

Reduction in the Grant to the central City of London Academies Trust team

14. The Trust received a grant of £130,000 in the 2017/18 financial year from the Education Budget to cover central team costs. Due to the delay in the funding agreements for Newham Collegiate 6th Form College and Highbury Grove, and lower pupil numbers than expected at another new academy Highgate Hill, the Trust requires continued support to cover the costs of its central services.
15. The draft budget proposes a tapering down of the central services grant to the Trust to £110,000 in 2018/19, £90,000 in 2019/2020, and £50,000 in 2020/21 when the 2% recharge to the Trust schools will fully cover central cost. No further financial support is envisaged beyond 2020/21.

Other financial implications

16. Maintaining the current grant support at an equitable level across all secondary and primary academies would imply a significant increase in funding as the schools grow in size and the Trust grows to the current 12 school limit.
17. In total, by 2025 the financial modelling would indicate a total 'City Premium Grant' of approximately £2.65M, a further increase of £930K. The financial modelling can be found in **Appendix 3**.
18. For the purpose of modelling an assumption has been made that two new schools would join the Trust in 2017/18 and that there would be the agreed 12 schools in the Trust.

Conclusion

19. Members are asked to approve the proposed Education Budget for the 2018/19 Financial Year.

Appendices

- Appendix 1 – Proposed 2018/19 Education Budget
- Appendix 2 – Financial Model 2016-2025 – Grant Funding of CoL Academies
- Appendix 3 – Grant Funding for Schools Narrative for Resources Allocation Away day

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2017-2018 Budget allocation £1,300,000		Proposed budget 2018-19
Local Risk		
Salaries (inc On costs) (£)		
130000	MAT grant funding	110000
61000	Education Strategy Director	122000
99000	Director of Academy Development	100000
44000	Policy Officer	46000
21000	Policy Support Officer	36000
4000	Pension Adjustment	0
359,000		414000
Learning & Engagement Forum (£)		
30000	School Visits Fund	30000
37780	Research by A New Direction	0
7900	Arts GCSE Ebacc Research	0
75,680		30000
Partnership Activities (£)		
0	Careers Fair (+5K from CLS/CLSG alternate yrs)	0
5000	Subject Event	5000
5000	Prefects Dinner	5000
6000	Schools Concert	6000
3000	City Schools Conference	3000
2500	Debating Competition	2500
500	City Track Meet (Travel costs only)	1000
0	Freemen's residential	5000
4000	Art Exhibition	4000
20000	Ind Schools Outreach Projects Music etc	10000
0	Potential Governor reception	6500
10,000	Education Strategy Partnership Activities	
	Strand 1 Cultural	30000
	Strand 2 Schools	30000
	Strand 3 Employability	30000
56,000		138000
Other (£)		
1500	Staff Training	1000
1000	Forum & Project board meeting costs	1000
2000	Printing Charges	2000
3000	Legal Fees	3000
1000	Governor Training	1000
2000	Memberships/Subscriptions	2000
1000	IT/Mobiles/ipads	1000
1820	Fees Contingency	2000
13,320		13000
504,000		595000
Central Risk		
Academy Funding (£)		
150000	COLAS	250000
150000	COLAI	250000
150000	COLAH	250000
50000	Redriff	100000
15000	Galleywall	40000
10000	COLPAI	20000
50000	Highgate Hill	140000
20000	Shoreditch Park	80000
80000	Highbury Grove	250000
0	NCS	150000
125000	Interventions - leadership standards - new schools	200000
800000		1730000
1,304,000		2,325,000

Grant funding for the academy schools – Draft for consideration

Context

1. City of London Academies currently all receive a raising achievement grant that offers pupils additional support over and above the provision of Pupil Premium funding that our academies attract from the DfE in order to support the progress of the most disadvantaged students.
2. The success of our academies evidence the significant difference the Education Board grants make to pupil engagement and progress turning what would ordinarily be expected to be good pupil progress into what are considered to be outstanding outcomes across a range of key performance measures.

The City Premium

3. The difference between the outcomes of 'national average' schools and City Academies could be considered to be a 'City Premium'. Pupil premium funding is provided to ensure that the progress of students in schools with high levels of disadvantage are at least in line with national averages. The substantial added value over and above the national average is at least in part due to the influence and support of the City of London, it's expectations, governorship and resourcing. What is more the new accountability measures such as progress 8 quantify the 'City Premium'.

Evidence of impact

4. As can be seen in the tables below the impact of the 'City Premium' provides added value in nearly every indicator in every school. It can be said that the 'City Premium' has had a demonstrable impact on outcomes in our Academies.

City of London Academies												
Secondary Key Performance Indicators												
GCSE												
School	Progress 8		Attainment 8		% A*-C in En & Ma				Ebacc			
	16	City Pr	16	City Pr	14	15	16	City Pr	14	15	16	City Pr
Southwark	0.15	0.15	57.4	8.9	59	70	78	19	22	17	27.1	4.1
Hackney	1.02	1.02	59.0	11	82	72	82	23	65	49	44	21.0
Islington	0.81	0.81	54.4	5.9	71	50	68	9	26	26	31	8.0
National	0	0	48.5				59				23	
Other Factors												
School	Attendance		Pers Abs >90%									
	16	City Pr	16	City Pr								
Southwark	94.7	-0.1	13.1	0								
Hackney	96.1	1	8.6	5								
Islington	95.8	1	10.2	2.9								
National	94.8		13.1									

Primary Key Performance Indicators

KS2 - Progress

School	Reading Prog		Writing Prog		Maths Prog	
	16	City Pr	16	City Pr	16	City Pr
Redriff	2.8	2.8	5.2	5.2	0.00	0
National	0.0		0.0		0.0	

KS2 - Expected Attainment

School	% Exp R,W+M		% Exp Writing		% Exp Reading		% Exp Maths	
	16	City Pr	16	City Pr	16	City Pr	16	City Pr
Redriff	63	10	92	18	85	19	75	5
National	53		74		66		70	

KS2 - Greater Depth

School	% GD R,W+M		% GD Writing		%GD Reading		% GD Maths	
	16	City Pr	16	City Pr	16	City Pr	16	City Pr
Redriff	15	10	50	35	29	10	21	4
National	5		15		19		17	

KS1 - Expected Attainment

School	% Exp R,W+M		% Exp Writing		% Exp Reading		% Exp Maths	
	16	City Pr	16	City Pr	16	City Pr	16	City Pr
Redriff	79	NA	87	22	85	11	90	14
National	NA		65		74		73	

Other Factors

School	Attendance		Pers Abs>90%	
	16	City Pr	16	City Pr
Redriff	96.8	0.8	1.8	6.4
National	96.0		8.2%	

- In addition to the metrics we also know that all of the schools are currently judged Good or Outstanding by Ofsted. The current status of each academy is shown below.
 - Southwark Academy – Good and improving
 - Redriff Primary – Outstanding
 - Galleywall – Not yet inspected.
 - CoLA Islington – Good (outstanding leadership) and improving- Ranked 15th in the country
 - TCAH – Outstanding – Ranked 6th best in the country
- In September we are adding a number of new academies some of which will present more challenge than others. It is self-evident that the ability of these schools to achieve outstanding outcomes will be dependent on targetted resourcing as well as the strong leadership and reputation provided by the Trust. The current status of the new schools is shown below.

- Highgate Hill – Currently Good as Mount Carmel
 - Shoreditch Park – Not yet inspected
 - Newham Collegiate Sixth Form – Not yet inspected but Outstanding (ALPs top 1%)
 - Primary Islington – Not yet inspected
 - Highbury Grove – Inadequate
7. The City of London academies are also facing an uncertain future in regard to core funding.

These unavoidable cost pressures facing all schools include:

- Increased employer pension contributions
- Teacher pay progression
- Inflationary pay rises
- Energy price rises
- Apprenticeship levy

Fair Funding

8. Along with these cost pressures schools must address, the well-publicised impact of the proposed fair funding formula on inner-London schools, overall school funding levels, post-16 funding pressures and the increasing difficulty to recruit and retain quality teachers in central London.
9. The academies continue to seek savings in back-office costs both at an individual level and by working collaboratively with other City academies looking at, for example:
- Facilities management
 - Payroll and HR services
 - Internal and external audit provision
 - Software and licensing costs
 - Banking
 - Procurement of energy
10. Inevitably schools will need to find efficiencies and use their core DfE funding to deliver their core curriculum and education, but other areas of pupil support and curriculum enhancement will be under pressure. For example
- Additional pastoral support which is of great importance in areas of disadvantage. This includes mental health, learning support officers and family liaison work
 - Breakfast clubs and after-school clubs
 - Revision sessions after school and in school holidays
 - Music tuition for pupil premium students
 - Careers support
 - Subsidised school trips and visits
11. Currently, the Education Board budget includes a grant allocation to each of the City academies, being £50,000 a year for each primary and £150,000 for each secondary, to enhance the education of the pupils.
12. In 2017-18 the grant allocation totals £675,000 for all the academy schools. The Trust will be growing over the next few years and may grow from 8 academies (at 1 September 2017) to 12 academies within the next three years. If the per-school grant funding allocation remains at current levels, once all twelve Trust academies are at capacity the total grant

allocation (including the two co-sponsored academies) would be £1.45m. This is analysed at Appendix 1.

13. If the academy schools could secure additional grant funding as shown in Appendix 2 it would enable them to sustain and potentially improve the impact of the 'City Premium' by retaining and extending some of the additional areas of pupil support and curriculum enhancement which have such a significant impact.
14. The cost of additional funding has been calculated on the basis of a model where school grant funding is increased to £100,000 a year for each primary and £250,000 for each secondary, the total grant allocation (once all schools are at capacity) would be £2.5m.

Modelled City Premium Grant funding to schools based on £100k to primaries and £250k to secondaries	2016/17 allocation £'000	2017/18 allocation £'000	2018/19 £'000	2019/20 £'000	2020/21 £'000	2021/22 £'000	2022/23 £'000	2023/24 £'000	2024/25 £'000
City of London Academy Southwark	150	150	250	250	250	250	250	250	250
Redriff Primary	50	50	100	100	100	100	100	100	100
Galleywall Primary	10	15	40	60	80	100	100	100	100
City of London Academy Highgate Hill*		50	140	200	250	250	250	250	250
City of London Academy Shoreditch Park**		20	80	140	200	250	250	250	250
City of London Academy Highbury Grove*		80	250	250	250	250	250	250	250
City of London Primary Academy Islington**		10	20	40	60	80	100	100	100
Newham Collegiate Sixth Form Centre City of London Academy*			150	150	150	150	150	150	150
Existing Trust academies	210	375	1,030	1,190	1,340	1,430	1,450	1,450	1,450
Possible new Trust academies (contingency)									
City of London Academy Downs Park (1/9/19)				40	80	140	200	250	250
New primary (1/9/19)				10	20	40	60	80	100
Joining primary (1/9/18)			50	100	100	100	100	100	100
Joining secondary (1/9/18)			140	250	250	250	250	250	250
Trust academies	210	375	1,220	1,590	1,790	1,960	2,060	2,130	2,150
City of London Academy Islington	150	150	250	250	250	250	250	250	250
The City Academy, Hackney	150	150	250	250	250	250	250	250	250
Co-sponsored academies	300	300	500	500	500	500	500	500	500
TOTAL	510	675	1,720	2,090	2,290	2,460	2,560	2,630	2,650

*Part of the Trust from 1 September 2017

**New schools opening 1 September 2017 - grant scaled up over 5 years

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TO: **POLICY AND RESOURCES COMMITTEE**

14 December 2017

FROM: **EDUCATION BOARD**

9 November 2017

7. PROPOSED EDUCATION BUDGET FOR 2018/19

Members agreed to vary the order of items on the agenda so that Item 21 (Proposed Education Budget) 2018/19) was moved into public session and considered next.

Members considered a report of the Director of Community and Children's Services regarding the proposed Education Budget for 2018/19 and the following points were made.

- The Chamberlain noted that the proposed budget involved an increase just over £1m based on an increase of the City Premium Grant to each full secondary and primary school in the City of London Academies Trust, composed of £250k per secondary and £100k per primary.
- The City of London Academies Trust Chief Executive Officer (COLAT CEO) noted that the City was currently the top performing sponsor in the United Kingdom and the proposed increase would allow the Trust to maintain that position. The interventions funded by the City Premium Grants would be mainly academic and pastoral, and resources would be targeted at the most disadvantaged children.
- A Member expressed three concerns with the proposal. First, he was not clear from where the additional £1m would be funded. Second, the report contained no details on the interventions that the City Premium Grants would secure. Third, if approved the additional funding ran the risk of the City being accused of utilising resources that were unavailable to other academy trusts or local authorities, which would be difficult to rationalise and defend in the absence of clear information on the source of the monies and the reasoning underpinning how and where they were applied.
- In response, the Chairman noted that the Away Day in January 2018 would provide an opportunity to align the Education Strategy with the proposed 2018/19 budget, and agreed with the fact that a significant increase in spend would potentially have reputational impact for the City that would have to be managed. Equally he felt that the Board should not be afraid to make clear that maintaining the City's premier status as an academy sponsor entailed the application of commensurate resources. The Chamberlain added that the proposed increase represented new spend that would have to be approved by the City's Policy and Resources Committee.
- A Member reiterated that he would welcome the submission of data to Members underpinning the proposed increase. In particular he queried how the figures of £250k and £100k for secondary and primary schools were arrived at and sought a better understanding on what the funds might be spent on. The COLAT CEO noted that it would be possible to secure that data, but a complicating factor was that interventions each year were identified by each academy school on the basis of data that was published towards the end of the previous academic year and that this information was only available after the City had set its budget for the relevant year.
- The Director of Community and Children's Services noted that school interventions often had positive impact beyond the individual pupil and school community. For example, positive behaviours were often passed on to siblings and peers in the wider local community.

- The Chairman requested that a report be brought to the Board in March 2018 detailing how the 2017/18 City Premium Grant was spent and recommending how the 2018/19 CPG would be allocated by recipient schools.
- A Member noted that it was important for Board Members to act as ambassadors for the work of the City Family of Schools and requested that the Board be provided with concise briefing note so they were in a better position to articulate to other Members of the Court and more generally, the importance to the City Schools of items such as the City Premium Grant.

RESOLVED, that Members:

- Approve the proposed Education Budget for the 2018/19 Financial Year, **subject to Policy and Resources Committee approval.**
- Note the longer-term funding implications of any budget decisions, including further funding requirements in future years as new academies are opened.
- Receive a report be brought to the March 2018 Education Board explaining how the 2017/18 City Premium Grant was spent and to the July 2018 meeting explaining how the 2018/19 Grant would be allocated.
- Receive a briefing note setting out the advantages derived from the funding the City offers to the City's family of schools.

Committees:	Dates:
Policy & Resources	14 December 2017
Subject: Housing Delivery Programme – Progress Report	Public
Report of: Director of Community and Children’s Services The City Surveyor	For Decision

Summary

This report updates members on the progress made against the City of London Corporation’s (the Corporation) commitment to deliver 3,700 new homes by 2025.

To date 62 new homes have been developed on our existing social housing estates and there are seven other current schemes are expected to deliver a further 270 new homes. Plans are being developed to deliver a further 420 new homes. Delivery outside of our social housing estates is more challenging.

To support planning, inform decision making and progress the delivery of the Corporation’s target of 3,700 new homes, it is proposed that a Member Working Group is established.

Recommendations

The Committee is asked to:

1. Note the progress that has been made on the existing schemes and the successful allocation of grant funding from the GLA.
2. Agree to the establishment of a Member Working Group to support the delivery of the Corporation’s target of 3,700 new homes.

Main Report

Background

1. On 24 September 2015, the Policy and Resources Committee approved an ambitious policy to deliver 3,700 new homes over the next 10 years. The policy identified plans to develop 700 homes on the Corporation’s existing housing estates – held within the Housing Revenue Account (HRA) - and a further 3,000 homes on other sites owned by the Corporation.

Progress and Current Position

2. Within the Housing Revenue Account the Corporation has developed 62 new homes to date. In addition, seven other current schemes are expected to deliver

a further 270 new homes. A list of these schemes and details of progress that has been made to date is included at Appendix 1.

3. Four schemes have planning approval and will deliver a further 43 new units in the next 3 years. A planning application for 66 new homes as part of the COLPAI scheme is expected to be determined in December 2017 for delivery by 2020. A pre-planning application for 158 new units at Sydenham Hill (net gain of 95 units after the demolition of Mais House) has been submitted to Lewisham.
4. Delivery plans for 420 additional units are being developed for sites within the HRA.
5. Whilst we continue to make good progress towards our target of 700 new homes on our existing social housing estates by 2025, progress outside of that is not as obvious. Assets identified for the delivery of these units are proving difficult to access within the required timescales due to the provisions of the various leases and onerous release terms that make vacant possession very difficult to achieve.
6. Further details are given in Appendix 2 (non-public).

Other Considerations

Tenure

7. The Corporation currently provides new residential units let at social housing rents in line with our existing unsold social housing stock. In some of its future new developments, the Corporation will need to consider a mixture of tenures as well as developing new homes for market sale to 'cross subsidise' its ambitious development programme. Furthermore, the GLA has indicated that future grant applications will need to demonstrate a mix of tenures including shared ownership.

Finance

8. The Corporation currently has £58 million of S106 monies and £2 million in Right to Buy (RTB) receipts. The current seven 'live' schemes, which will potentially deliver 277 new units, will cost an estimated net £55 million assuming we take advantage of the GLA grant funding of £14.6 million.
9. In order to meet the delivery ambition on HRA land the Corporation will need to consider alternative methods of finance and delivery. This may include cross subsidy through market sales or rent. Such an approach would additionally offer a broader range of tenures and be in line with the GLA's funding guidance. Disposal of some sites may also be necessary to generate funding.
10. Development capacity within the HRA may also be constrained by limits on borrowing placed by government, and the competing need to resource major works investment in existing stock.

Governance

11. As set out above, the delivery of the Corporation's ambition to build 3,700 new homes by 2025 has been operationally delineated between a target to build 700 on the City Corporation's existing council housing estates and 3,000 to be delivered on other sites.
12. Decisions relating to development and major works on the City Corporation's existing council housing estates are made by the Community and Children's Services Grand Committee. Where other land in the Corporation's ownership offers an opportunity for disposal or development for residential use, decisions would be made by Property Investment Board or Corporate Asset Sub (Finance) Committee in respect of surplus operational properties.
13. Despite this separation, the Corporation is committed to a single overall target, and success will be measured against this. Delivery has implications for resourcing, assets, policy and risk that cut across Committees and Departments, and sits within competing policy demands and funding pressures.
14. In order to support planning, inform decision making and progress the delivery of the Corporation's target of 3,700 new homes, it is proposed that a Member Working Group is established. The Working Group would draw membership from Policy and Resources, Property Investment Board and Community and Children's Services. It is recommended that the Working Group membership develops its terms of reference and processes for internal governance.
15. Members of this committee are asked to agree to the establishment of such a Working Group. The proposed "terms of reference" for the working group are set out in Appendix 3.

Appendices

Appendix 1 - Existing HRA Projects and Grant Funding
Appendix 2 (Non-public) - Housing delivery opportunities
Appendix 3 – Proposed terms of reference

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Appendix 1 - Existing HRA Projects and Grant Funding

Scheme	No of Units	Planning Status	Cost £	Start Date End Date
George Ellison & Eric Wilkins	13	Approved September 2017	4,449,000	April 2018 May 2019
Isleden House	3	Approved February 2017	870,000	April 2018 Feb 2019
Islington Arts Factory	18	Approved June 2017	6,200,000	Jan 2019 March 2021
Middlesex Street	9	Approved June 2017	1,400,000	April 2018 April 2020
COLPAI	66	Submitted July 2017	21,342,000	Jan 2018 April 2020
Great Arthur House	3	Submitted Oct 2017	360,000	July 2018 Mar 2019
Sydenham Hill	158	Pre Planning June 2017	37,500,000	Oct 2018 March 2021
Total	270	N/A	72,121,000	Jan 2018 March 2021

CoL funding currently available for Schemes

Funding Source	£'m
S106 Affordable Housing - in hand	58
Receipts from former YMCA – 2 Fann St	14
Right to Buy receipts	3
Balance of HRA borrowing	5
TOTAL	£80m

Appendix 3 – Proposed terms of reference

HOUSING DELIVERY PROGRAMME MEMBER WORKING GROUP

1. Constitution

A Member Working Group Committee consisting of,

- the Chairman of the Policy and Resources Committee (or his/her representative)
- the Chairman of Community and Children's Services Committee (or his/her representative)
- the Chairman of the Housing Management and Almshouses Sub Committee (or his/her representative)
- three Members elected by the Court of Common Council OR three Members elected by the Policy and Resources Committee

2. Quorum

The quorum consists of four Members of the Court of Common Council.

3. Terms of Reference

To be responsible for supporting the Policy and Resources Committee to progress the delivery of the Corporation's target of establishing 3,700 new houses over the next 10 years.

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Committee:	Date:
Finance Policy and Resources	12 December 2017 14 December 2017
Subject: Pilot Scheme for Business Rates Devolution in London	Public
Report of: Chamberlain Remembrancer	For decision

SUMMARY

The Government, the GLA and London Councils have negotiated a pilot scheme for business rates devolution in London for the financial year 2018–19, involving the establishment of a business rates pool. The proposal requires the unanimous agreement of the borough councils and the Common Council to proceed.

The scheme would have a financially neutral starting-point but enable any year-on-year growth in rates revenue to be retained in London—a dividend projected to be worth £240 million in 2018–19. Some of this would be used to establish a new strategic investment fund and the rest would be shared among the participating authorities (with the Common Council's projected share £8.2 million).

If these projections were not to materialise, the Government would guarantee that no individual authority would be worse off as a result of participating in the pool. The Common Council will therefore not face any risk to its current allocations, including the City Premium and the City Offset.

The scheme would carry no commitment beyond 2018–19 but could offer a platform for a further-reaching devolution settlement.

The Common Council has been invited to undertake the main administrative responsibility for operating the pool and the strategic investment fund, as lead authority under the scheme.

RECOMMENDATIONS

Members are asked to agree that:

- 1) the Common Council should participate, as a pilot scheme for the 2018-19 financial year, in a business rates pool with the Greater London Authority and the London borough councils;
- 2) the arrangements for the distribution of revenue within the pool should, subject to recommendation (3), be as described in the body of this report;

- 3) the Chairman of the Policy and Resources Committee should be authorised, in consultation with the Chairman of the Finance Committee, to agree to minor variations in the arrangements, if agreed by the other participants in the pool;
- 4) the Common Council should agree to act as the lead authority for the pool and for the strategic investment fund to be established under the pooling arrangements;
- 5) the Town Clerk, the Chamberlain or the Comptroller & City Solicitor (as appropriate) should be authorised, in consultation with the Remembrancer on matters of constitutional or legislative relevance, to take all necessary legal and practical steps for the establishment and administration of the pool and the strategic investment fund, in accordance with the preceding recommendations;
- 6) the Chamberlain should be authorised to draw upon the City Fund reserve to meet the additional costs incurred in the administration of the pool and the strategic investment fund, including those arising from the Common Council's role as lead authority, up to one full-time equivalent post, with the amounts drawn down being refunded, and any future costs met, from additional revenue retained under the scheme as it becomes available;
- 7) oversight of the City Corporation's work in connection with the pool and the strategic investment fund should be referred to the Policy and Resources Committee so far as concerns governance and the distribution and deployment of resources, and to the Finance Committee so far as concerns financial administration;
- 8) the Policy and Resources Committee should report to January's meeting of the Court of Common Council seeking approval of the preceding recommendations.

MAIN REPORT

Introduction

1. The programme of further local devolution initiated by the Coalition Government prompted many in London government to press for further devolution in the capital, aimed at securing greater local control over revenue, services and investment. The City Corporation has taken a supportive position in relation to these efforts. The unique position of London did not, however, fit easily into the Government's programme, which was focused on 'City deals' for areas yet to have elected mayors.
2. The Government's pursuit of reform to local government finance—and in particular moves to increase the local retention of business rates revenue—has created an opening for progress in this agenda. Legislative proposals for a general move to a 100% retention scheme were abandoned following the last General Election. The Government remains keen, however, to undertake local pilot schemes for 100% retention. Several such schemes are already in place and the Government is seeking to negotiate more.

3. These political developments have converged on the idea of a London pilot scheme for 100% retention whereby the GLA, the boroughs and the Common Council form a business rates pool in the 2018–19 financial year. In exchange they will be allowed to retain 100% of growth in business rates revenue in the capital in that year. The need to enter into a pooling arrangement reflects the Government's policy that greater devolution should be accompanied by greater regional co-operation among local government bodies. Negotiations with the Government have been led by the GLA and London Councils.
4. In September the Policy and Resources Committee and the Finance Committee both expressed 'in principle' support for the proposed pilot scheme. This support was conveyed in October at the Congress of London Councils, where it was matched with that of the GLA and the boroughs, enabling the negotiations to proceed to a more detailed stage.
5. These negotiations proved successful and led to confirmation by the Chancellor in the Autumn Budget that the scheme would go ahead, subject to the necessary approvals. Further details have also emerged as to how the scheme would operate, including a change to the distribution model previously suggested and a proposed administrative role for the Common Council.
6. The pilot scheme now requires the agreement of the Common Council and all London boroughs if it is to proceed. The commitment would only be for the 2018–19 financial year, with detailed evaluation to follow. If successful, it is envisaged that a business rates pool could form part of a longer-term devolution settlement.

Proposed arrangements

7. The proposed arrangements build on the system of partial rates retention introduced in 2013. This system allows local authorities to retain a share of growth in the rates revenue they collect over a given cycle, while exposing them to a share of the risk of any fall in revenue over that cycle. A fuller description of the operation of the current system is given as an appendix to this report.
8. Arrangements for the governance of the pool, and in particular the distribution of revenue within it, are set out in a Memorandum of Understanding between the Government, London Councils and the GLA, which reflect the arrangements described below.

Main features

9. The effect of a business rates pool is to make the participating authorities jointly liable for a single tariff payment (assuming, as will be the case in London, that the area's revenue exceeds its assessed need). This enables the authorities, by agreeing individual contributions to that payment, effectively to determine the distribution of rates revenue across the area they cover.

10. The proposed pooling arrangements in this case involve the following main elements. The retained share of business rates will be increased to 100%. To counteract this, London will no longer receive revenue support grant, and its joint tariff payment will be calculated so as to ensure that its aggregate spending need is matched to its aggregate business rates base. The levy payment will be removed, but the safety net will be retained and adjusted to provide an equivalent level of protection as at present (*i.e.* 97% of total expected revenue).
11. In practical terms the main effect is that, while the arrangements will be financially neutral at the start, any increase in business rates revenue in 2018–19 will be wholly retained within London. At present, over one third of such growth is sent to the Treasury, in the form of the national share and levy payments.
12. Rates revenue is currently projected to increase significantly in the financial year 2018–19. The ability to retain the entirety of this growth, as proposed under the pooling arrangements, is likely to be of considerable financial benefit.
13. In case these projections do not materialise, however, the Government will guarantee that London as a whole will not be worse off as a result of entering into the pilot scheme. In other words, while London will have a greater opportunity to benefit from an increase in growth, it will not face any greater risk from a decrease in revenue than the total risk that participating authorities would face under the current system.
14. This ‘upside-only’ model is intended to encourage participation in the pilot scheme and is unlikely to be carried over into any longer-term scheme.

Distribution of revenue

15. The first principle to be applied in working out the distribution of revenue within the pool is that each participating authority will end up with at least the equivalent rates revenue to that which it would have received had the pilot not been initiated. This is made possible by the Government guarantee referred to above. So far as the City is concerned, the principle encompasses revenue from the City Premium and the City Offset in addition to the standard formula allocation.
16. In order to meet this principle, additional retained sums from areas which see an increase in their rates revenue will first be used to compensate areas which see a decrease in their revenue and which therefore would stand to lose out from 100% retention. Only if the former is insufficient to cover the latter will the Government guarantee be called upon.
17. It is anticipated, however, that growth in revenue in London will be sufficient to leave a significant financial dividend even after worse-performing areas have been compensated. On current projections the dividend will total approximately £240 million in 2018–19.

18. It is proposed that this dividend be distributed as follows:
- 15% will be allocated to a strategic investment fund, to support projects which contribute to the sustainable growth of London's economy;
 - 31% will be allocated to the GLA (36% of the total after the strategic investment fund is accounted for, reflecting its share of retained rates under the current system);
 - 54% will be shared among the boroughs and the Common Council, of which:
 - 10% will be distributed according to where the additional revenue was generated, thereby enhancing the incentive to generate growth;
 - 22% will be distributed accordingly to residential population as measured by the Office for National Statistics;
 - 22% will be distributed according to spending need, as assessed under the Government's standard formula.
19. So far as the direct financial consequences for the City are concerned, this is a less favourable distribution mode than the various options suggested at the time the City Corporation gave 'in principle' support to the scheme in October. The weighting has been shifted away from retention of growth where it is generated (a factor which tends to benefit the City) and in favour of a more redistributive approach. This change arose in the negotiating process and was put forward by London Councils to improve the prospect of obtaining the necessary unanimous support for the scheme. As explained below, it does, on current projections for revenue growth, still leave the Common Council as the largest single beneficiary except for the GLA.

Governance

20. The proposal requires unanimous agreement by the Common Council and the boroughs in order to proceed. It is proposed that the pool will be governed by a Memorandum of Understanding entered into by all of the participating authorities. This will set out the applicable principles for the operation of the pool but will not be legally binding. London Councils consider that there is insufficient time to put in place a more formal contractual arrangement.
21. The Memorandum will determine the distribution of revenue within the pool, in accordance with the principles set out above. It may only be amended with the consent of all participating authorities. This means that the funding model cannot be changed to the detriment of any particular authority without its consent.
22. The Memorandum will also govern the process by which decisions are taken about the deployment of the strategic investment fund. Proposals for investment from the fund will be assessed for their contribution to sustainable growth in the capital, and for their ability to attract private sector funding (thus exerting maximum leverage). Any expenditure will require the approval of a majority of two thirds of the billing authorities (the London borough councils and Common Council). In addition, billing authorities in any one sub-region

will be able to veto a proposed expenditure. The City will for this purpose form part of a 'Central' sub-region along with Westminster, Kensington & Chelsea, Camden, Islington, Southwark, Lambeth and Wandsworth.

Lead authority

23. When a business rates pool is created it is necessary to appoint a statutory lead authority to exercise administrative functions in connection with the pool. Principally, this will involve calculating and collecting the share of each participating authority to the joint tariff payment. In order to do this, the lead authority will be required to set up a separate collection fund for the pool, and to establish information-sharing mechanisms with the other participating authorities so as to form estimates of their rates revenue and consequent entitlements or liabilities under the pool. It is likely that the system will mirror to some extent the 'NNDR' system operated by the Government, whereby revenue forecasts will be submitted at the beginning of the financial year and reconciled at the end of it.
24. A lead authority will also be required for the strategic investment fund referred to above, to hold and disburse the fund in accordance with its governing arrangements. As well as accounting requirements, this will call for the operation of a process for the making and consideration of proposals for spending from the fund, in accordance with the assessment criteria and voting rules described above.
25. The Common Council is being asked to act as the lead authority in both of these respects. The implications of this request are included in the following assessments.

Financial implications

26. As explained above, the pilot scheme will see the retained share of business rates set at 100% and levy payments abolished, in exchange for an increase in tariff payments and the removal of revenue support grant. On current projections for revenue growth in 2018–19, the net effect will be an additional £240 million of revenue retained in London. Of this, under the distribution model described above, £36 million will be put into a strategic investment fund, £74 million will go to the GLA, and £130 million will be divided among the boroughs and the Common Council.
27. Of this £130 million, the Common Council will receive £8.2 million—the largest of any individual billing authority share. This arises mainly from the 10% share of the total dividend which is to be retained where revenue growth occurs, and reflects the fact that projected growth in the City in the next financial year is expected to outpace that in London as a whole, at 15% compared to 6%.
28. To put the matter in context, business rates revenue generated in the City is projected to rise from £945 million in 2017–18 to £1,093 million in 2018–19, an increase of £148 million. Under the current system, of this £148 million, 15% would be retained by the City, 37% would go the GLA and 48% would go

to the Treasury. Under the proposed pilot scheme, 20.5% would be retained by the City, 48.8% would go to the GLA, 7.2% would be contributed to a pan-London strategic investment fund, and 30.7% would be distributed among the London boroughs.

29. The Government guarantees underpinning the proposal mean that there is no down-side risk for the City Corporation should the projected increase in revenue growth fail to materialise in the next financial year. In other words, the City Corporation will receive at least an equivalent amount to that which would have resulted from the operation of the current system in 2018–19. Specific assurances have been received, and are reflected in the proposals, that the City Premium and the City Offset will continue to be recognised in the pooling arrangements.
30. If the pool were to become a longer-term arrangement, it is unlikely that the Government would continue to underwrite a one-sided approach to risk and reward. Accordingly, the City, along with the other participating authorities, could become more exposed to volatility in its own rates revenue and to that of London as a whole. On the other hand, participation in a pool could offer a means of spreading risk, which might benefit the City as an area which is liable to significant fluctuations in rates revenue. These considerations would need to be assessed in the context of a detailed proposal and with regard to conditions at the time.
31. The proposed role of the Common Council as the lead authority would entail additional staffing costs. These are estimated at no more than one full-time-equivalent senior accounting role. It is proposed that these costs be met in the first instance through drawing on City Fund reserves, with the amount drawn down being refunded, and any future costs met, through the expected additional income from the scheme once it becomes available.

Strategic implications

32. The proposed pilot scheme is currently the best available vehicle for securing meaningful further devolution to the capital. This is in keeping with the City Corporation's stated policy and should enable greater local influence to be brought to bear on decisions about public services and investment.
33. Furthermore, the pilot scheme is an opportunity to demonstrate that further devolution to London can be achieved without the creation of new sub-regional corporate structures such as combined authorities, which the Government has insisted on elsewhere in the country under its 'City deals'. Such structures may offer a potential starting-point for wider-ranging local government reorganisation but their establishment in the capital is not perceived to be in the interests of the City Corporation.
34. The Government has made clear that unanimous agreement within London will be required if it is to agree to the establishment of a pool. This means that the City Corporation's failure to participate would frustrate the scheme. Such an outcome would risk undermining the City Corporation's political standing and its stated support for devolution.

35. If the pilot scheme were to mature into a longer-term pooling arrangement, this would mean, in effect, that the amount of rates revenue available to the City Corporation would depend on agreement within London local government from time to time, rather than an allocation set in Whitehall. This would make it necessary to give careful consideration to the parameters of any more permanent proposal.
36. The proposal for the Common Council to act as lead authority would enhance its existing role in facilitating regional co-operation (for instance through hosting the London Councils Summit, holding the London Government Dinner, and providing the secretariat and 'accountable body' function of Central London Forward). It would be a useful demonstration of its ability to provide services for the benefit of Greater London as a whole.

Legal implications

37. The operation of a business rates pool is governed by Schedule 7B of the Local Government Finance Act 1988, as inserted by the Local Government Finance Act 2012. This makes each participating authority jointly and severally liable for the joint tariff payment under the scheme, although if it were to act as the lead authority the Common Council would in practice be responsible for discharging the payment and collecting contributions to it. The Common Council's consent is required in order for it to be included in a pooling arrangement. Beyond joint liability for the tariff, the legislation contains little detail about the operation of a pool and leaves much to the voluntary arrangements made by the participating authorities.
38. The proposal that the pool be governed by a non-binding Memorandum of Understanding, rather than a more detailed contractual arrangement, means that the Common Council will be largely reliant on mutual trust and confidence in carrying out its proposed role as the lead authority. It will, in particular, depend on the London borough councils providing timely and accurate information about their rates revenue and to make the required payments promptly. A Memorandum of Understanding is the mechanism which governs the operation of Central London Forward and the City Corporation's role in it, under arrangements which have been in place for some ten years.
39. It is possible that, in administering the pool or the strategic investment fund, the Common Council will have to exercise certain functions on behalf of the borough councils, for instance when disbursing the investment fund outside the City. The need for such delegations will be assessed on a case-by-case basis and will be arranged under the Local Government Act 1972, which applies to the Common Council in its capacity as a local authority for this purpose. The exercise of such functions would remain legally the responsibility of the delegating council.

Conclusions

40. The proposed scheme offers an opportunity to advance the devolution agenda in London and strengthen collaboration among the different organs of local government in the capital. On current projections, it will create an additional source of funding for strategic investment and deliver a financial dividend to the Common Council and the other participants. The proposals do not expose the Common Council to any additional risk of volatility in 2018–19, and they are designed to respect the current arrangements in place to cater for the special position of the City within the local government finance system. The proposed role of the Common Council as the lead authority, meanwhile, would enhance its supportive role in wider London government.
41. If successful, the scheme could lay the ground for a more permanent devolution settlement. It carries, however, no commitment beyond the initial financial year, and would not prejudice consideration of any longer-term proposal.

Appendix

- Description of the current system of partial rates retention

Background Papers

- Finance Committee, 12 September 2017, Item 12, and Policy and Resources Committee, 21 September 2017, Item 8: Report of the Chamberlain and the Remembrancer on a Pilot Scheme for Business Rates Devolution in London
- Policy and Resources Committee, 16 February 2017, Item 16, and Finance Committee, 21 February 2017, Item 12: Report of the Chamberlain and the Remembrancer on the Local Government Finance Bill;
- Finance Committee, 18 October 2016, Item 16: Delegated actions report on responses to Government consultations on rates retention and fair funding;
- Policy and Resources Committee, 24 September 2015, Item 10: Report of the Town Clerk and the Remembrancer on the London devolution settlement.

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Appendix

Current system of partial rates retention

Partial rates retention was introduced in 2013 under the Local Government Finance Act 2012. Generally, under this system, 50% of rates revenue is retained within local government (subject to a system of redistribution) and 50% is sent to the Treasury, to fund the revenue support grant and other expenditure related to local government.

In London, the position has been modified to allow for the TfL capital budget to be funded from retained rates. Under the current arrangements, 67% of rates revenue is retained in local government: 30% by the billing authorities (the boroughs and the Common Council) and 37% by the GLA. The remaining 33% goes to the Treasury.

A system of redistribution operates in respect of the retained share of rates. The system operates on a cyclical basis (generally expected to be five years). At the beginning of each cycle, an annual 'top-up' or 'tariff' payment is calculated for each authority—a top-up being an amount received from the system and a tariff being an amount paid into it. This is designed to match, at the start of the cycle, each authority's formula-assessed spending need to the amount of rates revenue it will end up with at its disposal.

Critically, the top-up or tariff amount remains constant over the course of the cycle. This, coupled with the retention of a percentage share of revenue, gives local authorities the opportunity to benefit financially from any increase in rates revenue in their areas. Conversely, if rates revenue falls, the local authority loses out. This mechanism is designed as an incentive for councils to retain and increase business activity in their areas.

The system is adjusted to neutralise the effects of business rates revaluations (such as that undertaken earlier this year). This means that councils do not gain from increases in property values in their areas, or suffer from falls in value. The incentive is effectively confined to 'physical' changes such as the construction of new office space or the renovation of existing space.

Two mechanisms serve to limit the incentive effect. First, a 'levy' is charged on councils which see high increases in revenue. Second, a 'safety net' ensures that councils cannot see the amount of rates revenue at their disposal diminished beyond a certain amount (currently 92.5% of the 'baseline' level).

Growth in revenue in recent years means that the Common Council is currently both a 'tariff' and a 'levy' authority.

On the introduction of the modern rating system in 1990, special arrangements were put in place to recognise the City's uniquely low council tax base relative to the level of services it had to provide. These arrangements—the City Premium and the City Offset—enable the Common Council to charge a slightly higher rate and retain an additional share of rates revenue. During the passage of the Bill for the 2012 Act which introduced the partial retention system, the Government recognised the continuing justification for these arrangements and agreed to their application in the new system.

Committee	Dated:
Policy and Resources Committee – for decision	14/12/2017
Subject: Business Improvement Districts	Public
Report of: The Remembrancer, City Surveyor	For Decision
Report author: Simon McGinn, City Surveyors Department	

Summary

The City Corporation has been requested to provide rating information to the Aldgate Partnership (TAP) to allow it to determine the viability of promoting a more formal Business Improvement District (BID) arrangement. The Aldgate Partnership boundary falls both within the City and the London Borough of Tower Hamlets and any BID proposal would be cross borough. There have been a number of other informal requests from other business partnerships and elected Members to clarify the position of the City Corporation in supporting the establishment of BIDs.

The Cheapside BID is currently the only BID in the City. The City Corporation is the formal BID promoter and the adopted business plan has been approved by the Common Council. There are no powers that prevent business partnerships promoting a BID for a defined area although there is a power of veto by any local authority should a BID proposal not conform with adopted policies or should there be significant disproportionate financial burden on any business. Regardless of the power of veto it is normally acknowledged practice that a business partnership has the support of a billing authority prior to promoting the development of a formal BID.

There are a number of acknowledged benefits of developing a BID in terms of supporting the varying needs of a defined area including providing a vehicle to engage more closely with local authorities and elected representatives and supporting the identification and implementation of more local priorities through the rates levy collected for that purpose. It will not always be appropriate to promote a BID to deliver the specific needs of a local business community and it is recommended that prior to the City Corporation agreeing to engage in supporting the development of a formal BID proposal, regard should be had to a number of considerations. These considerations include whether there is an established partnership representing an area; whether a BID would be clearly viable to deliver the needs of the BID area and; whether there was clear support from businesses in the area to delivering a BID.

It is considered that in the case of The Aldgate Partnership the responses to those considerations are positive and that it is appropriate for the City Corporation to provide the necessary rating information to support their analysis relating to demonstrating viability of a formal BID and surveying businesses about their support for a BID. Should a BID be viable and supported by the business community it would be possible through the same arrangements adopted for the Cheapside BID for the City Corporation to be the BID promoter for that part of the BID falling within

the City boundary. Any levy collected could be ring-fenced to be spent on only specified areas as set out in the business plan, and if so ring-fenced, it would not be possible to spend levy collected in the City on areas of spend in Tower Hamlets that do not form part of approved plan, such as extra policing or cleaning.

The proposals to support the development of business partnerships, where appropriate, is in accordance with 5 of the 12 corporate objectives contained in the Draft Corporate Plan 2018-23 and is supported by the Mayor in the London Plan and his Economic Development Strategy.

Recommendation(s)

Members are asked to:

- Agree the considerations set out in Paras 18 – 20 to be taken into account in determining whether the City Corporation should be supportive of promoting a BID in a defined area.
- Agree that the City Corporation should provide the rating information to the Aldgate Partnership to allow it to undertake a viability assessment in relation to the promotion of a formal BID
- Note that a further report be summited should the Aldgate Partnership wish to pursue developing a formal BID

Main Report

Background

1. The Cheapside Business Alliance was established as the first Business Improvement District (BID) in the City of London in April 2015. This followed from a successful ballot of businesses in March 2015 on the BID proposal contained within the approved Cheapside Business Improvement District Business Plan that was approved by the Common Council in December 2014.
2. As part of the arrangements the City Corporation is the formal BID promoter with contracted agents running the BID on its behalf. The BID board is responsible for taking forward the delivery of the Business Plan and comprises representatives of businesses and property owners that fall within the footprint of the defined area, The City Corporation is represented by both an elected Member (Alastair Moss) and Officer (CPAT Manager) on the Board who support the delivery of the priorities as set out in the approved plan.
3. The City Corporation has also provided officer support to the establishment of a voluntary business partnership to promote the regeneration of the Aldgate area which was seen as being complimentary to the works being undertaken to remove the Aldgate gyratory and the creation of a new public space at its western end. The Aldgate Business Partnership (TAP) was formed in 2013 and is a cross borough partnership that brings together a range of property owners and businesses on both sides of the boundary that are active in the Aldgate area.

The area covered by TAP includes land both inside the City boundary and the London Borough of Tower Hamlets.

4. The partnership currently receives annual subscriptions from business partners and there is a desire to ascertain whether this can be formalised through a BID vehicle to provide a more substantial and secure funding stream. In the first instance the partnership would like to undertake a feasibility study to establish whether a BID would be viable but this requires City Corporation and the London Borough of Tower Hamlets to provide the rating information that would allow them to establish the number of hereditaments in the area together with their size to determine the possible viability of establishing a formal BID. The London Borough of Tower Hamlets has indicated its support to the commencement of a feasibility study. The potential establishment of a cross boundary BID does raise a number of issues that will be discussed in more detail later in the report.
5. There has also been a recent approach from the Chancery Lane Association in terms of the ongoing arrangements relating to their financial sustainability of their voluntary partnership (active for 11 years) and their desire to explore whether they would get City Corporation support for exploring a more formalised BID. The Chancery Lane Association has a footprint that also falls within the City of Westminster and the London Borough of Camden. Parallel to this has been a separate request for the City Corporation to support the development of a stakeholder group to support the delivery of a vision in relation to an area both north and south of Fleet Street which looks at public realm, planning and transport issues.
6. This report will examine the issues in greater detail and propose a recommended route forward for future engagement with businesses through voluntary partnerships or a more formalised BID vehicle.

Business Improvement Districts

7. BIDs are business led partnerships which are created through a ballot process to deliver projects for the benefit of a local area. They can be a tool for directly involving local businesses in local activities and allow the business community and local authorities to work together to improve the local social, physical and economic environment.
8. A BID is a defined area in which a levy is charged on all business rate payers (not domestic) in addition to the business rates bill for a 5 year term. This levy is used to develop projects which will benefit the local area. There is no limit on what projects or services can be provided through a BID. In order to justify an additional BID levy as a proportionate financial burden, the provision delivered through the BID should normally be something that is in addition to services provided by local authorities. Improvements may include, but are not limited to, extra safety/security, connecting the community, cleansing and environmental measures.
9. Prior to agreeing to take a BID forward to a formal ballot of businesses, it is usual to first undertake a perception analysis to demonstrate there is a clear appetite to

deliver a formal BID around key themes and to develop and BID proposal (business plan) for adoption and approval by the local authority.

10. Typically a Business Improvement District is within a local authority boundary but in 2013 government introduced Cross Boundary Business Improvement Districts enabling Business Improvement Districts to operate across local authority boundaries. There are a total of 270 BIDs across the UK with 46 BIDs in London.
11. A BID can be promoted by the local authority. Prior to the Cheapside BID the Remembrancers office agreed an amendment to the BID Regulations to allow the City Corporation to become the proposer and promoter of BIDs within the City of London boundary. A BID is normally proposed by a business rate payer or a person or company whose purpose is to develop the BID area, or that has an interest in the land in the area. The BID proposer is required to develop a proposal and submit this to the local authority, along with a business plan. The proposal should set out the services to be provided and the size and scope of the BID. It will also set out who is liable for the levy, the amount of levy to be collected and how it is calculated. In the case of the Cheapside Business Alliance the City Corporation was the proposer and the business plan was developed by Officers in consultation with businesses in the area prior to formal approval by the Common Council
12. In 2014 the Business Improvement District (Property Owners) (England) Regulations took effect that allow a separate BID for property owners only in areas where there is already an established occupier BID. Any property owner BID is created through a ballot of those property owners that would be subject to the levy.
13. Common benefits which can potentially be associated with BIDs include:
 - Businesses decide and direct what they want for the area
 - Businesses are represented and have a voice in issues affecting the area
 - BID levy money is ring-fenced for use only in the BID area
 - Increased footfall
 - Improved staff retention
 - Reduced business costs
 - Enhanced public information about the area
 - Facilitated networking opportunities with neighbouring businesses
 - Assistance in dealing with the Council, engagement with local Councillors, Police and other public bodies.

Obligations for the City Corporation

14. There is no requirement for business partnerships to seek the agreement of the relevant billing authorities prior to commencement of discussions with the business rate paying community. Under the The Business Improvement Districts (England) Regulations 2004 the billing authority must provide the name, address and rateable value of each hereditament which is occupied, or (if unoccupied) owned in the geographical area of the BID proposal. The body looking to promote

the BID should provide a summary of the nature of the BID proposal to be developed and provide a description of the geographical area of the BID proposal to be developed. Provision of this information would allow the body to commence discussions with businesses within the footprint to determine the appetite for developing a BID proposal.

15. There would be further obligations on the City Corporation in relation to providing support through the BID development and ballot phase in terms of agreeing the BID business plan, running the ballot process and if approved to administer the billing, collection and recovery of the BID levy. The running and collection of the levy are recoverable costs. The costs to the City Corporation of running the ballot for the Cheapside BID were circa £2,000. In the advent of a successful ballot, the City Corporation would need to procure a team to run the BID on behalf of the City Corporation but this cost is also recoverable against the BID levy
16. Under the terms of the Regulations there are powers of veto of the BID proposals once they have been fully developed but this can only be the case provided it can be demonstrated that the BID arrangements would conflict materially with any policy formally adopted by the authority or that they would be a disproportionate financial burden through either being inequitable or where there has been unacceptable manipulation of the boundary. Whilst it is not a legal requirement that a BID has the full support of the billing authority it is accepted that where possible it should be the norm.

Considerations in determining whether to support development of BIDs

17. Whilst it is not necessary to obtain the City Corporations agreement to explore the appetite of a business community to develop a BID, it is desirable. Business partnerships to date have sought to work closely with the City Corporation in developing their vision and action plans and historically Members and officers have been engaged and supported their ongoing development.
18. There has been an expressed appetite from some Members to support the development of business partnerships to become a more formalised BID. For the City Corporation to decide to support future requests for the development of a BID it is considered that regard should be had to whether there is a clear need for such a vehicle. The relevant considerations should include the following:
 - a. Is there a demonstrable need for a BID as opposed to any other form of partnership initiative and has this been measured up to 2 years before a ballot
 - b. Is there a strong private sector interest in a BID and has a business partnership been established up to 2 years prior to seeking to promote a BID
 - c. Can the partnership demonstrate that the BID proposal is viable to achieved the aims of the businesses in the area
 - d. Has the response to any perception analysis achieved at least a 40% return rate of the businesses (the average turn out to formal ballots for a BID across the UK is circa 40%)

19. These considerations are not exhaustive, and each request should be considered on its own merits. The issues in paragraph 20, below, should also be taken into account.

The City franchise

20. The City franchise already ensures that, outside the BID levy system, the business community is balloted at local elections. There is also ongoing and active engagement by the local business community with the City Corporation through a number of existing mechanisms. As such, some of the benefits of a BID are already enshrined within the City's governance structure and the need for a BID vehicle is likely to be more limited in the City. Where there is such need, there is a risk of duplication unless the City is engaged in and integral to the BID governance.
21. Previously, in relation to the Cheapside BID, it was agreed that the City Corporation acts as the promoter of the BID, with the Cheapside business partnership (Cheapside Initiative) acting as its appointed agent to manage the BID process and delivery of the key priorities that align with the City Corporation adopted business plan. The City's role as BID Promoter helped address the issues at paragraph 20, above. The business plan fully aligns with City Corporation policies and strategies. The business plan does not incorporate any elements that would normally be delivered through the provision of local authority services such as policing and cleaning.

Cross borough BIDs

22. It would be possible to put in place similar arrangements for that part of the area in the Aldgate Partnership that falls within the City boundary. In developing a cross borough BID it would be possible to develop each part of the area separately in terms of the ballot and levy collection, but for it to be administered through one organisation. The City part of the BID area could be established with the City Corporation as the BID proposer (as with Cheapside) whilst the Tower Hamlets side could establish the BID on their side of the boundary through the Aldgate Partnership who could then be engaged to run the BID on behalf of both authorities. Such an arrangement would enable the City Corporation to ring fence resources to be spent in specific areas of activity that would be set out in the approved business plan that would exclude areas such as cleaning and policing and would focus on areas of activity that would not normally form part of City Corporation services such as marketing and promotion, various corporate social responsibility matters such as local employment and areas around business networking and development. The Tower Hamlets part of the BID area would be able to direct the levy raised from businesses within its boundary on the areas set out in their business plan.

Proposal

23. The Aldgate Partnership has been established since 2013 and the answers to the considerations in a) and b) in Para 18 above are positive. It is now seeking agreement from the City Corporation to provide the rating information relating to

those hereditaments located within their footprint. The footprint sits within both the City and Tower Hamlets (see attached map Appendix 1). The information would allow the partnership to determine the viability of taking forward a BID in this area. Tower Hamlets has indicated its willingness to support the request and it is considered that the City Corporation should support the further analysis to determine the viability of a BID. Should viability be demonstrated then a further report would come back to this Committee to report the outcome of the perception analysis and agree next steps

24. In relation to future request from business partnerships, where the responses to the considerations in Para 18 above are positive, and all other relevant factors indicate that it is appropriate, it is considered that the City Corporation should be supportive in providing the rating information required to assess viability and the support from the business community

Corporate & Strategic Implications

25. The promotion of BIDs would, where appropriate, accord with Corporate Outcomes 2,3,4,11 and 12 of the Draft Corporate Plan 2018-23
26. BIDs are included in the Mayor's Economic Development Strategy and the London Plan. They highlight the fact that BIDs are a great way to get diverse local businesses to work together.

Implications

27. Other than cost in terms of Officer time to provide the necessary support there are no direct costs associated with the delivery of the first stage of the process. Should a BID be viable then it would be possible to recover all costs associated with the BID other than the cost of running the ballot (circa £2,000). The Chamberlain has advised that a BID would not impact on the City offset and premium.

Conclusion

28. There have been a number of requests from established business partnerships to seek City Corporation approval to support the development of BIDs as a more financially sustainable and formalised vehicle to strengthen business communities. Whilst there are no powers to turn down requests to provide rating information there are ultimate powers of veto should any BID proposal conflict materially with adopted policies or if there would be significant disproportionate financial burden on any person. It would not always be appropriate for a formal BID to be the vehicle to deliver the needs of the local community and it is therefore considered that there should be a number of considerations to be taken into account, as set out in paras 18 – 20 of this report, in deciding whether the City Corporation should provide support. Subject to those considerations and any other relevant matters, it is considered that the City should be supportive of requests to develop BID proposals.

Appendices

- Appendix 1 – Map of the boundary for the Aldgate Partnership viability assessment

Simon McGinn]

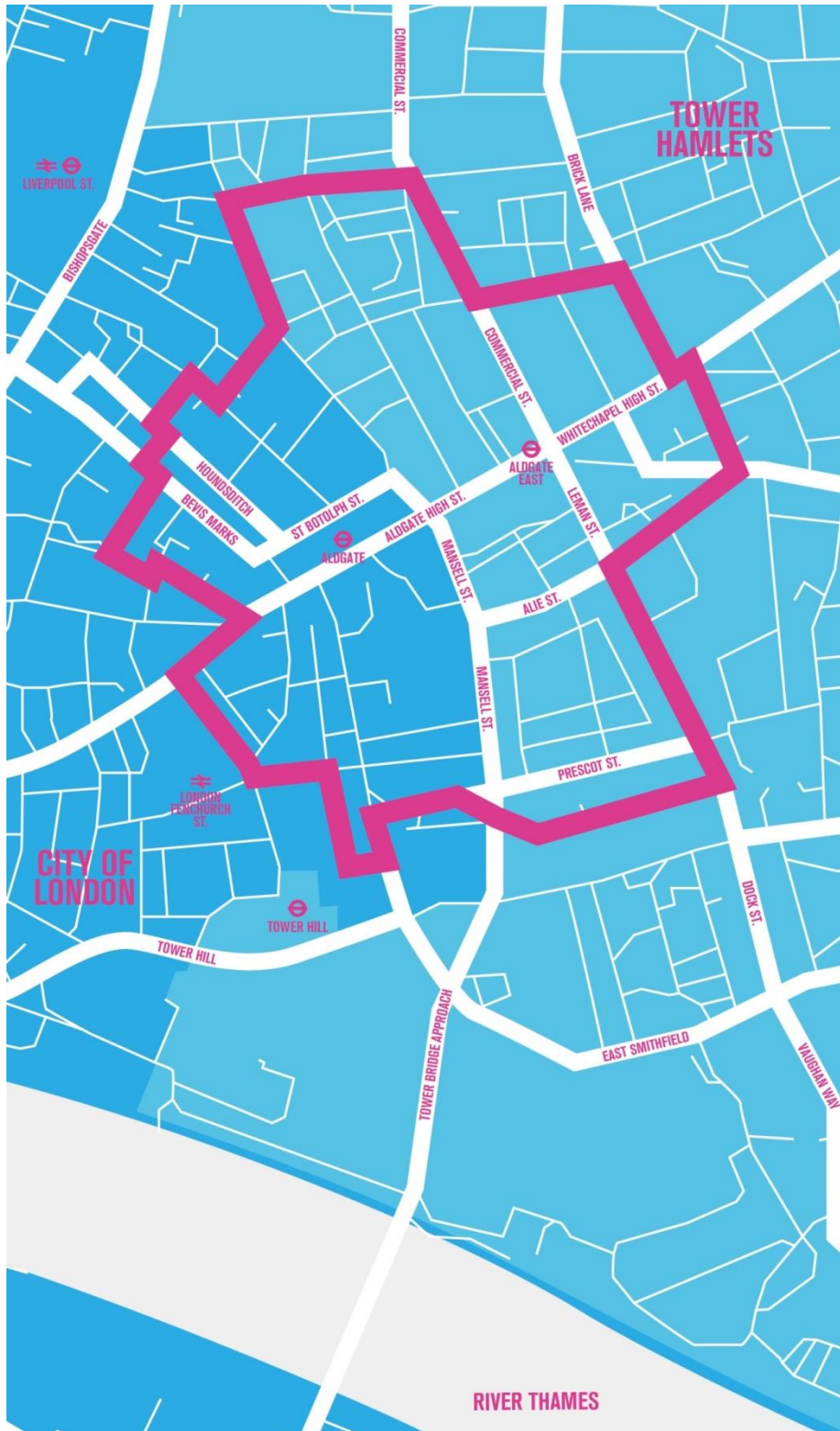
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Appendix 1

Map of the boundary for the Aldgate Partnership viability assessment



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Committee(s)	Dated:
Policy & Resources – for decision	14 December 2017
Subject: Sponsorship of Centre for London research project	Public
Report of: Director of Communications	For Decision
Report author: Colton Richards, Corporate Affairs Officer	

Summary

The City of London Corporation has been approached by the Centre for London to sponsor a research project, provisionally entitled *‘How can London strengthen its relations with the rest of the UK?’* This will entail looking at both the perceptions of and existing relationships between London and the rest of the UK.

The research project will be co-sponsored by City Hall, London Councils and TfL. It seeks to set out recommendations and opportunities on how London can connect with the rest of the country. Special focus will be made on the roles of the Northern Powerhouse, Industrial Strategy and Metro Mayors in contributing to regional renaissance and rebalancing.

Members are asked to approve sponsorship of the research project at the cost of £25,000.

Recommendation

Members are asked to:

- Agree to sponsor the Centre for London’s research project, provisionally entitled *‘How can London strengthen its relations with the rest of the UK?’* for £25,000, from the Policy Initiatives Fund.

Main Report

Background

1. The Centre for London is a politically-independent, not-for-profit think-tank and charity focused on exploring economic and social challenges across London. The Centre of London’s stated aim is to work with policymakers to develop “long-term, rigorous and radical solutions” for London.
2. The City Corporation has a longstanding relationship with the Centre for London, having provided seed funding when the Centre was first set up in 2011, and further core funding in 2012 and 2013. We have collaborated with the Centre for London on a number of high-level events and projects, including being a sponsor of its annual set-piece London Conference in 2014, 2015, 2016 and 2017.

3. We have been approached by the Centre to sponsor a research project looking at how the capital can strengthen its relations with other parts of the country.
4. London Councils, City Hall and TfL are co-sponsoring the project.
5. The project itself will pose two sets of related questions. The first will explore what more the capital could do to improve relations with the rest of the UK. The second will examine the issue raised by the UK's regional inequalities through a London lens. The Centre for London plans to look at what role London plays in "sustaining the UK's geographical imbalances" and analyse what the costs and benefits are of the dominance of the capital.

Proposal

6. It is proposed that the City Corporation agree to sponsor the research project for £25,000. As a sponsor, the City Corporation would have:
 - Co-signing on the foreword of the research paper, alongside Mayor of London Sadiq Khan and Chair of London Councils (and Leader of Haringey) Cllr Claire Kober.
 - Speaking opportunity for the Policy Chairman on one of the panels at the publication launch event
 - Membership on the advisory Board, which will ensure we are consulted on the report's ongoing progress and able to shape and influence its direction.
 - Invitation to project workshops and related events
 - The recommendations put forward will be discussed by all partners to the research project before finalisation.
 - Prominent acknowledgement in the final publication

Implications

7. It is proposed that the required funding of £25,000 is drawn from the Policy Initiatives Fund 2017/18, categorised under Events and charged to City's Cash. The current uncommitted balance in the 2017/18 Fund is £152,565 prior to any allocation being made for any other proposals on today's agenda.

Conclusion

8. Sponsoring this research project will provide an opportunity for the City Corporation to continue to engage with politicians and other audiences on key policy issues and to demonstrate the City Corporation's involvement in the policy debates on the future of London. This also accords well with the City Corporation's recently-initiated regional strategy, which seeks to forge further links with cities across the country, including Edinburgh, Belfast and Manchester.

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Committee(s) Policy and Resources	Dated: 14 December 2017
Subject: Sponsorship of the CPS Margaret Thatcher Conference on China – June/July 2018	Public
Report of: Director of Communications	For Decision
Report author: Eugenie de Naurois, Head of Corporate Affairs	

Summary

The Centre for Policy Studies (CPS) is a leading centre-right think tank whose goal is to promote coherent and practical public policy to facilitate a more streamlined state, while countering threats to the UK's sovereignty.

The CPS is hosting the Margaret Thatcher Conference on China in London in June/July 2018. The half-day event will bring together a number of world-renowned figures for a series of set-piece speeches, high-level panel discussions, a reception and a dinner to discuss the relationship between China and the UK.

The CPS has already been engaging with stakeholders on China engagement and plans to use the 2018 conference to provide analysis of China's economy and its relationship with Britain. Douglas Flint, former Chairman of HSBC, the Chinese Embassy and a number of MPs in Westminster have expressed an interest in participating.

The proposal is to sponsor this event, as we did in 2017. We would seek a total of £21,000 to cover the room hire in Guildhall.

Sponsorship of the event will provide the City Corporation with a speaking slot, a high profile hosting opportunity and exposure. This will also be the occasion for the City Corporation to work with leading international thinkers.

Recommendation(s)

That the City of London Corporation supports the Margaret Thatcher Conference on China in June/July 2018 at a cost of £21,000 funded from your Committee's Policy Initiatives Fund 2018/19, categorised under "Events" and charged to City's Cash.

Main Report

Background

1. The CPS has particularly strong, historical links to the Conservative Party. It was founded by Sir Keith Joseph and Margaret Thatcher in 1974 to champion economic liberalism in Britain. CPS's chair is Lord Saatchi, and its director is Robert Colvile. The City Corporation has worked with CPS since 2008. A number of successful events and research pieces have come out of this partnership.

2. Recent collaborations include sponsorship of the Margaret Thatcher Conference on Liberty in 2017 (speakers including the Israeli Ambassador and Henry Kissinger); keynote lecture with the former Chancellor George Osborne MP in 2016; and the former Mayor of London Boris Johnson in 2013. Guildhall hosted the first CPS conference on liberty in June 2014 and worked with CPS on a fringe meeting at the 2015 Conservative Party Conference featuring Harriet Baldwin and Roger Bootle.

Proposals

1. The CPS is hosting its third *Margaret Thatcher Conference on China* in London in June/July 2018. The half day conference will bring together a number of world-renowned figures for a series of set-piece speeches and high-level panel discussions. It will conclude with a dinner for sponsors, speakers and key guests.
2. Lead discussions will take place on the following themes: Britain in China (in terms of trade, investment, diplomacy and cultural ties); China in Britain; and the key challenges facing China from an economic, demographic and environmental point of view.
3. The 2017 Liberty Conference sponsored by the City Corporation was very successful. Attended by over 700 influential delegates, it enjoyed a worldwide impact.
4. The work of the CPS and this conference accord well with the role of the City Corporation in strengthening commercial and political ties between Britain and China. It will also attract a high-level audience of politicians, diplomats and MPs from the UK, China and beyond, as well as attracting significant media coverage.

Implications

It is proposed that the required funding of £21,000 is drawn from your committees Policy Initiatives Fund categorised under 'Events' and charged to City's Cash. The current uncommitted balance in the 2018/19 is £862,665 prior to any allowance being made for any other proposals on today's agenda.

Conclusion

5. The proposed sponsorship of the CPS China Conference accords well with the role the City Corporation plays in promoting debate on key policy issues that affect the City and London as a whole.

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Committee(s)	Dated:
Policy and Resources Committee	14 December 2017
Subject: Sponsorship to support <i>Chemistry Club, City</i>	Public
Report of: Damian Nussbaum, Director of Economic Development	For Decision
Report author: Peter Cunnane, Economic Development Office	

Summary

This is a request for further sponsorship for ***Chemistry Club City*** a series of high calibre networking events designed to enhance the City of London Corporation's credibility in the Cyber tech and related technologies in financial services sector by raising our profile with key stakeholders in government and businesses in that sector.

During 2017, the Chemistry Club have hosted several such events here at Guildhall. This was the first time these events were hosted outside of Westminster. These events also brought together a selected group of executives from the Fintech, Cyber and other existing technologies in financial services sectors for an evening of targeted networking.

Following the success of this series, and an expansion of our relationship into supporting your Chairman and other Members with invitations to other such meetings and events, the Chemistry Club have approached us with a view to repeating our sponsorship, hosting a further four events in 2018.

These events will be focussed on broadening the City Corporation's stakeholder engagement with both the Fintech and Cyber sectors. in particular. This would support our strategic aim of 'Promoting the City', supported by the Global Export and Investment team in Economic Development. The engagement is also designed to benefit engagement between our Members with these communities and your Officers will continue to support deepening that engagement

Recommendation

Members' approval is therefore sought as follows:

- A year's sponsorship of *Chemistry Club City* (i.e. four events at £10,000) would require £40,000 in supporting sponsorship.
- This request would be met from your Committee's 2018/19 Policy Initiatives Fund, charged to City's Cash and categorised under 'Promoting the City'.

Main Report

Background

1. The Director of Economic Development was previously approached by the Chemistry Club, a professional and executive networking and events company, with a view to collaborating to create the *Chemistry Club City* at Guildhall – based on their existing series of *Chemistry Club* events in Westminster.
2. The ethos of the Chemistry Club is to provide an environment for highly targeted networking. This is enabled by the use of both a high number of trained “co-ordinators”, whose role it is to ensure guests meet, by mutual consent, with anyone they have previously expressed an interest in meeting, who themselves are also assisted by a use of technology on the evening that facilitates interactions.

Current Position

3. The first event on Wednesday 9th November 2016 was held in The Crypts here at Guildhall. This event was branded *Chemistry Club City* and sought to bring together a very carefully selected group of executives from FinTech, Cyber and existing technologies in financial services businesses, as well as a mix of officials from government and related public sector agencies.
4. Subsequently, four further events in March, June, September and November 2017 have been held. Your Chairman, Alderman Estlin, Alderman Russell and your Vice-Chairman Hugh Morris each hosted an event.
5. Feedback from these events has been positive, with City Corporation attendees agreeing that the use of technology and co-ordinators allowed for a high turnover of both new and useful contacts made on the evening. It is not comparable to any other kind of event which we currently support.
6. These events have also supported the strategic relationship goals of the Global Export & Investment team in Economic Development, mutually benefiting those relationships with tech businesses which we manage in the City and demonstrating to those companies a clear benefit to a closer relationship with the City Corporation.
7. It is also intended that these events benefit our Members and the Bruton Group will be expanding the ways in which it works with Members to ensure their participation. For example, many Members on your Committee have also been invited to recent events.
8. Following the success of this series of events, the Chemistry Club have approached us with a view to hosting four similar events from March 2018.

Proposals

9. Your Officers have investigated the logistics of hosting four such events here at Guildhall in the year 2018. Based on the costs of the previous year (for which the cost of each event was capped at £10,000) a year's sponsorship of *Chemistry Club City* would therefore require £40,000 in supporting sponsorship.
10. This cost reflects our experience of these events this year and follows a similar format in terms of venue hire and catering. Subject to your Committee's approval, the proposed events have provisionally been scheduled to occur in March, June, September, November 2018.
11. This programme of events would also enable the City Corporation to enhance our profile in both the Fintech and Cyber tech policy and business space, drawing on the Chemistry Club's existing guest list but also enabling your Officers in Economic Development to recommend participants drawn from business.
12. Your Officers will also be working with the Chemistry Club to introduce more of an individual focus to these events. For example, the City Corporation could utilise one event to focus on opportunities for small business in the cyber tech sector, or in another a focus on companies seeking to invest in the UK from an individual market overseas.
13. This series of events will continue to facilitate greater networking opportunities for Members and enable City Corporation colleagues to make best use of the technology enhanced networking.
14. In support of this application for sponsorship, the Chemistry Club have also offered to provide a *pro bono* session on how to approach high-level networking for City Corporation colleagues.
15. The Chemistry Club has also invited Members to participate in several their other events, also in support of City Corporation strategic interests. These have included a visit to the Metropolitan Police's central command centre in September, attended by Alderman Peter Estlin, and a forthcoming visit to Crossrail attended by Alderman William Russell. They have also agreed to consult your Officers on further such opportunities for pro bono Member engagement.
16. Finally, to note: any additional costs sought to improve to either the catering or other logistical aspects for these events your Officers expect will be raised from other private or corporate sponsors.

Corporate & Strategic Implications

17. In addition to the above implications for raising and supporting the City Corporation's profile in this sector, our support for this initiative also contributes to the following theme of the City Together Strategy: 'is competitive and promotes opportunities'.
18. It would also meet Key Policy Priorities 1 and 3 of the Corporate Plan: ('Supporting and promoting the international and domestic financial and business sector' and 'Engaging with London and national government on key issues of concern to our communities').

Implications

19. The proposed costs of £40,000 (based on £10,000 per event) would be met by your Committee's 2018/19 Policy Initiatives Fund, categorised under 'Promoting the City'. The current uncommitted balance of the Fund is £862,665 prior to any allowance being made for any other proposals on today's agenda.

Conclusion

20. With the rising challenge as well as the potential economic opportunity stemming from both Cyber and Fintech, this event presents the City Corporation with an ongoing opportunity over four targeted networking events, branded as *Chemistry Club, City*, to significantly raise our profile with both executives from business, investors and relevant government officials. Our partnership with the Chemistry Club will also enable us to support for our own strategic objectives in the development of policy and the promotion of the future of financial services, especially around London's status as a global hub for both technology and finance.

Appendices

None

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Committee(s)	Dated:
Policy & Resources Committee	14 December 2017
Subject: City Office in Brussels – Budget Implications for 2018/19	Public
Report of: Director of Economic Development	For Decision
Report author: Giles French	

Summary

Following approval by the Policy & Resources Committee, Establishment Committee and Common Council, the Economic Development Office is implementing the recommendations of the review of the effectiveness of the City Office in Brussels in representing the UK-based financial and professional services industry.

The paper approved by the Committees and Common Council included an approximated budget uplift of £520,000. Since then, more detailed work has been completed to clarify the budgetary implications of implementing the review, which are detailed below.

It will be necessary to increase the budget of the Economic Development Office by £571,500 to be able to implement the recommendations on an ongoing basis, and this report requests Members' support for a budget to be submitted to Your Committee for the financial year 2018/19 to include this additional cost.

Recommendation

Members are requested to support the increase in the budget for the Economic Development Office for the financial year 2018/19 by £571,500 to enable the implementation of the review of the City Office in Brussels, as approved by Your Committee in June 2017.

Main Report

Background

1. The City of London Corporation asked Flint Global to conduct a review of the effectiveness of the City Office in Brussels in representing the UK-based financial and professional services industry. A number of recommendations were made including increasing the resources dedicated to EU engagement, the creation of a more senior Managing Director role, and to work in closer partnership with industry representative groups.

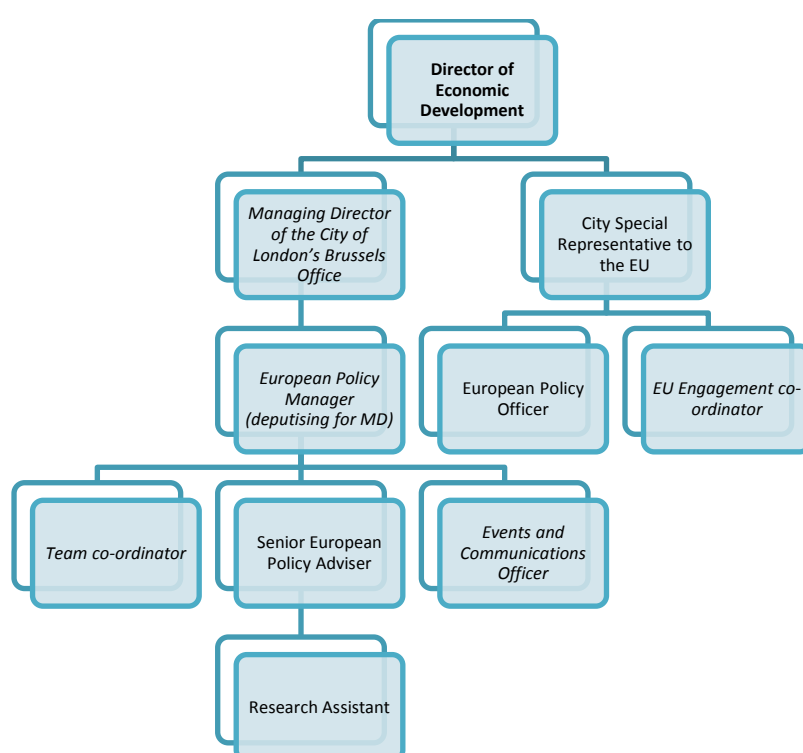
2. The recommendations were approved by the Policy & Resources Committee in June 2017, by the Establishment Committee in July 2017, and the creation of the Managing Director role was approved by Common Council in September 2017.

Current Position

3. Since then, work has taken place to refine the proposed new structure and to provide greater clarity on the anticipated budgetary implications. A settlement agreement has also been successfully concluded with the former Head of the City Office in Brussels. An executive search company is being appointed to support the recruitment of the new Managing Director role and the recruitment process has already commenced for the other roles that have been created to strengthen the City Office in Brussels.

New Structure

4. In addition to the new role of Managing Director, the following posts are to be created: European Policy Manager, Events & Communications Officer and Team Co-ordinator. The expanded team will require a larger office accommodation.
5. The new Managing Director role will strongly complement the work of the Special Representative to the EU, ensuring our systematic engagement with key policy makers, regulators and business groups in both the EU institutions and in Member States.
6. The Director of Economic Development will have overall responsibility for the City Office in Brussels, as well as for the work of the Special Representative to the EU based in London. The new structure will be as follows (*new roles in italics*):



Budget and Financial Implications

7. The Economic Development Office is currently anticipated to spend all its budget for the financial year 2017/18, partly because of the increased costs of the strengthened Asia team that has been created this year. Consequently, it will not be possible to absorb the additional costs within the existing budget.
8. The estimated cost for the existing City Office in Brussels for 2017/18, including staff costs (salary, pension, social security costs), office accommodation, travel, IT, events and other operational costs is £315,000.
9. The estimated cost for the City Office in Brussels for 2018/19, including staff costs (salary, pension, social security costs), office accommodation, travel, IT, events and other operational costs is £886,500. This is based on the anticipated costs for employing all the posts in the City Office in Brussels, and associated costs for a full year. A full breakdown of the budget is as follows:

	Current Budget £	Restructured Budget £	Increase / (Decrease) £
<i>Staff Costs</i>			
2 staff: 1 Head of Office, 1 Policy Officer			
Salary	165,000		(165,000)
Pension	32,000		(32,000)
Health insurance costs for year	60,000		(60,000)
6 staff: 1 MD, 1 Eur Policy Mgr, 1 Snr Eur Policy Advisor, 1 Events & Comms Officer, 1 Team Co-ord, 1 Research Asst (Intern)			
Salary		445,000	445,000
Pension		92,000	92,000
National Insurance		2,500	2,500
Health insurance costs for year		160,000	160,000
Total staff costs	257,000	699,500	442,500
Premises	52,000	110,000	58,000
Travel		30,000	30,000
Other Operational costs			
Computer	1,000	7,000	6,000
Events		25,000	25,000
Phone	4,000	12,000	8,000
Printing	1,000	3,000	2,000
Total Costs	315,000	886,500	571,500

10. Consequently, the Economic Development Office will require an uplift in its budget of £571,500 for the financial year 2018/19. Officers in EDO and the Chamberlain's Department will work together to submit a revised budget for approval at the meeting of Your Committee in January 2018.
11. In consultation with the Chamberlain's Department, an evaluation of the revised Promoting the City budget after the UK has left the EU in 2019.

Conclusion

12. Members are requested to approve the ongoing budget uplift of £571,500 for the Economic Development Office, to be included in the financial year 2018/19 to enable the implementation of the recommendations of the review of the City Office in Brussels, approved by Your Committee in June 2017.

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Committee(s)	Dated:
Policy and Resources	14 December 2017
Subject: Revenue and Capital Budgets 2018/19	Public
Report of: The Town Clerk, the Chamberlain, the Remembrancer	For Decision
Report Author: Laura Tuckey, Chamberlain's Department	

Summary

This report is the annual submission of the revenue and capital budgets overseen by your Committee. In particular it seeks approval to the provisional revenue budgets for 2018/19, for subsequent submission to the Finance Committee. The budgets are summarised in the following table and have been prepared within the resources allocated to the Town Clerk and the Remembrancer.

	Original Budget 2017/18 £000	Latest Approved Budget 2017/18 £000	Proposed Original Budget 2018/19 £000	Movement 2017/18 LAB To 2018/19 £000
By Division of Service				
Community Safety and Resilience	868	1,336	888	448
Communications	1,905	2,215	2,193	22
Economic Development	5,269	4,901	4,610	291
Grants and Contingencies	4,909	6,224	5,105	1,119
Remembrancer	6,789	6,101	6,497	(396)
Division of Service Totals	19,740	20,777	19,293	1,484

Expenditure and unfavourable variances are presented in brackets

Overall, the 2017/18 latest budget is £20,777m, an increase of £1.037m compared with the original budget. The main reasons for this net increase are:

- an increase in provisions totalling £1.592m funded from approved carry forwards from 2016/17 (see paragraph 5 for further details);
- a one-off budget provision in 2017/18 of £44,000 for expenditure to fund employees' contribution pay in that year (Town Clerk's Department £32,000 and Remembrancer's Department £12,000); and
- a decrease in Support Service costs of £655,000 due to slippage of the Additional Works Programme (Town Clerk's Department has an increase of £70,000 and Remembrancer's Department has a decrease of £725,000).

The 2018/19 proposed revenue budget totals £19.293m, a decrease of £1.484m compared with the latest budget for 2017/18. The main reasons for the net decrease are:

- excludes the one-off provision of £1.592m in 2017/18 relating to 2016/17 carry forwards;
- a decrease of £167,000 for the Town Clerk's and Remembrancer's 2% savings target (Town Clerk's Department £144,000 and Remembrancer's Department £23,000);
- a decrease of £270,000 in relation to additional Brussels Office funding that was agreed in July 2015 as this funding was only agreed for three full years; a report is being submitted to your Committee on today's agenda regarding a request for additional funding of £571,500 to implement the review of the City Offices in Brussels in 2018/19; and
- an increase in Support Services costs of £477,000 due to the realignment of works for the Additional Works Programme (Town Clerk's Department £74,000 and Remembrancer's Department £403,000).

No adjustment has been made for a potential uplift for pay and prices which will be discussed and agreed with Members in January, closer to the start of the financial year.

There are currently unidentified savings of £118,000 in both the Town Clerk's Communications Department budget (£94,000) and the Remembrancer's Department budget (£24,000).

This report also provides a summary of the Committee's capital and supplementary revenue project budgets. The most significant of which is Crossrail.

Recommendations

The Committee is requested to:

- note the latest 2017/18 revenue budget;
- critically review the provisional 2018/19 revenue budget to ensure that it reflects the Committee's objectives and, if so, approve the budget for submission to the Finance Committee;
- authorise the Chamberlain to revise these budgets to allow for further implications arising from the Service Based Reviews and other corporate efficiency projects; and
- note the draft capital and supplementary revenue budget.

Main Report

Introduction

1. The Committee is responsible for:
 - considering matters of Policy and strategic importance to the City of London Corporation including matters referred to it by other Committees and/or Chief Officers;
 - the review and co-ordination of the governance of the City of London Corporation including its Committees, Standing Orders and the Outside Bodies Scheme, reporting as necessary to the Court of Common Council, together with the City Corporation's overall organisation and administration;
 - the support and promotion of the City of London as the world leader in international financial and business services and to oversee, generally, the City of London Corporation's economic development activities and communications strategy;
 - overseeing generally the security of the City and the City of London Corporation's resilience; and
 - the effective and sustainable management of the City of London Corporation's operational assets to help deliver strategic priorities and service needs.

Savings Target

2. The Finance Committee and the Court of Common Council agreed that a 2% savings target based on the Original 2017/18 net local risk budgets should be made by all departments in their 2018/19 local risk budgets. This amounts to £144,000 for the Town Clerk's Department and £23,000 for the Remembrancer's Department.
3. There are currently unidentified savings of £118,000 in both the Town Clerk's Communications Department budget (£94,000) and the Remembrancer's Department budget (£24,000).

Latest Revenue Budget for 2017/18

4. Overall there is an increase of £1.037m between the Committee's original and latest budget for 2017/18. The main reasons for this movement are explained by the variances set out in the following paragraphs.
5. Provisions totalling £1.592m (Policy Initiatives Fund £110,000, Committee Contingency £302,000, Economic Development £700,000, Community Safety and Resilience £445,000 {mainly in respect of 'One Safe City' programme}, and Remembrancer £35,000) funded from underspends brought forward from 2016/17.

6. There has been a decrease of £655,000 of Central Recharges mainly the Admin Buildings recharge due to slippage of the Additional Works Programme (Town Clerk's Department has an increase of £70,000 and Remembrancer's Department has a decrease of £725,000).
7. Additional 'one-off' resources of £32,000 to cover contribution pay.

Proposed Revenue Budget for 2018/19

8. The provisional 2018/19 budgets, have been prepared in accordance with the guidelines agreed by your Committee and the Finance Committee and are within the resources allocated to the Town Clerk and the Remembrancer.
9. The budgets are set out in Appendix 1. Income and favourable variances are presented in brackets. Only significant variances (generally those greater than £100,000) have been commented on in the following paragraphs.
10. Overall there is a decrease of £1.484m between the 2017/18 latest approved budget and the 2018/19 original budget. The main reasons for this movement are explained by the below:
 - Employee costs have decreased by £644,000 (£202,000 Local risk and £442,000 Central risk) due to the Economic Development Office's budget reductions in the City Brussels Office and the One Safe City Programme ending in 2017/18. The reduction in the City Brussels Office budget is due to the agreed ringfenced three-year budget uplift of £500,000 coming to a close part way through 2018/19, this report went to your Committee and was agreed in June 2015;
 - Supplies and Services costs have decreased by £1.122m mainly due to the deletion of one-off items funded from carry forwards from 2016/17 totalling £1.235m included in the latest approved budget for 2017/18;
 - A target saving of £118,000 (Town Clerk's Department £94,000 and Remembrancer's Department £24,000) has been included within the budget to ensure that Town Clerk's Department and Remembrancer's Department manage within resource allocations, these savings are as yet unidentified; and
 - an increase of £477,000 for the Remembrancer's Department Support Services costs, mainly in relation to Admin Buildings recharges as a result of the Additional Works Programme that was delayed from 2017/18.
11. A report is being submitted to your Committee on today's agenda regarding a request for additional funding of £571,500 to implement the review of the City Offices in Brussels in 2018/19.

12. A summary of employee related costs is shown in Table 1 below.

Table 1 - Staffing statement	Latest Approved Budget 2017/18		Original Budget 2018/19	
	Full-time equivalent	Estimated cost £000	Full-time equivalent	Estimated cost £000
Town Clerk	100.4	7,634	102.0	6,990
Remembrancer	15.5	1,060	15.5	1,050
TOTAL	112.9	8,694	117.5	8,040

This small movement is as expected as service based review savings have already been implemented.

Potential Further Budget Developments

13. No adjustment has been made for a potential uplift for pay and prices which will be discussed and agreed with Members in January, closer to the start of the financial year.
14. The provisional nature of the revenue budgets particularly recognises that further revisions may arise from the necessary realignment of funds resulting from such items as:
- the on-going Service Based Reviews and other corporate efficiency projects; and
 - central and departmental support service apportionments.

Forecast Outturn 2017/18

15. The forecast outturn for the current year is in line with the latest approved budget of £20,777m as detailed in Appendix 1.

Draft Capital and Supplementary Revenue Budgets

16. The latest estimated costs for the Committee's draft capital and supplementary revenue projects are summarised in Appendix 2.
17. Pre-implementation costs comprise feasibility and options appraisal expenditure which has been approved in accordance with the project procedure, prior to authority to start work.
18. It should be noted that:
- the above figures exclude the capital costs of the various projects which have yet to reach authority to start work stage;
 - the Crossrail sums represent the approved capital contributions towards the public art; and
 - the Museum of London sums are mainly comprised of contributions for the Museum to progress the relocation plans.

These figures exclude the £30.4m to take the project to the next stage, as this is subject to Court of Common Council approval.

- The costs included for the Central Criminal Court project exclude later phases of the works, which are subject to further Gateway reports.

19. The latest Capital and Supplementary Revenue Project budgets will be presented to the Court of Common Council for formal approval in March 2018.

Appendices

- Appendix 1 – Analysis of Revenue Budgets
- Appendix 2 – Draft Capital and Supplementary Revenue Budgets

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Analysis of Revenue Budgets

TABLE 1 Analysis of Service Expenditure	Original Budget 2017-18 £'000	Latest Approved Budget 2017-18 £'000	Original Budget 2018-19 £'000	Movement 2017-18 to 2018-19 £'000	note
EXPENDITURE					(i)
Town Clerk	12,285	14,070	12,146	(1,924)	
Remembrancer	2,451	2,488	2,481	(7)	
Total Expenditure	14,736	16,558	14,627	(1,931)	
INCOME					
Town Clerk	(430)	(560)	(590)	(30)	(ii)
Total Income	(430)	(560)	(590)	(30)	
TOTAL EXPENDITURE BEFORE SUPPORT SERVICES AND CAPITAL CHARGES	14,306	15,998	14,037	(1,961)	
SUPPORT SERVICES & CAPITAL CHARGES	5,434	4,779	5,256	477	
TOTAL NET EXPENDITURE	19,740	20,777	19,293	(1,484)	
BY DIVISION OF SERVICE:					
Community Safety and Resilience	868	1,336	888	(448)	
Communications	1,905	2,215	2,193	(22)	
Economic Development	5,269	4,901	4,610	(291)	
Grants and Contingencies	4,909	6,224	5,105	(1,119)	
Remembrancer	6,789	6,101	6,497	396	
TOTAL NET EXPENDITURE	19,740	20,777	19,293	(1,484)	

Income and favourable variances are presented in brackets

Notes:

(i) Deletion of 'one-off' items of expenditure totalling £2.038m, as well as a savings target of £0.144m to be made in 2018/19 and £0.270m reduction in the Brussels Office budgets.

(ii) Increase of £477,000 for the Town Clerk's and Remembrancer's proportionate shares of Guildhall complex costs.

APPENDIX 2

Draft Capital and Supplementary Revenue Budgets

	Project	Exp. Pre 01/04/17 £'000	2017/18 £'000	2018/19 £'000	2019/20 £'000	Later Years £'000	Total £'000
Crossrail							
City's Cash	Crossrail Art Foundation	1,715	1,785				3,500
Security							
City's Cash	Security -	41	1,296				1,337
City Fund	Operational Buildings		112				112
Guildhall schemes:							
<u>Pre-implementation</u>							
City's Cash	Visitor's WCs & cloakroom facilities	12	115	4			131
Other schemes:							
<u>Pre-implementation</u>							
City Fund	Centre for Music - business case	285	68				353
City Fund	Museum of London relocation		5,398				5,398
City's Cash	Museum of London relocation	2,072	24				2,096
City's Cash	St Lawrence Jewry Church	31	72	19			122
City's Cash	Magistrate's Court external redecorations		15				15
City's Cash	Magistrate's Court, future options		15				15
<u>Authority to start work granted</u>							
City Fund	Central Criminal Court	7,948	5,884	949	5		14,786
TOTAL POLICY & RESOURCES		12,104	14,784	972	5	0	27,865

Committee(s) Policy and Resources Committee	Dated: 14 December 2017
Subject: Update on CPR Visit to Tel Aviv	Public
Report of: Director of Economic Development	For Information
Report author: Sarah Mayes, Economic Development Office (EDO)	

Summary

In order to support the development of a City Corporation cyber security strategy the Policy Chairman visited Tel Aviv, Israel in October. The delegation from the Corporation and the City of London Police met with academic centres of excellence, innovators and government to better understand the environment required to combat cyber crime, and promote innovation in the cyber security sector in London. Key themes included maintaining an innovative cyber ecosystem, strengthening cyber skills and promoting trade and investment in the London/UK.

Recommendation

Members are asked to note the report.

Background

1. Following cyber-attacks such as Wannacry and the compromise of Deloitte data, the City must act to defend against the growing threat and keep up with the growth of innovation in this market. The City of London is looking to develop a cross-Corporation cyber strategy in order to reflect the current environment within The City. Members therefore gave approval for the Policy Chairman to visit Tel Aviv in order to inform the cyber security strategy. This complemented her visit and meetings in New York (30-31 October).

Main Report

Meetings in Tel Aviv

2. The Chairman met with academics from a Tel Aviv University's academic centre of excellence in cyber security. The Centre performs an important role in investing in technologies to prepare against attacks and is a centre of excellence for research in cyber security. It carries out scientific research and develops skills in this area. The importance of links between academia, government and the private sector was discussed.
3. The Chairman visited several venues set up by international banks that develop the cyber ecosystem in Tel Aviv by hosting research and development and innovation centres. Compulsory military service is key in developing "human capital" in cyber and powers the tech community. Early identification of talent has led to a high level of skilled labour resource in cyber. These international organisations have set-up accelerators and innovation labs in Tel Aviv to access the talent pool, finding solutions by working with and supporting start-ups and

innovators. The centres focus on Fintech and cyber security, with an aim to promote innovation and support Tel Aviv based startups.

4. The Chairman visited an arm of Tel Aviv local government and discussed activities that support the tech community in the city. The parallels and differences between London and Tel Aviv were discussed with a focus on the diversity of talent in both cities.
5. A demonstration of ethical hacking also took place where “ethical hackers” from an innovation lab provided examples of methods cybercriminals use to access the networks of large organisations. This session provided a practical insight into cyber threats and a resulting discussion in the solutions that are available to organisations.
6. A roundtable took place on a more general theme of increasing the flow of capital and talent between Israel and London. A wide range of views was heard from organisations based in Tel Aviv on what Israeli firms may look for in a market to develop cyber security solutions and access global markets. Tel Aviv has resource centres that see the threat of cybercrime as well as the opportunity for innovation and commercialisation.

Conclusion

7. The visit provided valuable insights into how Tel Aviv has generated an innovative ecosystem in cyber security. Meetings with a wide range of stakeholders enabled the Chairman to draw from different viewpoints to gain an understanding of what key players are required to attempt to emulate this ecosystem and inform the cyber security strategy.
8. The Chairman, and delegation from the Corporation and City of London Police developed thinking around how London and the UK can promote an ecosystem that supports innovation and cyber skills with stakeholders in academia, government and the private sector that work in collaboration.

Appendices

None

Background Papers

A paper was submitted to the Policy & Resources committee on 20th October 2017 requesting approval for the Policy Chairman to visit Tel Aviv.

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Committee(s):	Dates:
Street and Walkways Sub Committee - For information	November 24 th 2017
Planning and Transportation Committee - For decision	December 12 th 2017
Policy and Resources Committee - For Information	December 14 th 2017
Subject: City Lighting Strategy: Draft Strategy consultation	Public
Report of: Director of the Built Environment	For Decision
<p style="text-align: center;">Summary</p> <p>In September and October 2016, Members approved a Street Lighting LED upgrade, together with the installation of a new Control Management System (CMS) that allows the dynamic real time management of street lighting throughout the City of London. However this project also provided the ideal opportunity to establish the very first City wide lighting strategy for the Square Mile.</p> <p>Lighting consultants were appointed in January 2017 and a draft City Lighting Strategy has now been produced, following a series of workshops including a wide variety of internal officers from the City of London and City of London Police. This report presents the main recommendations of the Strategy and sets out details of the planned public consultation exercise. Copies of the draft strategy are available in the Members' Reading Room.</p> <p>The City Lighting Strategy will seek to improve the quality, efficiency, sustainability and consistency of lighting for the whole City, providing a holistic approach to lighting and helping to ensure a safe, vibrant and pleasant night environment for businesses, residents and visitors.</p> <p>The Strategy also considers the negative consequences of artificial lighting and how a healthy and sustainable balance can be achieved between light and darkness within the City, maintaining safety and security considerations as paramount. Its key recommendations include a new set of lighting standards and a series of innovative approaches and techniques in line with the Smart City agenda. The Strategy also recommends guidelines for both the level and colour of lighting (i.e. its warmth) for main streets, secondary streets and foot ways.</p> <p>The document suggests how smarter, more human scale lighting can provide both the necessary functional lighting the City requires, and also a powerful tool to enhance the public realm after dark, supporting the development of the City's night time economy.</p>	

Officers are recommending that a formal public consultation exercise is undertaken to gather public responses to the principles presented in the Strategy. It is proposed that the Strategy is out for consultation for a period of six weeks, using a variety of methods to engage with the public as set out in this report.

Recommendations:

- That the draft City Lighting Strategy be approved for public consultation to be initiated in January 2018.

Main Report

Background

1. The majority of the City's street lighting equipment is in need of replacement and a project is currently underway to deliver a technical upgrade. This involves replacing the existing street lighting units with Light-Emitting Diode (LED) lighting as well as a new integrated control management system. In that context, the opportunity to establish a City Lighting Strategy will ensure that the new system delivers lighting which is efficient, sustainable, functional and that can enhance the City's unique night-time character.
2. A series of workshops to identify key lighting issues and objectives were organised by the City, and these identified the need for a lighting strategy to set out the City's approach in a holistic way. These workshops informed the production of a brief, and Speirs and Major, a lighting design consultant, was appointed in January 2017 to develop the strategy.
3. Consultation has played a key role in the development of the strategy, with a working party set up and workshops, meetings and presentations organised to engage with a wide variety of stakeholders. This allowed the sharing of different expertise and a better understanding of the current lighting issues and opportunities. Such groups have included internal officers from planning, highways, public realm, transportation, access, environmental health and policy teams; Open Spaces department, Transport for London (TfL) and City of London Police.

Current Position

4. The City Lighting Strategy has now been drafted, having been informed by comments and suggestions received from the Working Party. The document provides a holistic approach to lighting and seeks to ensure a safe, vibrant and pleasant night environment for businesses, residents and visitors, as well as by improving the quality, efficiency, sustainability and consistency of lighting.
5. The Strategy will form part of the City 'Smart City' agenda: an ambitious forward plan to enhance the uniqueness and competitiveness of the City,

helping cement its status as the World Financial and Business Centre, as well as a historical and cultural destination.

6. This strategy will also serve as a guidance document for public realm and transportation projects and recommend lighting approaches for future developments, ensuring lighting considerations are included at the early stages of any design process.
7. This document provides a unique opportunity for the City of London to re-think its current approach to lighting, particularly how a smarter, more human scale of lighting can be delivered that better meets the needs of pedestrians and cyclists rather than the current focus on high level, high powered, traffic focused lighting. The objective is not just to provide the City with the necessary functional lighting it requires, but also improve the quality of life for its residents and workers by avoiding unnecessary light pollution, over-lighting, excessive glare and inconsistencies in lighting design.
8. This transformative approach equally suggests lighting can be a powerful tool to improve the public realm after dark, supporting the development of the City's night time economy and contributing to the success of after dark events and celebrations. It suggests how playful and/or colourful lighting could be used to strengthen the identity of Culture Mile, the City's new cultural destination, through temporary or more permanent installations.
9. Key recommendations in the document address three main areas:
 - a) **Functional:** these recommendations ensure the new lighting approach provides a safe, secure and accessible environment for all.
 - b) **Environmental:** this set of guidelines provides a sustainable approach that balances the economic, environmental and social impact of lighting, and considers how lighting can play a key role in the cultural development of the City of London at night.
 - c) **Technical:** these recommendations suggest how the above can be delivered, starting with fully embedding lighting within the planning system, setting out a clear structure to manage street lighting, including the formation of a Strategic Lighting Board, and encouraging the use of smarter technologies and innovations.
10. Lighting standards that meet the needs of the different types of road and typologies of spaces have also been suggested as follows:
 - a) **Lighting levels:** it is recommended to provide different lighting levels for the different types of road (main roads; side roads; footways and Riverside) with lighting levels varied dependent upon time of day (e.g. peak / off-peak) and/or current need (e.g. crime or other incidents). It is proposed lighting levels will be, where necessary, determined on a street by street basis.
 - b) **Colour temperature:** the hue of white light of the public lighting systems is recommended to be more consistent. It is suggested that the main street and amenity lighting systems range from warm white light (2700K) to cool white light (4000K) depending on the typology of the route or open space.

- c) **Lantern mounting height:** it is recommended that mounting height of lighting equipment should generally be sympathetic to the height and width of a street or open area, to ensure uniformity of lighting level throughout the City.
11. The Strategy has also identified a series of character areas within the City of London, each with its unique attributes. Distinctive recommendations are suggested for each area, which allows lighting to respect and enhance their characteristics.

Proposal

12. In summary, the strategy's aim is to provide the vision, methodology, standards and guidance to meet the future requirements of the City of London. It seeks to deliver a creative, holistic, cohesive, forward looking and intelligent approach in which light and darkness are better balanced to meet both the functional and aesthetic need. It also suggests how light may be employed to help reinforce the City's existing identity as a world-class business centre, whilst respecting and complementing both its heritage and character
13. The Strategy also specifically looks to encourage walking and cycling by creating an enjoyable, safe and secure experience of the public realm after dark, but in a sensitive and environmentally responsible manner. In recognising the City of London's Future City and Smart City initiatives it introduces an innovative approach to both technology and technique to help create much greater flexibility for the future.
14. Officers are recommending that a formal public consultation exercise is undertaken to gather public responses to the ideas in the strategy. It is proposed that the Strategy is out for consultation for a period of six weeks from January 2018, using a variety of methods:
- Leaflets and questionnaires available to the general public and placed in City of London public buildings including libraries and offices;
 - A total of four drop in sessions, during lunchtime and evening periods, open to the general public in Guildhall;
 - Consultation web pages with access to the electronic version of the draft strategy and on line questionnaires;
 - Email updates to interested members of the public and stakeholders;
 - Two night walking tours for Members, taking place in November and December 2017, to see new LED technology in its trial stage and consider the issues the strategy seeks to address; and
 - Officers will also follow up on any requests made for presentations to groups or individual briefing sessions.
15. Copies of the draft strategy have been made available in the Members' Reading Room.

Corporate & Strategic Implications

16. The City Wide Lighting Strategy is in line with the aims and objectives of the City of London Corporate Plan 2015-19

Corporate Plan

KPP2 Improving the value for money of our services within the constraints of reduced resources

KKP5: Increasing the outreach and impact of the City's cultural heritage and leisure contribution to the life of London and the nation, including the more specific deliverable of

- Developing and improving the physical environment around our key cultural attractions; and providing safe, secure, and accessible Open Spaces

Policy Implications

The proposed Strategy is in line with the following adopted City of London policies:

Local Plan 2015

Policy CS3 Security and Safety

3.10.15 The illumination of buildings should only occur where it would contribute to the unique character and grandeur of the City townscape by night. Lighting intensity, tone and colour need to respect the architectural form and detail of the building, be sensitive to the setting and avoid light pollution of the sky and adverse effects upon adjacent areas and uses. Light fittings, including street lighting, should be discreetly integrated into the design of the buildings, where possible.

Policy CS10 Design

3.10.23 The City Corporation will actively promote schemes for the enhancement of the street scene and public realm, in appropriate locations.

3.10.26 All projects should be inclusive in design so that they provide access for all.

Policy CS15 Sustainable Development and Climate Change

15.7 Noise and light pollution

Internal and external lighting should be designed to reduce energy consumption, avoid spillage of light beyond where it is needed and protect the amenity of light-sensitive uses such as housing, hospitals and areas of importance for nature conservation.

Conclusion

17. This report updates Members about the City Lighting Strategy. It outlines the process of drafting the strategy, including stakeholder workshops and sets out the key recommendations presented in the Strategy. It recommends that Members approve a public consultation on the draft strategy be undertaken in January 2018 for six weeks.

Background Papers:

Draft City Lighting Strategy 'Light + Darkness in the City, A Lighting Vision for the City of London'. This can be viewed in the Member's reading room, or an electronic copy can be sent directly to Members on request.

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Committee:	Date:
Policy and Resources	14 December 2017
Subject: Draft Departmental Business Plans 2018/19 – Town Clerk’s Corporate and Member Services; Economic Development Office; Remembrancer’s Office	Public
Report of: The Town Clerk and the Remembrancer	For Information
Report author: Sarah Blogg, Town Clerk’s Department Alex Greaves, Economic Development Margaret Pooley, Remembrancer’s Office	

Summary

This report presents for information the draft high-level business plans for the Town Clerk’s Department (Corporate and Member Services), Economic Development Office and the Remembrancer’s Office for 2018/19. It is presented alongside the departmental estimate report to enable the draft ambitions and objectives to be discussed in conjunction with the draft budget for the forthcoming year.

Recommendation

Members are asked to note the draft high-level business plans for 2018/19 for the Town Clerk’s Department (Corporate and Member Services), Economic Development Office and the Remembrancer’s Office and provide feedback.

Main Report

Background

1. As part of the new framework for corporate and business planning, departments were asked to produce standardised high-level, 2-side business plans for the first time in 2017/18. These were presented as drafts to Service Committees in January/February and as final versions for formal approval in May/June. Members generally welcomed these high-level plans for being concise, focused and consistent statements of the key ambitions and objectives for every department.
2. For 2018/19, departments have again been asked to produce high-level plans in draft, this time to be presented to Service Committees alongside the departmental estimate reports, so that draft ambitions can be discussed at the same time as draft budgets. This represents a first step towards integrating budget-setting and priority-setting.
3. Discussions are also taking place on aligning other key corporate processes with the corporate and business plans, such as workforce planning and risk

management. Achieving this will represent a significant step towards the City Corporation being able to optimise its use of resources. The next step will be the presentation of the budget alongside the refreshed Corporate Plan at the Court of Common Council in March.

4. With these key documents in place and a new corporate performance management process being brought forward the City Corporation will be able to drive departmental activities to deliver on corporate priorities and allocate its resources in full knowledge of where it can achieve most impact on the issues and opportunities faced by the City, London and the UK.
5. A revised draft of the Corporate Plan has been produced following consultation with Service Committees and Members between April and July, and is being used for staff engagement between September and November. Members should therefore start to see closer alignment between the departmental business plans and the draft outcomes from the Corporate Plan.
6. Work is also taking place on reviewing the content and format of the supporting detail that will sit beneath the high-level business plans. This includes: information about inputs (e.g. IT, workforce, budgets, property and assets); improved links to risk registers; value for money assessments, and schedules of measures and key performance indicators for outputs and outcomes. This will be a key element in the move towards business planning becoming less of a document production process and more of a joined-up service planning process, linked to corporate objectives.

Draft high-level plan

7. This report presents at Appendices 1, 2, and 3 the draft high-level plans for 2018/19 for:
 - Town Clerk's Department (Corporate and Member Services)
 - Economic Development Office
 - Remembrancer's Office

Town Clerk's Department (Corporate and Member Services)

8. The Town Clerk's Department (Corporate and Member Services) reports to both the Establishment and Policy and Resources Committees. The services for which this Committee has budgetary responsibility are Media and Communications and Resilience and Community Safety.
9. The draft plan has been developed in consultation with senior managers in the department. The first ambition has been revised to reflect the developing draft Corporate Plan 2018-23, and the objectives and measures updated to reflect progress and achievements during the last year, for example the successful delivery of elections in 2017. The plan will be revised before final approval is sought in the new year.

Economic Development Office

10. The work of the Economic Development Office focuses on delivering the objectives in the Corporate Plan 2018-23 under 'Support a Thriving Economy'.
11. 2018/19 will be decisive for the future relationship between the UK and the EU. We will embed the enhanced City office in Brussels to ensure that the City's voice continues to be heard. We will also continue to strengthen a wide programme of international engagement to support effective regulation and trade, kicking off with the Commonwealth Business Forum in April.
12. Our work on developing an environment of trust between the FPS sector and the public will gather momentum through our engagement with future City leaders. Building on its success to date, we look to encourage greater leadership among our partners in the Green Finance Initiative to take this work to the next level.
13. We continue to collaborate closely with other Departments to deliver corporate programmes. We will deliver elements of the City Corporation's Employability Strategy and Education Strategy and will work with other Departments to establish a new joint approach to relationships with businesses. We will also implement EDO's internal responsible business targets for diversity, opportunity and environment.

Remembrancer's Office

14. The Remembrancer's Office high level plan provides for activities to support the three main themes set out in the draft Corporate Plan. The Office's Brexit-related work seeks to assist the City Corporation to support a thriving economy in the City, London and the UK. The Open Spaces Bill is intended to help protect the future of the City Corporation's open spaces. The effective delivery of world-class events supports an important element in the heritage of the City and the UK. The draft will be discussed with all staff before the final version is put forward for approval.

Conclusion

15. This report presents the draft high-level plans for 2018/19 for the Town Clerk's Department (Corporate and Member Services), Economic Development Office and the Remembrancer's Office in order that Members can feed into these plans at an early stage. Final plans will be presented for approval prior to the start of the 2018/19 financial year.

Appendices - Draft high-level business plans 2018/19

- Appendix 1: Town Clerk's Department (Corporate and Member Services)
- Appendix 2: Economic Development Office
- Appendix 3: Remembrancer's Office

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

Our ambitions are that:

- The City of London Corporation is known to be relevant, responsible, reliable and radical in how it goes about governing a vibrant and thriving City, supporting a sustainable and diverse London within a globally-successful UK.
- The City's communities live and work in a safe and resilient place
- The City Corporation optimises the quality of and access to its cutting edge cultural offer.

What we do is:

Corporate and Member Services:

Leadership, governance, scrutiny, programme management, Committee and Member support, Police Authority.

Corporate Strategy and Performance:

Lead, drive and quality assure corporate strategy development and corporate performance management.

Media and Communications:

Coordinating and overseeing all print, broadcast and digital communications of the City Corporation.

Elections:

Conducting elections, Member and democratic services, electoral canvassing.

Resilience and Community Safety:

Business continuity and emergency planning, community safety.

Corporate strategic security advice.

Contact Centre:

One stop access to services

Our 2018-19 budget is:

Section	£000
Corp & Member Services (Inc. TC Office)	
Corp Strategy and Performance	
Media & Communications	
Elections	
Resilience and Community Safety	
Contact Centre	
Total net operational budget	tbc

Proposals will be developed for meeting the 2% annual savings target from 2018/19.

Our top line objectives are:

- Drive and coordinate the delivery of our corporate ambitions and desired outcomes.
- Promote high standards of governance throughout the organisation.
- Implement improvements to project management procedures and practice across the organisation.
- Deliver democratic services, which meet the needs of elected Members and the electorate (measure 6).
- Create and deliver clear, consistent and confident messaging across the City Corporation.
- Ensure that there are plans in place to support and assist the City's communities in the event of an incident.
- In partnership with the City of London Police and others, help deliver a safer community.
- Develop Culture Mile as a vibrant and welcoming cultural and learning destination and therefore contribute to changing perceptions of the City to ensure it is recognised as a global leader in culture as well as commerce.
- Change the security culture within the organisation.
- Enhance the City's resilience around the Prevent, Protect and Prepare strands of the national Contest strategy.

Corporate Programmes and Projects:

- Lead the development and delivery of the Culture Mile programme (measure 1).
- Develop and manage a prioritised corporate strategy pipeline to drive increased impact on the outcomes set out in the Corporate Plan, and lead on corporate strategies including: Internal Responsible Business; Corporate Volunteering; Customer Services; Digital Strategy and Corporate Social Mobility (measure 2).

What we'll measure:

1. Achievement of the aims of the Culture Mile programme, including projects being delivered within the allocated resources and on time.
2. Overall impact of corporate workstreams on outcomes set out in the Corporate Plan.
3. The extent to which corporate objectives and outcomes are being referred to, and intended impact is being set out, in decision-making papers going through governance processes (existing and new).
4. Member and staff feedback on the usefulness of the new governance documents, structures and processes.
5. Whether the Joint Contact and Control Room is delivered on time and within budget.

- Design and develop a new business planning and corporate performance management system that can be further developed over time as our capabilities build (measure 3).
- Lead the re-design of Chief Officer governance to support good decision-making regarding allocation of resources in order to increase our impact on the outcomes set out in the Corporate Plan (measure 4).
- Raise awareness across the City Corporation of why and how to use the Corporate Plan, align Business Plan and performance measures with it, and use both and governance processes to best effect.
- As part of the 'One Secure City' programme, move the Contact Centre Services to the new Joint Contact and Control Room, co-locating and providing a joint service with the City of London Police (measure 5).

Departmental Programmes and Projects:

- Oversee a review of the security of the City Corporation's operational estate (measure 7).
- Promote the refreshed prevent strategy and deliver training for all City Corporation staff (measure 8).
- Produce an Anti-Social Behaviour (ASB) Strategy in partnership with the City of London Police (measures 9 and 10).
- Continue to support work to deliver an effective response to VAWG (Violence Against Women and Girls).
- Ensure that the City Corporation exceeds the minimum London Resilience Standard and works with partner London Boroughs to share best practice and increase capacity (measure 11).

How we plan to develop our capabilities this year

- Build the Corporate Performance Team and business planning and corporate performance systems.
- Develop and enhance specialist support in Committee Services in particular in the area of the City's educational activities.
- Develop closer working relationships between the Police and our local authority community services to improve the effectiveness of response.
- Enhance retention and improve succession planning in the Committee Team by ensuring that talented staff are given professional development opportunities.

6. Member feedback on whether the induction and development programme enables them to fulfil their roles effectively.
7. Level of compliance with CPNI (Centre for the Protection of National Infrastructure) guidelines.
8. Percentage completion of Prevent on-line training by staff (target 100%); take up of bespoke Prevent toolkit for businesses; level of engagement with faith communities, residents and educational establishments
9. Number of repeat ASB incidents and appropriate use of warning letters, Community Protection Notices and injunctions.
10. Improved awareness of ASB Strategy and reporting methods.
11. Performance against minimum London Resilience Standard requirements.

What we're planning to do in the future

- Continue to align Business Plans with the Corporate Plan, build more sophisticated corporate performance and officer governance capabilities to enable us to use our resources to achieve greater impact on our corporate outcomes over time.
- Evaluate the use of emerging information technology to improve efficiency and innovation.
- Develop democratic services in line with the needs of the newly elected 2017 Membership to ensure that elected Members can carry out their roles effectively.

We collaborate with business, government, regional and international partners on supporting responsible business, effective regulation, innovation, and trade to stimulate a thriving economy that contributes to a flourishing society.

Our ambitions are that:

- Our businesses are trusted and socially and environmentally responsible.
- We have the world's best regulatory framework and access to global markets.
- We are a global hub for innovation and enterprise.
- We attract and nurture relevant skills and talent.

What we do is:

- EDO is structured into the following teams:
 - Responsible Business & Supporting London (RBSL)
 - Financial and Professional Services
 - Policy & Innovation
 - Regulatory Affairs, including EU engagement
 - The Brussels Office and the Asia Offices
 - Exports & Investment
 - Events
 - Research and Marketing
 - Central London Forward*
 - Heart of the City*

* these teams are not funded from the EDO budget, but sit within our structure

Our budget is:

	£'000
RBSL	(1,200)
Research and Marketing	(861)
Financial and Professional Services**	(4,017)
Events	(202)
Total	(6,280)

** the requested Brussels uplift is not included in the budget

Our top line objectives are:

Our businesses are trusted and socially and environmentally responsible

- **Trust:** Support businesses to adopt responsible practices, improve public perception of the City and support the development of future, responsible City leaders.
- **Green Finance:** Ensure that London has the environment to attract investment in Green finance and encourage leadership from within the sector and in Government.

We have the world's best regulatory framework and access to global markets

- **EU Market Access:** Achieve the best possible outcome from the BREXIT negotiations and preparing for the 'new normal' of engaging with Brussels.
- **International Market Access and Exports:** Develop and strengthen access to London's most important markets including both mature markets and emerging markets, engaging with emerging global trends.
- **UK Regulatory Framework:** Ensure high standards and promote global regulatory coherence
- **Foreign Direct Investment:** Support and enable the movement of new FPS business into London.
- **Retention, Expansion & Exports:** Encourage FPS firms to remain in, expand across and export out of the UK.

We are a global hub for innovation and enterprise

- **Innovation:** Establish and entrench London's position as the global hub for business innovation and in emerging sectors, including FinTech and Cyber.
- **Enterprise:** Grow the number of London start-ups that scale successfully and responsibly.

We attract and nurture relevant skills and talent

We will measure

- Trust in FPS - as reported in the Edelman Trust barometer
- Sponsorship for the Green Finance Initiative
- The ranking of UK FPS in global indices
- Progress on financial service priorities in Brexit negotiations
- London's ranking in the EY survey of top cities for inward investment
- The volumes in F/X AUM and bond listings especially in Asia
- UK's standing in the Global Innovation Index and London's standing in the Global Cities Index
- FPS skills gaps and shortages
- Diversity in the City's workforce

- **Talent:** Enable FPS firms to attract, recruit and nurture the talent and skills necessary to maintain the City's status as the top global financial hub.

To make a 2% budget saving, we have not taken forward potential projects across our objectives and will look to draw additional support through our partners to support for our joint programmes.

Within **CORPORATE PROGRAMMES** we will:

- Drive a step-change in how the City Corporation manages relationships with business.
- Work with Mansion House to deliver a high-profile programme of international visits to engage with business priorities
- Continue to provide high quality briefing, reports and statistical information to the wider Corporation and senior representatives, supporting the City Corporation's Knowledge and Information sharing.
- Deliver core elements of the Corporation's Employability Strategy and Education Strategy
- Enhance our cyber security offering, by working with other departments to develop the City Corporation's Cyber Security Strategy
- Drive forward EDO's internal responsibility commitments to diversity, opportunity and environmental responsibilities.

- Feedback from EDO's stakeholders through surveys and other engagement
- Feedback from senior representatives on the quality of our support
- Engagement from key partners with our international visits
- EDO's responsible business targets

How we plan to develop our capabilities this year

- Embed the City's expanded Brussels operation to deliver a step-change in the City Corporation's presence and reach with critical decision makers.
- Embed a Strategic Engagement Management System (SEMS) and new approach to relationship management across EDO
- Establish the Green Finance Initiative on a firm and sustainable footing, to build on its strong and growing profile.
- Develop strategic engagement plans for senior officers and representatives
- Develop our presence through programmes, communication and promotion with a particular focus on ensuring that we are effectively communicating the work that we undertake and service offering that we can provide
- Increase our engagement with non-EU stakeholders in Asia and London to support macro trends (e.g. Belt and Road Initiative)
- Improve our induction process so new starters have a good understanding of issues right from the beginning
- Promote a clear vision for the role of EDO as part of the wider City Corporation plan and increase cross cutting work between the different EDO teams and with departments across the Corporation.
- Continue to strengthen effective strategic partnerships with government, business and other entities

What we're planning to do in the future:

- Commonwealth: building on the Spring Business Forum, there is potential for further work supporting Commonwealth collaboration.
- Work with the 'new normal' in Brussels: working with the sector to engage Brussels under the 'new normal' post-Brexit.
- Engagement with international regulators: increasing engagement with international regulators and work on stronger regulatory coherence to open up markets.

We safeguard the constitutional position of the City of London Corporation and promote the City as the world's leading financial centre.

Our ambitions are:

- To safeguard the constitutional position of the City of London Corporation.
- To support the City in continuing to be a leader in financial and professional services and in other areas of national life including state and national occasions, education, culture and charitable-giving.
- To maintain and enhance the City's customs and heritage, consistent with the times we live in, for the benefit of London and the UK.
- To ensure that the Guildhall continues to develop as a leading venue for important commercial events.

What we do is:

Parliamentary

- Promote the City's interests among opinion formers in Parliament and Whitehall and other significant bodies, including the Greater London Authority.
- Act as Parliamentary Agents for the City Corporation and promote the City's private legislation.
- Scrutinise all government legislation to safeguard and promote the City's interests.
- Provide evidence to Parliamentary and GLA committees on matters of concern to the City.

City events

- Deliver events that support the interests of the City and the UK, including the State Visits Programme and the Lord Mayor's Banquet.
- Liaise with the Royal Household and the London Diplomatic Corps.

Member services

- Provide a service for the City's elected Members including arrangements for Committee events and Common Hall.

Private events

- Generate income from private use of the Guildhall.

Our Local Risk budget for 2018/19 is:

£000

Finance Committee 342
(Guildhall Admin – Private Events and Attendant teams)

Policy and Resources (1,173)
(City events team, Parliamentary and Business Support)

Our top line objectives are to:

- Secure the passage through Parliament of City of London Corporation Bills.
- Obtain amendments to draft legislation where necessary in the interests of the City and make submissions to Parliamentary committees on all relevant issues.
- Respond to any issues or concerns raised in Parliament or the GLA, whether in debates, committee hearings or during the passage of Bills.
- Engage with Ambassadors and High Commissioners in London to collaborate on matters of common interest and enhance the City's profile with them.
- Deliver the City's programme of events for 2018/19 and develop a programme of events for 2019/20 and future years.
- Optimise income from the use of Guildhall for commercial events so far as consistent with the City Corporation's own use of Guildhall.
- Maximise the effectiveness of Committee events and other City hospitality.

What we'll measure:

Completion of Parliamentary stages of the City of London Corporation (Open Spaces) Bill

Number of legislative amendments or undertakings in response to representations.

Number of references made to evidence submitted to Select Committee inquiries.

Feedback from guests at City hosted events and from clients for private events.

Our deliverables within corporate programmes and projects are to:

- Represent City Corporation interests in respect of the legislative programme as announced in the Queen's Speech.
- Implement the 'effectiveness of hospitality' cross-cutting review relating to strategic objectives and compilation of guest lists to meet them.
- Make the savings required by the Efficiency and Sustainability Plan.
- Work with the City Surveyor's department to develop a repairs, maintenance and works schedule for the function areas so that the venue is fit for purpose.
- Contribute to the implementation of the new City Corporation contacts database (Dynamics 365), so that both policy needs and City event management requirements are met.

Our deliverables within departmental / service programmes and projects are to:

- Enhance Parliamentary engagement, in particular in respect of matters arising in connection with Brexit.
- Report on progress of Brexit-related legislation, facilitating debate and proposing amendments.
- Draft amendments, if required, in respect of the City of London Corporation (Open Spaces) Bill and secure appropriate amendments to other legislation, including the Trade Bill and Immigration Bill.
- Liaise with the City Office in Brussels on proposed EU laws taking effect before and also after Brexit.
- Enhance engagement with GLA officers and Assembly Members on matters of interest to the City, including devolution and business rates.
- Implement a revised event marketing strategy taking account of potential additional venue spaces.
- Review IT requirements for the venue.

We plan to develop our capabilities this year by:

- Being pro-active in Parliament, liaising with members of both Houses and developing contacts with Parliamentary officers.
- Liaising more closely with Committee Chairmen and relevant Chief Officers to agree objectives and evaluation process.
- Engaging with our commercial clients to understand better their business requirements and continue to develop our processes and services.
- Recruiting experienced and highly skilled staff and providing relevant training for both new and existing staff.

What we're planning to do in the future:

- Represent the views of the City in relation to Brexit-related legislation and report on progress through Parliament, proposing amendments where necessary.
- Respond to any other new government legislation, and submit evidence to Select Committee and GLA inquiries, in respect of any issue of interest to the City.
- Update the Guildhall marketing strategy and identify innovative ideas for marketing Guildhall to continue to attract increased business.
- Obtain the upgrading of the facilities in Guildhall's lettable spaces, including the refurbishment of the West Wing cloakrooms, PA system and lighting, working with the City Surveyor's department.

What we'll measure:

Income generated through hire of Guildhall.

New business – major commercial clients using Guildhall.

Service response standard – private event enquiries.

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Committee: Policy and Resources	Date: 14 December 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 £152,565 and £18,200 respectively.

Recommendations

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

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POLICY AND RESOURCES COMMITTEE - POLICY INITIATIVES FUND 2017/18

<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 30/11/17 £	<u>BALANCE</u> <u>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 Institute (£10,000)	DOC	78,800	52,100	26,700		
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	25,000	0		

<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>£</u>	<u>ACTUAL</u> <u>PAID</u> TO 30/11/17 <u>£</u>	<u>BALANCE</u> <u>TO BE SPENT</u> <u>£</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	52,500	19,500	
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	28,878	3,222	

<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 30/11/17 £	<u>BALANCE</u> <u>TO BE SPENT</u> £	<u>NOTES</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	38,650	16,250	2 year funding: £54,900 in 2017/18	
04/05/17	City Matters: placing additional full page advertisements in City Matters to promote City of London Corporation's cultural events and activities	DOC	13,000	13,000	0	2 year funding: £15,600 in 2018/19	
04/05/17	Secretariat of the Standing International Forum of Commercial Courts: City Corporation to provide financial support for a third of the costs of the secretariat for the first 3 years.	DED	60,000	0	60,000	3 year funding: £50,000 in 2018/19 & 2019/20	
08/06/17	Commonwealth Enterprise and Investment Council (CWEIC) - Renewal of office space: provision of office space within Guildhall complex	TC	10,000	0	10,000	2 year funding: £10,000 in 2018/19	
06/07/17	One City Social Media Platform: City Corporation to provide financial support for a third of the costs for 3 years of this ongoing development of a new social media led platform dedicated to City workers in promoting the attractions and events held within the Square Mile.	DBE / CS / DOC	60,000	50,000	10,000	3 year funding: £60,000 in 2018/19 & 2019/20	
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	49,889	111		
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	10,000	0		
16/11/17	City of London Asia Next Decade - a campaign for the future: City of London Corporation to support the Asia Next Decade campaign that seeks to maintain London's role as a leading global financial centre through engagement with Asia.	DOC	30,000	0	30,000		

<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 30/11/17 £	<u>BALANCE</u> <u>TO BE SPENT</u> £	<u>NOTES</u>
20/03/14	Communities STEM and Policy Education Programme - funding of the Hampstead Heath Ponds Project	DOS	36,300	25,715	10,585	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
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	5,652	1,348	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
16/11/17	Centre for Study of Financial Innovation (CSFI): Corporation supporting CSFI in its continued occupancy to enable the Think Tank to remain in the City	DOC	6,635	0	6,635	5 year funding: final payment in 2021/22
19/09/13	Attracting and Retaining International Organisations International Valuation Standards Council (IVSC) - City of London to support the accommodation costs of the IVSC	CS	50,000	37,500	12,500	5 year funding - £50k per year until 2018/19
03/07/14	International Forum of Sovereign Wealth Funds (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

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POLICY AND RESOURCES COMMITTEE - POLICY INITIATIVES FUND

		2017/2018
		£
POLICY INITIATIVES FUND		
- Balance remaining prior to this meeting		152,565 *
<u>Less possible maximum allocations from this meeting</u>		
- Sponsorship of Centre for London research project	25,000	
- The Commonwealth Business Forum 2018	12,000	
	<hr/>	37,000
Balance		<hr/> <hr/> 115,565

* 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</u> <u>DATE</u>	<u>DESCRIPTION</u>	<u>RESP</u> <u>OFFICER</u>	<u>ALLOCATION</u> £	<u>ACTUAL</u> <u>PAID</u> TO 30/11/17 £	<u>BALANCE</u> <u>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	14,292	10,708	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	125,000	0	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

ALLOCATIONS FROM CONTINGENCY					STATUS OF BALANCE	
COMMITTEE DATE	DESCRIPTION	RESP OFFICER	ALLOCATION £	ACTUAL PAID TO 30/11/17 £	BALANCE TO BE SPENT £	NOTES
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	
	BALANCE REMAINING		383,800	180,292	203,508	
	TOTAL APPROVED BUDGET		18,200			
	ANALYSIS OF TOTAL APPROVED BUDGET		402,000			
	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 *
<u>Less possible maximum allocations from this meeting</u>		
-	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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