



Policy and Resources Committee

Date: THURSDAY, 15 MARCH 2018
Time: 1.45 pm
Venue: COMMITTEE ROOMS, 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 | Alderman 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: Alistair MacLellan / alistair.maclellan@cityoflondon.gov.uk

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

John Barradell
Town Clerk and Chief Executive

AGENDA

Part 1 - Public Agenda

1. **APOLOGIES**

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

3. **MINUTES**

To consider minutes as follows: -

- a) To agree the public minutes of the meeting held on 22 February 2018.

For Decision
(Pages 1 - 14)

- b) To note the draft public minutes of the Projects Sub-Committee meeting held on 14 February 2018.

For Information
(Pages 15 - 20)

- c) To note the draft public minutes of the Courts Sub-Committee meeting held on 19 February 2018.

For Information
(Pages 21 – 24
)

- d) To note the draft public minutes of the Public Relations and Economic Development Sub-Committee meeting held on 26 February 2018 and consider the recommendation referred to in Item 7

For Decision
(Pages 25 - 30)

4. **COMMITTEE TERMS OF REFERENCE AND COMPOSITIONS**

Report of the Town Clerk.

For Decision
(Pages 31 - 52)

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

Report of the Town Clerk.

For Decision
(Pages 53 - 66)

6. **COMMON HALL: ELECTION OF LORD MAYOR 2019**

Report of the Town Clerk.

For Decision
(Pages 67 - 70)

7. **REVIEW OF THE CENTRAL GRANTS PROGRAMME**
Report of the Chief Grants Officer.
N.B. Appendix 2 is in the non-public section of the agenda.
For Decision
(Pages 71 - 86)
8. **FINAL DEPARTMENTAL BUSINESS PLANS 2018/19 - ECONOMIC DEVELOPMENT OFFICE, REMEMBRANCER'S OFFICE, CORPORATE AND MEMBER SERVICES**
Joint Report of the Town Clerk, Remembrancer and Director of Economic Development.
For Decision
(Pages 87 - 102)
9. **MUSEUM OF LONDON RELOCATION PROJECT - CITY OF LONDON MEMBER REPRESENTATION ON THE NEW MUSEUM BOARD [TO FOLLOW AS A LATE PAPER]**
Report of the Assistant Town Clerk & Culture Mile Director.
For Decision
10. **RESOLUTION OF THE POLICE COMMITTEE - BUSINESS RATE PREMIUM 2019/20**
Resolution from the Police Committee meeting held on 25 January 2018, together with a note from the Commissioner of the City of London Police.
For Decision
(Pages 103 - 110)
11. **RESOLUTION OF THE LICENSING COMMITTEE - POTENTIAL REPORTING TOOL FOR JCCR**
Resolution from the Licensing Committee meeting held on 7 February 2018.
For Decision
(Pages 111 - 112)
12. **POLICY INITIATIVES FUND AND COMMITTEE CONTINGENCY**
Report of the Chamberlain.
For Information
(Pages 113 - 130)
13. **OUTCOMES OF SIR MICHAEL SNYDER'S VISIT TO INDIA**
Report of the Director of Economic Development.
For Information
(Pages 131 - 134)
14. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**
15. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT**

16. **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

17. **NON-PUBLIC MINUTES**

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

- a) To agree the non-public minutes of the meeting held on 22 February 2018.

For Decision
(Pages 135 - 142)

- b) To note the draft non-public minutes of the Projects Sub-Committee meeting held on 14 February 2018.

For Information
(Pages 143 - 148)

- c) To note the draft non-public minutes of the Courts Sub-Committee meeting held on 19 February 2018 and considered the recommendation referred to in item no. 12.

For Decision
(Pages 149 - 156)

18. **NON-PUBLIC APPENDIX - REVIEW OF CENTRAL GRANTS PROGRAMME**

Non-Public Appendix - Review of Central Grants Programme.

For Information
(Pages 157 - 160)

19. **CENTRE FOR MUSIC - PROGRESS REPORT**

Joint Report of the Managing Director, Barbican Centre and the City Surveyor.

For Decision
(Pages 161 - 168)

20. **PROJECT FUNDING UPDATE**

Report of the Chamberlain.

N.B. this report will have been considered by the Resource Allocation Sub-Committee earlier this day.

For Decision
(Pages 169 - 176)

21. **NORTHERN IRELAND NATIONAL CITIZENSHIP SCHEME**

Report of the Town Clerk.

For Decision
(Pages 177 - 182)

22. **POLICE NATIONAL ENABLING PROGRAMME - ACCOUNTABLE BODY**

Report of the Commissioner of the City of London Police.

For Decision
(Pages 183 - 188)

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

Report of the Town Clerk.

For Information
(Pages 189 - 190)

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

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

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POLICY AND RESOURCES COMMITTEE **Thursday, 22 February 2018**

Minutes of the meeting of the Policy and Resources Committee held at Committee Rooms, 2nd Floor, West Wing, Guildhall on Thursday, 22 February 2018 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
Alderman Peter Estlin
Marianne Fredericks
Deputy the Revd Stephen Haines (Ex-Officio Member)
Christopher Hayward
Deputy Wendy Hyde
Deputy Jamie Ingham Clark (Ex-Officio Member)
Deputy Edward Lord
Alderman Ian Luder
Jeremy Mayhew
Andrew McMurtrie (Ex-Officio Member)
Wendy Mead (Chief Commoner)
Deputy Joyce Nash
Graham Packham (Ex-Officio Member)
Dhruv Patel (Ex-Officio Member)
Alderman William Russell
Deputy Dr Giles Shilson
Jeremy Simons (Ex-Officio Member)
Deputy Tom Sleigh
Sir Michael Snyder
Deputy Philip Woodhouse
Alderman Sir David Wootton

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 |
| Carolyn Dwyer | - | Director of Built Environment |
| Ian Hughes | - | Department of the Built Environment |
| Vic Annells | - | Executive Director of Mansion House & Central Criminal Court |
| David Smith | - | Director of Markets and Consumer Protection |

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|---------------------|--|
| Caroline Al-Beyerty | - Deputy Chamberlain |
| Damian Nussbaum | - Director of Economic Development |
| Bob Roberts | - Director of Communications |
| Philip Everett | - Town Clerk's Department |
| Peter Lisley | - Assistant Town Clerk |
| Angela Roach | - Principal Committee and Members Services Manager |
| Gregory Moore | - Principal Committee and Members Services Manager |
| Nigel Lefton | - Remembrancer's Department |

1. **APOLOGIES**

Apologies were received from Doug Barrow, Henry Colthurst, Hugh Morris, The Lord Mountevans and John Tomlinson.

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

The following declarations of interest were noted:-

- Andrew McMurtrie declared an interest in item no. 23 (St Lawrence Jewry Church) as Chairman of the Benefices Sub-Committee;
- Jamie Ingham Clark also declared an interest in item no. 23 as the Church Warden;
- Tom Sleight declared an interest in item no. 9 (Innovate Finance), by virtue of his firm subscribing to Innovate Finance; and
- Sir David Wootton declared an interest item no. 14 as a non-executive director of the International Dispute Resolution Centre which occupies space within properties linked to the Courts and Police projects.

3. **MINUTES**

- 3a. The public minutes of the meeting held on 18 January 2018 were approved.

Matters Arising

Corporate Plan 2018-23

It was noted that minor changes to the wording of the Corporate Plan had been made following a recent briefing to which all Members were invited to attend.

Special Events on the Highway

Reference was made to the proposed closure of Beech Street to accommodate a forthcoming Culture Mile event. The Committee was advised that the road would now be closed for five days instead of six. In response to concerns that the length of the closure was still too long, the

Chairman of the Planning and Transportation Committee assured Members that detailed discussion had taken place with the organisers who had been able to demonstrate why five days was necessary. It was noted that Barbican residents would still have access to Beech Street on the two days required to set up the event and dismantling equipment.

Bridge House Estates Strategic Review Fund

The Chairman of the Finance Committee referred to the approval of bids from the Bridge House Estates Strategic Review Fund. He suggested that consideration be given to the approval of bids from the fund being delegated to officers up to a certain amount level. The process was currently onerous as all bids, however small, required consultation with the relevant Chairmen. It was noted that an appropriate level of delegation was being investigated.

- 3b. The public minutes of the Members Privileges Sub-Committee held on 12 January and 7 February 2018 were noted and the recommendations contained therein considered.

RESOLVED – That:-

1. in addition to current Members, past Lord Mayors and past Chief Commoners who were no longer on the Court of Common Council, access to the Members Room area on the third floor of the West wing be extended to past Chairmen of the Policy and Resources Committee who were no longer on the Court;
 2. business cards be imprinted in braille where there was a clear business case for doing so only, and that the wording on the card be generic for all users;
 3. the City Surveyor be requested to review the overnight accommodation currently available to the Chairman of the Policy and Resources Committee with a view to it being comparable to that offered to the Chief Commoner and report back to the Members Privileges Sub-Committee on the options for achieving this;
 4. 28 lockers fitted with key locks be provided for the use of Chairmen (and/or their Deputies) in the Members small IT room on the mezzanine floor at an estimated cost of £840; and
 5. a Chief Commoner's Handbook be created to provide information on the protocols of the Office to all new incumbents as well as to assist the support services provided the Office.
- 3c. The draft public minutes of the Projects Sub-Committee meeting held on 17 January 2018 were noted.

- 3d. The draft public minutes of the Resource Allocation Sub-Committee held on 18 January 2018 were noted.
- 3e. The draft public minutes of the joint meeting of the Resource Allocation and Efficiency and Performance Sub-Committees with Committee Chairmen held on 18 January were noted.
- 3f. The draft public minutes of the Public Relations and Economic Development Sub-Committee meeting held on 18 January 2018 were noted.
- 3g. The draft public minutes of the Outside Bodies Sub-Committee meeting held on 26 January were noted and the recommendations contained therein considered.

RESOLVED – that the Chairman of the Education Board be nominated for appointment to the School Governors One-Stop-Shop Board of Trustees/Directors, and as a member of its company.

4. **MUSEUM OF LONDON GOVERNORS' TERM OF OFFICE**

The Committee considered a report of the Town Clerk concerning the maximum term of office of City Corporation Governors on the Board of governors of the Museum of London.

RESOLVED – That the term of Office for City of London Corporation appointed Governors on the Board of Governors of the Museum of London, be set at a maximum of two terms/eight years with the option for an extension in exceptional circumstances.

5. **CORPORATE DIPLOMATIC ENGAGEMENT POLICY**

The Committee considered a report of the Town Clerk concerning the creation of a Corporate Diplomatic Engagement Policy.

The Chairman was heard in support of the creation of the Engagement Policy and advised that it had been produced with the “one team, one message, one strategy” ethos in mind. She also advised that, Members with appropriate expertise and with an already developed relationship with diplomats could be asked to engage with an official on behalf of the City Corporation.

A Member questioned whether it was necessary for the proposal to be approved by the General Purposes Committee of the Court of Alderman and was advised that in the interest of furthering joint working, it was important for the policy to be approved by both Committees. In response to concerns about the importance of being clear on areas of responsibility and policy, attention was drawn to paragraph 7c of the report which explained the role of the Chairman of the Policy and Resources Committee and that of the Lord Mayor in relation to diplomatic engagement.

RESOLVED – That approval be given to the creation of a Corporate Diplomatic Engagement Policy and the Policy be adopted as set out in the report.

6. CULTURAL MILE REVENUE BUDGET

The Committee considered a joint report of the Chamberlain and the Assistant Town Clerk and Culture Mile Director concerning the revenue budget for the Culture Mile initiative.

In response to concerns that the working party, a non-decision-making body, might have been allowed to agree changes to the budget, the Committee was informed that, initially, it was intended that funding for the initiative would be met from a specific budget as had been reported to the Resource Allocation Sub-Committee. However, whilst the working party supported the new proposal for funding the revenue budget, it was now submitted to the Policy Committee for formal consideration. Notwithstanding this, the Culture Mile Working Party's non-decision-making status was noted.

RESOLVED – That:-

1. In addition to the £5m already allocated for the *look and feel strategy* element of the Culture Mile, an annual revenue budget of £1.43m per annum be allocated for the financial years 2018/19 and 2019/20 and to be included in the Medium Term Financial Plan; and
2. It be noted that work would be undertaken to explore alternative business models.

7. PAY POLICY STATEMENT

The Committee considered a report of the Director of Human Resources concerning the Pay Policy Statement for 2018/19.

RESOLVED – that to ensure the City Corporation meets its requirements under the Localism Act 2011, the Pay Policy Statement for 2018/19 be approved and be recommended to the Court of Common Council accordingly.

8. MANAGING DIRECTOR BRUSSELS OFFICE

The Committee considered a report of the Director of Economic Development concerning the arrangements for the appointment panel for the new Managing Director of the Brussels Office, including the composition of recruitment panel.

The Chairman was heard in support of the arrangements and, in particular, the appointment of an additional Member of the Policy and Resources Committee to serve on it. She proposed that Wendy Hyde be appointed as the additional Member.

RESOLVED – That the arrangements be noted and that Wendy Hyde be appointed to serve on the recruitment panel for the appointment of the new Managing Director of the Brussels Office.

9. **INNOVATE FINANCE - SPONSORSHIP**

The Committee considered a report of the Director of Economic Development concerning future support for Innovate Finance.

RESOLVED – That approval be given to:-

1. the continued sponsorship of Innovate Finance for the next three years, at a total financial contribution £750,000 to be divided into payments of £250,000 per annum over three years from April 2018 until March 2021;
2. the funding being met from City's Cash and charged to the Committee's Policy Initiatives Fund and/or Contingency, categorised under 'Promoting the City';
3. continued sponsorship being subject to the arrangements as outlined in the original report considered by the Committee on 20 February 2014, the new 'Membership Proposal for Continued Sponsorship' as set out in the Appendix to this report and to payments being made in tranches each year, on a quarterly basis;
4. continued sponsorship remaining conditional on Innovate Finance reaching a series of strategic objectives that benefit the City Corporation, as outlined in the attached Membership Proposal for Continued Sponsorship, and as agreed with officers on an ongoing basis;
5. it be noted that:-
 - This new level of sponsorship represented an overall reduction in the City Corporation's contribution to Innovate Finance as a lead sponsor in comparison to previous agreements; and
 - officers would be working with the Innovate Finance leadership to devise an exit strategy from the City Corporation's status of lead sponsor of the organisation by March 2021.

10. **CHATHAM HOUSE 2018 BREXIT PROGRAMME - SPONSORSHIP**

The Committee considered a report of the Director of Communications proposing the sponsorship of Chatham House 2018 Brexit-related programme, entitled *Brexit, New Political and Economic Agendas*.

RESOLVED – that the Chatham House Brexit-related programme be supported at a cost of £20,000 to be met from the Committee's Policy Initiatives Fund for 2017/18, categorised under Events and charged to City's Cash.

11. **WINCOTT FOUNDATION'S 'WINCOTT AWARDS' - SPONSORSHIP**

The Committee considered a report of the Director of Communications, proposing support for the Wincott Foundation's annual awards for journalism which had enhanced public understanding of key economic issues.

RESOLVED – That the annual Wincott Awards be supported at a cost of £12,000 for the next three years (£4,000 each year), with the funds being allocated from the Committee's Policy Initiatives Fund for 2018/19 2019/20 and 2020/21, categorised under Events and charged to City's Cash.

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

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

RESOLVED – That the statement be noted.

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

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

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

1. the final wording of the questionnaire on the potential remuneration of Members;
2. the provision of the following from the Bridge House Estates Strategic Review Fund:-
 - a sum of £40,000 for the appointment of consultants to develop a financial model to determine; and
 - a sum of £50,000 to obtain legal advice in relation to the underlying trusts and governance of the charity and the way in which it might be applied more effectively for charitable purposes.
3. the incorporation of the Central London Foundation Schools of London Trustee Body and the Town Clerk being authorised to confirm the decision with the Foundation.

14. **CAPITAL BUILDINGS COMMITTEE - TERMS OF REFERENCE**

The Committee considered a resolution from the Capital Buildings Committee (CBC) proposing changes to its composition and terms of reference.

The Chairman of the CBC was heard in support of the proposed changes. He acknowledged that the terms of reference had been developed in haste and therefore, a number of points had not been adequately covered. For example, in terms of its work, it was never intended that Committee should be established to solely oversee the Courts and Police Accommodation projects; the composition of the Committee would benefit from wider representation by the inclusion of other chairmen at appropriate times and, given the scale of the projects that would be captured by the Committee, the Chairmen and Deputy Chairmen of the Policy and Resources and Finance Committees should have voting rights particularly in view of the corporate nature of the two committees.

He advised that capital projects costing £100m and over would automatically be referred to the Committee. It was also possible that other projects could be referred to it by the Court of Common Council or the Policy and Resources Committee. He concluded by acknowledging that some of the changes would require amendments to standing orders.

In discussion it was noted that the Court could always direct that oversight of projects be managed in a different way and that this might be necessary for projects such as the Centre for Music and the relocation of the Museum of London. The Chairman of the CBC advised that there would be occasions when the Policy Committee would need to be involved and that this had been reflected in the terms of reference, for example when the disposal of property was to be decided.

After further discussion it was noted that the Court of Common Council was the ultimate decision maker and had the ability to intervene should there be any concerns.

RESOLVED – that:-

1. subject to the approval of the Court of Common Council, the composition and terms of reference of the Capital Buildings Committee be approved as follows:-

Constitution

A Non-Ward Committee consisting of:-

- Five Members elected by the Court of Common Council, at least one of whom shall have fewer than five years' service on the Court at the time of their appointment
- Two Members appointed by the Policy & Resources Committee
- The Chairman and Deputy or a Vice Chairman of the Policy & Resources Committee (ex-officio)
- The Chairman and Deputy Chairman of the Finance Committee (ex-officio)
- The Chairmen and Deputy Chairmen of those service committees which will become responsible for completed capital building projects (ex-officio)*
- The Chairman of the General Purposes Committee of Aldermen (ex-officio)

** Such Chairmen and Deputy Chairmen to become ex-officio Members of the Committee upon the Court of Common Council giving its approval in principle for the project to proceed, with their membership to cease upon the new building being handed over to their Committee.*

Together with up to two non-City of London Corporation Members and a further two Court of Common Council Members with appropriate experience, skills or knowledge.

Quorum

The quorum consists of any five Members.

Membership 2017/18

In addition to the Members elected by the Court of Common Council, this Committee its Membership include two non-City of London Corporation Members and also two co-opted Members of Common Council.

Terms of Reference

In respect of major capital building projects[†] which have been approved in principle by the Court of Common Council, to be responsible for (without recourse to any other Committee):-

- (a) overall direction and co-ordination;
- (b) financial control and variances within the overall approved budget for the project;
- (c) review of progress;
- (d) decisions on significant option development and key policy choices; and
- (e) decisions in relation to the acquisition and disposal of properties related to the project, including disposal or alternative use of current operational properties to be vacated on completion of the project. Such properties, upon the approval of the capital building project, shall sit outside of the normal Standing Orders (53-60) governing acquisitions and disposals.[‡]

[†] *Defined as projects for new or substantially refurbished buildings with an estimated budget of £100 million or more, or which have been otherwise referred to the Committee.*

[‡] *Such transactions shall therefore not require the additional approvals of the Property Investment Board, Corporate Asset Sub-Committee, Finance Committee, and Court of Common Council. However, the Policy & Resources Committee shall reserve the right to retain ultimate decision-making powers in respect of properties where the disposal is considered to have significant strategic or policy implications.*

Notes:

- (i) *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 and its Chairman shall be eligible to be Chairman of another Committee (Ward or non-Ward) at the same time, pursuant to the provisions of Standing Order 29 (3).*
- (ii) *The Chairman and Deputy/Vice-Chairmen of the Policy & Resources and Finance Committees shall have the power to vote in the election of Chairman and Deputy Chairman.*
- (iii) *Whilst the Committee will need to have dealings with external parties relevant to the buildings concerned in projects for which the Committee is responsible, ownership and custody of these relationships shall rest with the relevant service committee and the Capital Buildings Committee shall act in accordance with this.*

2. Standing Orders be amended where necessary to reflect these changes.

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

Bank Junction Experimental Scheme

A Member referred to the high level of congestion currently being experienced in the areas surrounding Bank Junction, with traffic virtually being brought to a standstill. Whilst he understood that much of it was caused by emergency gas works, he sought an update on the situation. The Chairman acknowledged that the level of congestion was unacceptable and advised that she had been informed that the best way of alleviating it currently would be by partially reopening the Junction on a temporary basis.

The Chairman of the Planning and Transportation Committee confirmed that traffic had been building as a result of emergency gas works. He advised that a number of leaks had been discovered and whilst they were in the process of being addressed further leaks, caused by aging Victorian pipelines, had also been uncovered. The works required to fix the leaks were complex and comprised of deep excavation. Major work was scheduled to start in Gracechurch Street which would require the road to be closed northbound. The contractor Cadent, had indicated that the work was expected to take up to four weeks to complete. He reminded the Committee that the road was the responsibility of Transport for London (TfL) and to assist in alleviating the problems, TfL had agreed to London Bridge being closed to traffic during that period, except for buses, taxis and cyclists. Whilst it was impossible to predict the full impact of the work, the Director of the Built Environment was proposing to reopen the eastbound area of Bank Junction to assist traffic flow, a move which he supported. The Director of the Built Environment acknowledged the comments and added that the current situation was unprecedented. A safety audit had been undertaken and all relevant parties had been consulted. The Director of Communication advised that the communication required to alert road users, residents and businesses to activities would be led by TfL.

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

- A Member questioned whether it would be possible to make use of Southwark Bridge temporarily by removing the no right turn restriction;
- Reference was made to the risk of the works overrunning particularly as utility companies were not known for completing works on time. It was noted that utility companies could be fined for overrunning their permits. Cadent was paying for every day it spent on the road so there was a financial incentive for the work to be progressed quickly;

- Illegally parked cars were also a contributing factor to the current level of congestion;
- Consideration should be given to non-essential deliveries being undertaken outside peak hours;
- In answer to a query on whether sufficient data had been gathered on the experimental closure of Bank Junction to progress arrangements, the Committee was advised that it was not possible to end the current trial midway through the experimental period;
- Members acknowledged that good communication would be essential.

The Chairman of the Planning and Transportation Committee concluded discussion by referring to the importance of health and safety and advising that there was no guarantee that further leaks would not be discovered. The decision to reopen the junction temporarily had not been taken lightly and other measures would continue to be explored such as opening King William Street more fully, if it was felt appropriate to do so.

16. ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT

There were no urgent items.

17. 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 |
|------------------|-------------------------------------|
| 18 - 27 | 3 |

Part 2 – Non-Public Agenda

18. NON-PUBLIC MINUTES

18a. The non-public minutes of the meeting held on 18 January 2018 were approved as an accurate record.

18b. The draft non-public minutes of the meeting of joint Resource Allocation and Efficiency and Performance Sub-Committees held on 18 January 2018 were considered, and the recommendations contained therein approved.

18c. The draft non-public minutes of the Resource Allocation Sub-Committee meeting held on 18 January 2018 were noted.

18d. The draft non-public minutes of the Project Sub-Committee held on 17 January 2018 were noted.

18e. The draft non-public minutes of the Hospitality Working Party meeting held on 23 January 2018 were noted.

19. **STRATEGIC REVIEW OF THE CITY'S WHOLESALE MARKETS**

The Committee considered a report of the Director of Markets and Consumer Protection, together with a resolution from the Markets Committee, concerning a strategic review of the City Corporation's Wholesale Markets. The recommendation contained therein was approved.

20. **POULTRY MARKET REPAIRS**

The Committee considered and agreed a report of the City Surveyor concerning repairs to the Poultry Market.

21. **EMERGENCY SERVICES MOBILE COMMUNICATIONS PROGRAMME**

This report was withdrawn for further work and consultation with the Projects Sub-Committee.

22. **LORD MAYOR'S SHOW**

The Committee considered and agreed a report of the Town Clerk concerning security at the Lord Mayor's Show.

Duration of Meeting

Having lasted for two hours approval was given to the meeting being extended in accordance with Standing Order No. 40.

23. **ST LAWRENCE JEWRY CHURCH - UPDATE**

The Committee considered and agreed a joint report of the Town Clerk and the City Surveyor, concerning St Lawrence Jewry Church, subject to an amendment.

24. **UK GREEN FINANCE INSTITUTE**

This report was withdrawn.

25. **CITY FUND STRATEGY REPORT**

The Committee considered an annual progress report of the City Surveyor concerning the City Fund Property Strategy.

RESOLVED – that report be noted.

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

There were no questions.

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

Relocation of the Museum of London

Members were updated on the progress of the project to relocate the Museum and on the action which had been undertaken to keep matters moving.

Managing Director Brussels

The Director of Economic Development was heard regarding the appointment of the Managing Director of the Brussels Office.

Saudi Taskforce

The Director of Economic Development was heard regarding engagement with Saudi Arabia.

The meeting ended at 3.50pm

Chairman

**Contact Officer: Angela Roach
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angela.roach@cityoflondon.gov.uk**

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PROJECTS SUB (POLICY AND RESOURCES) COMMITTEE

Wednesday, 14 February 2018

**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
Marianne Fredericks

Christopher Hayward
Deputy Jamie Ingham Clark
Deputy Catherine McGuinness
Deputy John Tomlinson

Officers:

| | |
|---------------------|---|
| Peter Lisley | - Assistant Town Clerk & Cultural Hub Director |
| Alistair MacLellan | - Town Clerk's Department |
| Leanne Murphy | - Town Clerk's Department |
| Rohit Paul | - Town Clerk's Department |
| Sarah Baker | - Town Clerk's Department |
| Caroline al-Beyerty | - Deputy Chamberlain |
| Paul Wilkinson | - City Surveyor |
| Dorian Price | - City Surveyor's Department |
| Ola Obadara | - City Surveyor's Department |
| Mark Lowman | - City Surveyor's Department |
| Carolyn Dwyer | - Director of the Built Environment |
| Iain Simmons | - Department of the Built Environment |
| Paul Murtagh | - Department of Community and Children's Services |
| Jonathon Poyner | - Barbican Centre |
| Jim Turner | - Barbican Centre |
| Martin O'Regan | - City of London Police |
| Pauline Weaver | - City of London Police |
| Andy Thwaites | - Open Spaces Department |

1. APOLOGIES

Apologies were received from Hugh Morris, Deputy Keith Bottomley, Karina Dostalova and James Tumbridge.

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

There were no declarations.

3. MINUTES

RESOLVED, that the public minutes and summary of the meeting held on 17 January 2018 be approved as an accurate record.

4. **ACTIONS SHEET**

Members considered a report of the Town Clerk detailing outstanding actions and the following points were made.

Gateway 4 – 60-70 St Mary Axe (22 January 2018)

The Town Clerk reported that further detail on the project fee estimates was now available and the report was due to be considered by the Town Clerk in consultation with the Chairman and Deputy Chairman under delegated authority shortly.

Gateway 6 - Bank on Safety (11 December 2017)

The Director of the Built Environment noted that a monitoring report was expected to be submitted to relevant Committees from April 2018 onwards.

Gateway 3/4 – City Wayfinding Signage Review (11 December 2017)

The Director of the Built Environment reported that Transport for London had allowed the City of London Corporation to include its branding on Legible London signage in the City.

Gateway 3 - Windows Replacement and Common Parts Decoration – Golden Lane (8 November 2017)

The Director of Community and Children's Services noted that a 'lessons learned' report would be submitted to Committee in June 2018.

Gateway 1&2 - Sugar Quay s278 (8 September 2017)

The Director of the Built Environment noted that a report would be submitted to Sub-Committee in June 2018.

5. **GATEWAY APPROVAL PROCESS**

RESOLVED, that the Gateway Approval Process be noted.

6. **GATEWAY 1 & 2 - 20 FARRINGDON STREET/OLD FLEET LANE**

Members considered a Gateway 1 & 2 Project Proposal (Light) report of the Director of the Built Environment regarding 20 Farringdon Street / Old Fleet Lane.

RESOLVED – that Members approve the progression of the Gateway 1 & 2 20 Farringdon Street / Old Fleet Lane project to Gateway 5 on the Light route.

7. **GATEWAY 1 & 2 - 30-32 LOMBARD STREET**

Members considered a Gateway 1&2 Project Proposal (Light) report of the Director of the Built Environment regarding 30-32 Lombard Street.

RESOLVED – That Members approve the Gateway 1 & 2 30-32 Lombard Street project to Gateway 5 on the Light route.

8. **GATEWAY 1 & 2 - 60 LONDON WALL S278**

Members considered a Gateway 1&2 Project Proposal (Light) report of the Director of the Built Environment regarding 60 London Wall s278.

RESOLVED – That Members approve the 60 London Wall s278 project to Gateway 5 on the Light route.

9. **GATEWAY 1 & 2 - FIRE SAFETY DOORS - GREAT ARTHUR HOUSE**

Members considered a Gateway 1&2 Project Proposal (Regular) report of the Director of Community and Children's Services regarding Fire Safety Doors at Great Arthur House, and the following points were made.

The Chairman noted that the Department of Community and Children's Services should not rely wholly on City Procurement to advise on procurement method – the Department should also utilise experience from past projects and their own knowledge and expertise in determining what method to pursue.

A Member requested that future reporting have greater clarity over whether proposed works were to secure compliance with new guidelines or not.

In response to a question, the Director of Community and Children's Services noted that the project had been initiated following feedback from the London Fire Brigade.

RESOLVED – That the Members approve the Gateway 1 & 2 Fire Safety Doors – Great Arthur House project to Gateway 3 on the Regular route.

10. **GATEWAY 1 & 2 - FIRE SAFETY DOORS - PETTICOAT TOWER**

Members considered a Gateway 1&2 Project proposal (Light) report of the Director of Community and Children's Services regarding Fire Safety Doors – Petticoat Tower.

RESOLVED – That Members

- Approve the Gateway 1&2 Fire Safety Doors – Petticoat Tower project to the next Gateway on the Light route.
- Approve resource requirements to reach next Gateway of £14,320
- Note the estimated total project costs of £198,000.

11. **GATEWAY 3/4 - CITY OF LONDON AND GRESHAM ALMSHOUSES, EAST LODGE AND COMMUNAL AREAS - REFURBISHMENT WORKS**

Members considered a Gateway 3/4 Options Appraisal (Regular) report of the Director of Community and Children's Services regarding City of London and Gresham Almshouses, East Lodge and Communal Areas – Refurbishment Works.

The Chairman noted that circa £31,000 per housing unit seemed excessive but that he had been assured by officers that the works involved were substantial. Moreover, the trustees of the almshouses were providing an additional layer of scrutiny to ensure value for money.

RESOLVED – That Members:

- Note total estimated programme cost of £1,600,600 which includes fees and staff costs of £56,600 for internal, external and common parts refurbishment works including East Lodge, at the City of London and Gresham Almshouses.
- Approve Option 2 - approval is given for the Director of Community and Children's services to use in-house staff and Mooney Kelly quantity surveyors to develop the specification and carry out procurement of a works contractor to then proceed to Gateway 5, at an estimated cost of £37,300

12. **GATEWAY 6 ISSUE - KENLEY REVIVAL PROJECT**

Members considered a Gateway 6 (Regular) report of the Director of Open Spaces regarding the Kenley Revival Project. Members noted that the project had proved a success to date in terms of engagement.

RESOLVED – That Members authorise the use of £28,000 of the contingency budget to fund changes to the activity programme.

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

There were no questions.

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

There were no items of urgent business.

15. **EXCLUSION OF THE PUBLIC**

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

16. **NON-PUBLIC MINUTES**

RESOLVED, that the non-public minutes of the meeting held on 17 January 2018 be approved an accurate record.

17. **NON-PUBLIC ACTIONS SHEET**

Members received a report of the Town Clerk detailing outstanding actions.

18. **GATEWAY 1 & 2 - GUILDHALL EVENT CHAIRS**

Members considered a Gateway 1&2 Project Proposal (Regular) report of the City Surveyor regarding Guildhall Event Chairs.

19. **GATEWAY 1 & 2 - GUILDHALL WEST WING MEZZANINE LEVEL IMPROVEMENT**

Members considered a Gateway 1&2 Project Proposal (Regular) report of the City Surveyors regarding Guildhall West Wing Mezzanine Level Improvement.

20. **GATEWAY 3/4 - DOOR ACCESS CONTROL SYSTEM REPLACEMENT AT GUILDHALL AND WALBROOK WHARF**
Members considered a Gateway 3/4 Options Appraisal (Regular) report of the City Surveyor regarding Door Access Control System Replacement at Guildhall and Walbrook Wharf.
21. **COMBINED GATEWAY 3/4/5 - POLICE ACCOMMODATION STRATEGY: DECANT - FORENSIC SERVICES INTERIM LOCATION (RELOCATION OF FINGERPRINT LABORATORY)**
Members considered a Combined Gateway 3/4/5 (Regular) report of the Commissioner of the City of London Police regarding the Police Accommodation Strategy: Decant – Forensic Services Interim Location (Relocation of Fingerprint Laboratory).
22. **GATEWAY 4 - 123/124 NEW BOND STREET- REDEVELOPMENT BEHIND A RETAINED FAÇADE (CITY'S ESTATE)**
Members considered a Gateway 4 report of the City Surveyor regarding 123/124 New Bond Street – Redevelopment behind a retained façade (City's Estate).
23. **GATEWAY 5 ISSUE - CENTRAL CRIMINAL COURTS, REFURBISHMENT OF COURTS AND ASSOCIATED JURY ROOMS**
Members considered a Gateway 5 Issue (Regular) report of the City Surveyor regarding Central Criminal Courts, Refurbishment of Courts and Associated Jury Rooms.
24. **GATEWAY 5 ISSUE - SAND & SEAL WOODBLOCK FLOORING**
Members considered a Gateway 5 Issue (Light) report of the Director of Operations and Buildings (Barbican Centre) regarding Sand & Seal Woodblock Flooring.
25. **GATEWAY 7 - 4 TABERNACLE STREET, MAJOR REFURBISHMENT OF VACANT OFFICE BUILDING (CITY FUND - STRATEGIC PROPERTY ESTATE)**
Members considered a Gateway 7 Outcome (Complex) report of the City Surveyor regarding 4 Tabernacle Street – Major Refurbishment of Vacant Office Building (City Fund – Strategic Property Estate).
26. **BUILDINGS PROGRAMME - RED, AMBER AND GREEN PROJECTS UPDATE**
Members received a Red Amber and Green Projects Update Report of the City Surveyor regarding the Buildings Programme.
27. **INFORMATION TECHNOLOGY PROGRAMME - RED, AMBER AND GREEN PROJECTS UPDATE**
Members received a Red Amber and Green Projects Update Report of the Chamberlain regarding the Information Technology Programme.

28. **BARBICAN CAMPUS PROGRAMME- RED, AMBER AND GREEN PROJECTS UPDATE**

Members received a Red Amber and Green Projects Update Report of the Director of Operations and Buildings regarding the Barbican Campus Programme.

29. **CITY OF LONDON POLICE PROGRAMME - RED AMBER GREEN PROJECTS UPDATE**

Members received a Red Amber and Green Projects Update Report of the Commissioner of the City of London Police regarding the City of London Police Programme and the following points were made.

Catherine McGuinness arrived at this point of the meeting.

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

Members considered a report of the Town Clerk which provided information of action taken under delegated authority or urgency procedures since the last meeting.

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

There were no questions.

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

Members considered one item of urgent business.

32.1 **Barbican Podium Waterproofing, Drainage and Landscaping Works**

Members considered a late Gateway 2 Issues (Complex) report of the Director of Community and Children's Services regarding Barbican Podium Waterproofing, Drainage and Landscaping Works.

The meeting closed at 10.48 am

Chairman

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

COURTS SUB (POLICY AND RESOURCES) COMMITTEE

Monday, 19 February 2018

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

Present

Members:

| | |
|--|-----------------------------------|
| Deputy Catherine McGuinness (Chairman) | Alderman & Sheriff Timothy Hailes |
| Alderman Sir David Wootton (Deputy Chairman) | Nicholas Hilliard |
| Nicholas Bensted-Smith | Michael Hudson |
| Alderman Alison Gowman | Deputy Edward Lord |

Officers:

| | | |
|---------------|---|---|
| George Fraser | - | Town Clerk's Department |
| Vic Annells | - | Executive Director, Mansion House & CCC |
| Adam Rout | - | Mansion House |
| Paul Friend | - | City Surveyor's Department |
| Jessica Lees | - | City Surveyor's Department |

1. APOLOGIES

Apologies were received from James de Sausmarez and John George Stewart Scott.

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

Edward Lord declared a non-pecuniary interest, stating that he served as a JP sitting in the City's Courts and was Deputy Chairman Elect of the Central London Bench. Alderman Sir David Wootton and Alderman Alison Gowman declared that they are JPs sitting in the City's Courts. Alderman and Sheriff Tim Hailes is also a JP but currently not sitting.

3. MINUTES

The Sub-Committee considered the minutes from the last meeting, held on 8 December 2017.

A Member noted that an item from the previous minutes under item 5 – *Magistrates Court Update* required inclusion within the Outstanding References. He explained that the poor condition of the gowns in the Magistrates Court was an issue that needed to be addressed. He explained that District Judges at City of London Courts had also been wearing their own gowns, and had now even adopted wearing them when sitting at Westminster, believing them to hold great symbolic value. It was confirmed that the City gowns were only taken to Westminster on a temporary basis as required, and

the stock was therefore maintained. The Deputy Chairman agreed that the maintenance of the gowns was an important issue. A Member noted that the Aldermen's gowns at the Central Criminal Court also required replacement. The Chairman requested that the cost of gown replacement at the City of London Magistrates Court be determined. (1)

RESOLVED – That the minutes be approved.

4. **OUTSTANDING REFERENCES**

The Sub-Committee received a report of the Town Clerk that summarised the outstanding actions from previous meetings.

OR4 – Tour of the Old Bailey

A Member noted that the tour of the Mayor's and City of London Court still had not taken place. The Chairman noted that there had been a couple of unsuccessful attempts at organising this, though suitable dates had not yet been found. (2)

RESOLVED – That the report be received.

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

There were no questions.

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

There was no further business.

7. **EXCLUSION OF THE PUBLIC**

RESOLVED - That under Section 100A (4) of the Local Government Act 1972, the public be excluded from the meeting for the following items of business because they involve the likely disclosure of exempt information as defined in Part I of Schedule 12A of the Local Government Act.

| Item Nos. | Paragraph |
|-----------|-----------|
| 8-15 | 3 |

8. **NON-PUBLIC MINUTES**

The Sub-Committee considered the non-public minutes from the last meeting, held on 8 December 2017.

RESOLVED – That the minutes be approved.

9. **WORK PLAN**

The Sub-Committee received a report of the Town Clerk that summarised the work plan of the Sub-Committee for 2018.

RESOLVED – That the report be received.

10. **COURTS PROJECT PROGRAMME**

The Sub-Committee received a report of the City Surveyor that detailed the timeline of all current projects relating to the City of London's Courts.

RESOLVED – That the report be received.

11. **CENTRAL CRIMINAL COURT WORKS (VERBAL UPDATE)**

The Sub-Committee heard a verbal update from the Head of Operations of Mansion House & Central Criminal Court on the works ongoing in relation to the Central Criminal Court.

RESOLVED – That the oral update be noted.

12. **CENTRAL CRIMINAL COURTS - COURT REFURBISHMENT AND ASSOCIATED JURY ROOMS UPDATE**

The Sub-Committee received a report of the City Surveyor that provided Members with an update on the works to refurbish the Central Criminal Court Courtrooms and associated Jury Rooms.

RESOLVED – That the report be received and recommendations be made to the Policy & Resources Committee.

13. **NEW COMBINE COURTS FACILITY FEASIBILITY STUDY (VERBAL UPDATE)**

The Sub-Committee heard a verbal update from the City Surveyor on the recent feasibility study that had taken place focusing on the new Combined Courts Facility.

RESOLVED – That the City Surveyor be heard.

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

There were no further questions.

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

There was no further business.

The meeting closed at 11.22 am

Chairman

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

Monday, 26 February 2018

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

Present

Members:

| | |
|--|----------------------------|
| Deputy Catherine McGuinness (Chairman) | Andrew Mayer |
| Sir Mark Boleat (Deputy Chairman) | Jeremy Mayhew |
| Simon Duckworth | The Lord Mountevans |
| Deputy Keith Bottomley | Deputy Tom Sleigh |
| Anne Fairweather | Alderman Sir David Wootton |
| Christopher Hayward | |
| Deputy Edward Lord | |

In attendance:

Tijs Broeke

Officers:

| | | |
|---------------------|---|---|
| John Barradell | - | Town Clerk and Chief Executive |
| Bob Roberts | - | Director of Communications |
| Paul Double | - | Remembrancer |
| Damian Nussbaum | - | Director of Economic Development |
| Alistair Sutherland | - | Assistant Commissioner of CoL Police |
| Vic Annells | - | Executive Director of Mansion House & CCC |
| Sherry Madera | - | Economic Development Office, Town Clerk's |
| Giles French | - | Economic Development Office, Town Clerk's |
| Sarah Mayes | - | Economic Development Office, Town Clerk's |
| Eugenie de Naurois | - | Communications Department, Town Clerk's |
| Peter Cannon | - | Communications Department, Town Clerk's |
| Nigel Lefton | - | Remembrancer's Office |
| Emma Wade | - | Remembrancer's Office |
| Emma Cunningham | - | Town Clerk's Department |

1. APOLOGIES FOR ABSENCE

Apologies for absence were received from Alderman Peter Estlin, Hugh Morris and Sir Michael Snyder.

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

There were no declarations of interest.

3. **MINUTES**

RESOLVED – That the public minutes and summary of the meeting held on 18 January 2018 be approved as a correct record.

Matters arising

- On diversity, a Member updated the Sub Committee that following a meeting with the Town Clerk's department, she was content that work on increasing diversity at the City Corporation was progressing. The Town Clerk and the Chairman confirmed that a paper will be considered by the Establishment Committee and the Policy and Resources Committee in due course to help support staff diversity networks and other diversity initiatives.
- Members were told that a revised and more succinct version of the key messages on business of trust would be reported to the next meeting of this Sub Committee. A Member also enquired into mayoral themes more generally as to check whether they aligned with corporate strategies. The Executive Director of Mansion House assured Members that the business of trust theme, aligned with objectives of the Corporate Plan, and that the Senior Alderman Below the Aldermanic Chair (SABTAC) has reported his mayoral themes to this Sub Committee for next year.
- Members requested key messages could be made more widely available to the Members of Public Relations and Economic Development Sub Committee. The Director of Communications reminded Members of the existing channels but agreed to look at ensuring that Members of this Sub Committee were given more information on "lines-to-take".
- Regarding Chatham House membership, the Policy Chairman updated Members that attendance at events might sometimes need to be flexible if there is, for example, a particular individual identified who should represent the City Corporation. A Member reminded officers to send out instructions on how to access the Chatham House benefits. The Sub Committee agreed that the next Chatham House briefing session should be opened up to all Members of the Policy and Resources Committee.

4. **POLITICAL AND PARLIAMENTARY UPDATE**

The Director of Communications was heard regarding recent political activity, London elections and the new Labour candidate for the City and Westminster.

The Remembrancer then updated the Sub Committee on some of the work of his department, including that the EU Withdrawal Bill was currently working its way through the House of Lords, that the Open Spaces Bill is having its third reading tomorrow and that, following a meeting between the Policy Chairman and the Chairman of the House of Lords' EU Financial Affairs Sub-Committee, Baroness Falkner, the City Corporation and a number of trade associations are briefing the Sub-Committee on the effect of Brexit on financial services.

The Chairman thanked both the Director of Communications and the Remembrancer for their work.

5. **ECONOMIC DEVELOPMENT UPDATE**

The Director of Economic Development updated the Sub-Committee on the work of the Economic Development Office. On Brexit, this focused on the three “Ts” – seeking appropriate transition, trade access, and talent (ie access to workforce) for the financial and related professional services sector.

On transition, he reported that this appeared to have been largely agreed in principle and so there had not been as much focus on this area, currently.

On trade, he reported that the City Corporation is working with the financial services sector to promote the messages of the IRSG report, *Mutual Recognition – A Basis for Market Access After Brexit*, to the 27 EU countries and to Government.

On talent, whilst this has so far been focused on the least, the Director reported this was something that the City Corporation was now working on. He reported that whilst other trade associations had some top line work around messages for immigration, the City Corporation were working with Price Waterhouse Coopers (PwC) around competitiveness and the customer journey.

Members discussed how newer Members could feel more involved with messaging as the debate on whether the City Corporation should take a position on the UK leaving the EU at Court of Common Council took place before many were elected on the Court. Members agreed that if Members are minded to introduce a significant change in the City Corporation’s current position, this would need to go through a formal governance process.

In addition, the Sub Committee requested that the Policy Chairman send more information via email to the Sub Committee outlining her political and business engagements and insight from this.

RESOLVED – that the Members of the Public Relations and Economic Development Sub Committee receive regular emails outlining the Policy Chairman’s political and business engagements.

The Director of Economic Development and the Assistant Commissioner of Police then gave an update on the development of the cyber security work, following feedback from Members at the Policy and Resources Committee. Members were pleased that feedback had been taken on board. A Member advised that before this is implemented, it is clear what the costs are surrounding this and whether there is a demand for this. Members suggested that the Director of Economic Development arrange a workshop with interested Members to discuss the proposal further.

RESOLVED – that the Director of Economic Development and the Commissioner of Police set up a workshop with interested Members to discuss

the cyber work further, then bring back a fully worked-up proposal in due course.

6. **ASIA UPDATE**

Members received an update from the Special Adviser for Asia on recent insight and activity in that market, including:

- The Policy Chairman's recent visits to China, once as a policy trip and once to join the Economic and Financial Dialogue (EFD) with the Chancellor of the Exchequer.
- The City Corporation has been viewed by Chinese stakeholders as contributing to the success of Green Finance, RMB trading and the Belt and Road initiative.
- Engagement with Hong Kong is now increasing with a Hong Kong dialogue and engagement with the Hong Kong Monetary Group.
- In India, the 10th EFD will be taking place in April, with the key discussions topics including internationalisation of the rupee, masala bonds, fintech and non-performing assets. The Special Adviser also reported on a recent trip that Sir Michael Snyder had undertaken to India to mark the tenth anniversary of the opening of the City Corporation offices in Mumbai.

A Member asked what the City Corporation is currently doing in Japan, and the Director of Economic Development confirmed that, as the market is critical to the UK, the City Corporation is using relationship management with Japanese firms and working very closely with the Tokyo Metropolitan Government. Members were too reminded of Sir Roger Gifford's role on the advisory committee.

7. **PARTY CONFERENCES**

Members considered a report of the Director of Communications, asking Members to review and approve the top-line proposals for the 2018 conference season.

RESOLVED, that:

- **it be recommended to the Policy and Resources Committee that the City Corporation continue hosting events at the Liberal Democrat, Labour, Conservative and SNP Conference and**
- **it be recommended to the Policy and Resources Committee that the City Corporation organise a set number of events tailored to each party conference as detailed in the report.**

8. **EUROPEAN UNION (WITHDRAWAL) BILL**

The Sub-Committee received a report of the City Remembrancer outlining the parliamentary proceedings on the European Union (Withdrawal) Bill and activity being undertaken to highlight issues of importance to the City.

RESOLVED, that:

- The report be noted.

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

One question was raised as follows -

Length of Public Relations and Economic Development Sub Committee meetings

Members discussed whether the meetings of this Sub-Committee were the right length to discuss all the business of the agenda. It was agreed that there needed to be more written reports rather than oral presentations and that, where possible, the meetings should be extended by half an hour.

RESOLVED – that there should be more written reports going forward, and where possible, the Town Clerk should extend the time of the meetings by thirty minutes.

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

The following items of urgent business were raised –

Public Relations and Economic Development Sub Committee Away Day

The Chairman advised that the PRED Sub Committee Away Day has been arranged to take place on Tuesday 27 March at The Carter Lane gallery at The Grange St Paul's Hotel. There will be a buffet lunch from midday at the art gallery, with the formal meeting starting at 12:45pm and finishing with a drinks reception. Members were advised that Sir Simon Fraser (Founder and Managing Partner of Flint Global) will give Members an overview of his findings, following a series of interviews with external stakeholders, on the City Corporation's impact in relation to its financial and professional services' work across the last year – with a particular focus on the new areas being taken forward by the Economic Development Office.

11. **EXCLUSION OF THE PUBLIC**

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

| Item | Paragraph |
|--------|-----------|
| 12, 13 | 3 |

12. **NON-PUBLIC POLITICAL AND PARLIAMENTARY UPDATE**

There was no non-public political and parliamentary update.

13. **NON-PUBLIC ECONOMIC DEVELOPMENT UPDATE**

There was no non-public economic development update.

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

There were no questions.

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

There were no items of urgent business.

The meeting closed at 1.05 pm

Chairman

**Contact Officer: Emma Cunnington
emma.cunnington@cityoflondon.gov.uk**

| | |
|--|----------------------------|
| Committee: Policy and Resources | Date: 15 March 2018 |
| Subject: Committee Terms of Reference and Compositions | Public |
| Report of: Town Clerk | For Decision |
| Report Author: Angela Roach, Principal Committee and Members Services Manager | |

Summary

1. The Policy and Resources Committee is responsible for the City Corporation's governance arrangements including composition and terms of reference of committees. As a consequence, any material changes need to be considered by this Committee prior to them being considered by the Court of Common Council in April each year. All Committees are required to review their terms of reference on an annual basis.
2. In terms of this Committee's terms of reference, whilst no change has been made since they were last considered, a copy of the Committee's current constitution and terms of reference is attached for your information as Appendix 1. This report focuses on the changes suggested by other committees which are of a material nature. The report does not cover minor changes such as the insertion of certain words for greater clarity.
3. The following Committees have proposed amendments to their composition, terms of reference and/or governance arrangements.
 - Audit and Risk Management Committee
 - City Bridge Trust
 - Culture Heritage and Libraries Committee
 - Finance Committee
 - Investment Committee
 - Markets Committee
 - Port Health and Environmental Services Committee

Details of the proposed amendments are set out in the body of this report and in the attached appendices.

Recommendations

4. It is recommended that, subject to any comments made this day, no change be made to the composition and terms of reference of this Committee and that in respect of other Committees, consideration be given to the following: -

- the appointment of an additional Member to serve on the Audit and Risk Management Committee, in order to widen the pool of Members who might be interested in serving as Deputy Chairman and Chairman;
- the election a second Deputy Chairman of the Audit and Risk Management Committee from amongst its external Members and, if supported, the approval of the Court of Common Council be sought to Standing Order No. 30 being amended to reflect this;
- up to two external persons being co-opted by the City Bridge Trust with relevant experience and skills, selected through a fair and transparent process determined by the Committee; and
- the amendments to the terms of reference of the City Bridge Trust, Culture, Heritage and Libraries, Finance, Markets and Investment Committees as set out in the report and in the relevant appendices. It being noted that as with changes to the composition of committees, the proposed changes to terms of reference are subject to the approval of the Court of Common Council.

Main Report

Background

5. The Policy and Resources Committee is responsible for the City Corporation's governance arrangements which, amongst other things, include committees. Any material changes to committee constitutions or terms of reference therefore need to be considered by this Committee prior to them being considered by the Court of Common Council in April.
6. As far as this Committee is concerned no change has been made to its constitution or terms of reference since they were last considered. Whilst a copy of the Committee's constitution, membership (which is subject to change from April 2018) and terms of reference is attached as Appendix 1 for consideration, this report focuses on the changes suggested by other committees which are of a material nature. It does not cover minor changes such as the insertion of certain words for greater clarity.

Audit and Risk Management Committee (A&RMC)

7. As part of its deliberations, the Audit and Risk Management Committee (A&RMC) considered whether external Members could serve as Chairman or Deputy Chairman of the Committee. It accepted that non-Court Members were unable to address the Court of Common Council and that, in accordance with the provisions of the Local Government and Housing Act 1989, external Members had no voting rights. However, the A&RMC felt that, given the valued role of its external Members, consideration should be given to the election a second Deputy Chairman from amongst its external Members. In addition, the Committee has also proposed that its membership is increased by one Member in order to widen the pool of Members who

might be interested in serving as Deputy Chairman and Chairman as set out in Appendix 2.

City Bridge Trust (CBT)

8. The CBT is recommending that its terms of reference is updated to reflect the wider remit it now has under the Bridging Divides Strategy. The CBT is recommending that its constitution and terms of reference be as follows (Appendix 3):-

1. **Constitution**

A Non-Ward Committee consisting of:

- two Aldermen nominated by the Court of Aldermen
- 12 Commoners elected by the Court of Common Council, at least one of whom shall have fewer than five years' service on the Court at the time of their appointment
- the Right Honourable the Lord Mayor (ex-officio)
- ***up to two external persons co-opted by the Committee with relevant experience and skills, selected through a fair and transparent process determined by the Committee***

2. **Quorum**

The quorum consists of any five ***elected*** Members ***of the Court of Common Council.***

4. **Terms of Reference**

- A.(a) ~~In accordance with To determine all applications for grants pursuant to the Cy Pres Scheme for the administration of the eCharity known as the Bridge House Estates (1035628) made by the Charity Commissioners on 9 February 1995 (as amended) and brought into effect by the Charities (The Bridge House Estates) Order 1995 as respects the following purposes: -~~

- (i) in or towards the provision of transport and access to it for elderly or disabled people in the Greater London area, and
- (ii) for other charitable purposes for the general benefit of the inhabitants of Greater London;

- a) to determine the application of all funds allocated by the Court of Common Council for the City of London Corporation as trustee of the charity in accordance with the policy settled by the Common Council for those purposes, other than grants funding above a sum of £500,000 which decisions are reserved to the Court of Common Council upon this Committee's recommendation;***

- ~~(b) Subject to the terms of the CyPres Scheme and criteria as to the eligibility and treatment of applications specified from time to time by the Court of Common Council.~~

(b) (i) to review the ~~criteria~~ **policy** referred to above, ***in so doing to undertake consultation with appropriate persons as required under the Order of the Charity Commissioners for the administration of the charity dated 10 July 1997***, and to make recommendations to the Court of Common Council for changes ~~thereto~~ **to that policy or in settling a new policy**;

(c) to determine **terms**, conditions and other requirements to be imposed ~~in connection~~ ***in applying the charity's funds in accordance with the policy***, with grants that are approved;

~~(iii) in considering the application of surplus income in accordance with clause 2 of the said Scheme, the Trustee shall consult with such person, bodies corporate, local authorities, government departments and agencies, charities, voluntary organisations and other bodies as the Trustee may think appropriate from time to time; and~~

(d) to review, as necessary, the amounts, nature and spread of ~~grants~~ **funding** approved or refused ***by way of grants or otherwise applied under the policy***, and the operation of administrative arrangements for the Scheme.

- B. To be involved in the process for the appointment of the Chief Grants Officer, as appropriate.

Culture Heritage and Libraries Committee (CH&LC)

9. In reviewing its terms on reference, the CH&LC was keen for it to continue to be involved with the appointment of certain senior officers, namely, the Director of Open Spaces, the Director of Community and Children's Services and the Assistant Town Clerk and Culture Mile Director, the CH&LC has therefore recommended that the following be added to its terms of reference as set out below and in Appendix 4 of the report:-

(n) the appointment of the Directors of Open Spaces, Community and Children's Services and the Assistant Town Clerk and Culture Mile Director (in consultation with the Open Spaces and City Gardens, Community and Children's Services and Establishment Committees).

Finance Committee

10. Having reviewed its terms of reference, the Finance Committee has suggested a number of amendments. These involve making the Committee's role in making recommendations to the Court of Common Council regarding the audited accounts, the City Corporation's budget, the capital programme and on non-domestic rates and Council Tax and the appointment of the Chamberlain more prominent through moving those clauses higher in the order of the overall terms of reference (from point (j) to point (b)), and clarifies the Finance Committee's duties in relation to value for money as well as the work of that Committee's Sub-Committees. The proposals are highlighted below (in bold italic) (and in Appendix 5):-

(b) ***making recommendations to the Court of Common Council in respect of:***
-

(i) ***the audited accounts, the Annual Budget and to recommend the non-domestic rate and Council Tax to be levied and to present the capital programme and make recommendations as to its financing;***

(ii) ***the appointment of the Chamberlain;***

(e) obtaining value for money in all aspects of the City of London Corporation's ***contracts, and in the City of London Police*** activities;

(l) **Information Technology**

~~developing and implementing IT strategies to support the business needs of the City of London Corporation; and~~

11. Please see Appendix 5 for the full descriptions of the work of the Finance Committee's Sub-Committees.

Investment Committee

12. Having reviewed its terms of reference, the Investment Committee was keen for reference to be made to the Committee's responsibility for considering risk profile and the adherence of fund managers. It was subsequently agreed to recommend that its terms of reference be amended as follows (also see Appendix 6):-

Terms of Reference

- (a) To be responsible for the strategic oversight and monitoring of the performance, ***risk profile and adherence of fund managers*** of all of the City of London Corporation's investments, in accordance with the investment strategy determined by the Policy & Resources Committee.
- (b) ***To monitor and oversee the performance of the Sir William Coxen Trust Fund's (206936) investments and the investment fund manager, and to report back and provide relevant advice to the trustees.***
- (c) To fulfil (a) ***and (b)*** above by means of the appointment of a Property Investment Board, a Financial Investment Board and a Social Investment Board responsible for property investments, financial investments and social investments respectively.

Markets Committee

13. In reviewing its terms of reference, for reasons of clarity, the Market's Committee has suggested the following amendment (also see Appendix 7):-

- (a) oversight of the ***provision and*** management of all matters relating to Smithfield Market, Billingsgate Market and New Spitalfields Market and the letting of all premises therein.

Port Health and Environmental Services Committee (PHESC)

14. In reviewing its terms of reference, the PHESC has suggested the following amendment to its terms of reference (see also Appendix 8):

- (a) all the City of London Corporation's environmental health, port health, animal health, consumer protection, licensing (with the exception of those which are in the province of another Committee), public conveniences, street cleansing, refuse collection and disposal, the street trading enforcement functions in the London Local Authorities Act 1990 including any decision as to whether the s.101 arrangements should be discontinued, and cemetery and crematorium functions;

15. This amendment is designed to allow City of London Corporation officers to take enforcement action against illegal street traders in the areas around City Corporation bridges through entering s.101 agreements with partner local authorities.

Contact:

Angela Roach

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POLICY & RESOURCES COMMITTEE

1. Constitution

A Non-Ward Committee consisting of,

- four Aldermen nominated by the Court of Aldermen
- 20 Commoners elected by the Court of Common Council, at least four of whom shall have fewer than 10 years' service on the Court, and two of whom shall be residents (NB. these categories are not exclusive i.e. one Member can fulfil both criteria)
- the following ex-officio Members:-
 - The Right Honourable the Lord Mayor for the time being
 - The Chief Commoner (who will chair any Sub-Committees regarding Hospitality and Privileges)
 - such Members of the Court of Common Council as have seats in Parliament
 - the Chairmen of the following Committees:-
 - Finance
 - Planning & Transportation
 - Port Health & Environmental Services
 - Police
 - Community & Children's Services
 - Establishment
 - Barbican Centre
 - Investment
 - Culture, Heritage and Libraries
 - The Deputy Chairmen of the Finance and Investment Committees

2. Quorum

The quorum consists of any nine Members.

3. Membership

4. Terms of Reference

To be responsible for:-

General

- (a) 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;
- (b) the review and co-ordination of the governance of the City of London Corporation including its Committees, Standing Orders and Outside Bodies Scheme, reporting as necessary to the Court of Common Council, together with the City Corporation's overall organisation and administration;
- (c) overseeing, generally, the security of the City and the City of London Corporation's security and emergency planning;
- (d) 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, communications strategy and public relations activities;
- (e) the use of the City's Armorial bearings and the Bridge Mark;
- (f) the appointment of the City Surveyor (in consultation with the Investment Committee);
- (g) general matters not otherwise expressly provided for within the terms of reference of any other Committee;
- (h) approving the City Corporation's annual contribution to the London Councils' Grants Scheme and agreeing, alongside other constituent councils, the proposed overall budget;
- (i) making recommendations to the Court of Common Council in respect of:
 - (i) the appointment of the Town Clerk & Chief Executive, Comptroller & City Solicitor and Remembrancer;
 - (ii) the Corporate Plan, Community Strategy, and other corporate strategies, statements or resolutions;
 - (iii) the issuing of levies to all the constituent councils for their contributions to the London Councils' Grants Scheme, for which the Court of Common Council is a levying body; and
 - (iv) the promotion of legislation and, where appropriate, byelaws;

Resource Allocation

- (j) determining resource allocation in accordance with the City of London Corporation's strategic policies;

Corporate Assets

- (k)
 - a) determining the overall use of the Guildhall Complex; and
 - b) approving overall strategy and policy in respect of the City Corporation's assets;

Projects

- (l) Scrutiny and oversight of the management of major projects and programmes of work, including considering all proposals for capital and supplementary revenue projects, and determining whether projects should be included in the capital and supplementary revenue programme as well as the phasing of any expenditure;

- (m) **Hospitality**
arrangements for the provision of hospitality on behalf of the City of London Corporation;
- (n) **Privileges**
Members' privileges, facilities and development;
- (o) **Sustainability**
strategies and initiatives in relation to sustainability;
- (p) **City Courts**
For a period of five years, from June 2016 to April 2021, to be responsible for oversight of the management of all matters relating to the City Courts;
- (q) **Sub-Committees**
appointing such Sub-Committees as are considered necessary for the better performance of its duties including the following areas:-

- * Resource Allocation
 - Projects
 - Outside Bodies
 - Public Relations and Economic Development
 - Courts
- †Hospitality
- †Members' Privileges

* The constitution of the Resource Allocation Sub Committee is set by the Court of Common Council and comprises the Chairman and Deputy Chairmen of the Grand Committee, past Chairmen of the Grand Committee providing that they are Members of the Committee at that time, the Chairman of the General Purposes Committee of Aldermen, the Chairman and Deputy Chairman of the Finance Committee, the Chairman of the Establishment Committee, the Senior Alderman below the Chair and six Members appointed by the Grand Committee.

† the Working Parties or Sub Committees responsible for hospitality and Members' privileges shall be able to report directly to the Court of Common Council and the Chief Commoner able to address reports and respond to matters in the Court associated with these activities.

AUDIT & RISK MANAGEMENT COMMITTEE

1. Constitution

A Non-Ward Committee consisting of,

- nine ~~ten~~ Members elected by the Court of Common Council* at least one of whom shall have fewer than five years' service on the Court at the time of their appointment
- three external representatives (i.e. non-Members of the Court of Common Council with no voting rights)
- the Chairman and Deputy Chairman of the Finance Committee (ex-officio with no voting rights)
- a representative of the Policy & Resources Committee (ex-officio with no voting rights)

NB:-

The Chairmen of the Policy and Resources, Finance and Investment Committees are not eligible for election to this Committee and the Deputy Chairman of the Audit & Risk Management Committee for the time being may not be a Chairman of another Committee.

From April 2017 onwards, Members of the Court of Common Council are appointed for terms of three years. The maximum continuous period of service (except when serving as Chairman or Deputy Chairman) shall be nine years in any 12 year period.

2. Quorum

The quorum consists of five Members i.e. at least three Members elected by the Court of Common Council and at least one external representative.

3. Membership 2017/18

- 7 (4) Ian David Luder J.P., Alderman
- 5 (3) Charles Edward Beck Bowman, Alderman
- 5 (3) Jamie Ingham Clark, Deputy
- 2 (2) Henry Nicholas Almroth Colthurst
- 2 (2) Peter Estlin, Alderman and Sheriff

together with three external representatives :-

Caroline Mawhood (*appointed for a four year term expiring in March 2018*)

Hilary Daniels (*appointed for a three year term expiring in March 2019*)

Kenneth Ludlum (*appointed for a three year term expiring in March 2020*)

and together with the Members referred to in paragraph 1 and four Members to be appointed this day.

4. Terms of Reference

Audit

- (a) To consider and approve annually the rolling three-year plan for Internal Audit.
- (b) To consider and approve the annual External Audit Plan.
- (c) To commission and to receive reports from the Chief Internal Auditor on the extent that the City of London Corporation can rely on its system of internal control and to provide reasonable assurance that the City of London Corporation's objectives will be achieved efficiently.
- (d) To meet with the external auditors prior to the presentation of the Accounts to the Court, consider the audited annual accounts of the City Fund and the various non-local authority funds, to receive and consider the formal reports, letters and recommendations of the City of London Corporation's external auditors and to make recommendations relating to the approval of the accounts (to the Finance Committee).
- (e) To meet with the external auditors of the City's various funds at least once in each calendar year prior to the presentation of the financial statements to the Court.
- (f) In addition to (e), to meet with the external auditors of the City's various funds at least once in each calendar year.
- (g) To report back, as necessary and at least annually, to the Court of Common Council.
- (h) To appoint an Independent Audit Panel to make recommendations on the appointment of external auditors to the Court of Common Council.

Risk Management

- (a) To monitor and oversee the City of London Corporation's risk management strategy, anti-fraud and anti-corruption arrangements; and to be satisfied that the authority's assurance framework properly reflect the risk environment.

- (b) To consider all audit or external inspection reports relating to any department at the City of London Corporation and seek assurance that action has been taken where necessary.
- (c) To receive an annual report from the Chamberlain reviewing the effectiveness of the City of London's risk management strategy.
- (d) To consider and report back to the Court on any risks related to all governance issues.

THE CITY BRIDGE TRUST COMMITTEE

1. Constitution

A Non-Ward Committee consisting of,

- two Aldermen nominated by the Court of Aldermen
- 12 Commoners elected by the Court of Common Council, at least one of whom shall have fewer than five years' service on the Court at the time of their appointment
- the Right Honourable the Lord Mayor (ex-officio)
- up to two external persons co-opted by the Committee with relevant experience and skills, selected through a fair and transparent process determined by the Committee

2. Quorum

The quorum consists of any five elected Members of the Court of Common Council.

4. Terms of Reference

A.(a) In accordance with ~~To determine all applications for grants pursuant to~~ the Cy Pres Scheme for the administration of the ~~c~~Charity known as the Bridge House Estates (1035628), made by the Charity Commissioners on 9 February 1995 (as amended) and brought into effect by the Charities (The Bridge House Estates) Order 1995, as respects the following purposes: -

- (i) in or towards the provision of transport and access to it for elderly or disabled people in the Greater London area, and
- (ii) for other charitable purposes for the general benefit of the inhabitants of Greater London;

(a) ~~to determine the application of all funds allocated by the Court of Common Council for the City of London Corporation as trustee of the charity in accordance with the policy settled by the Common Council for those purposes,~~ other than ~~grants funding~~ above a sum of £500,000 which decisions are reserved to the Court of Common Council upon this Committee's recommendation;

~~(b) Subject to the terms of the Cy Pres Scheme and criteria as to the eligibility and treatment of applications specified from time to time by the Court of Common Council:-~~

(b) ~~(i) — to review the criteria policy referred to above, in so doing to undertake consultation with appropriate persons as required under the Order of the Charity Commissioners for the administration of the charity dated 10 July 1997, and to make recommendations to the Court of Common Council for changes thereto to that policy or in settling a new policy;~~

(c) ~~to determine terms, conditions and other requirements to be imposed in connection in applying the charity's funds in accordance with the policy with grants that are approved;~~

~~(iii) — in considering the application of surplus income in accordance with clause 2 of the said Scheme, the Trustee¹ shall consult with such person, bodies corporate, local authorities, government departments and agencies, charities, voluntary organisations and other bodies as the Trustee may think appropriate from time to time; and~~

(d) to review, as necessary, the amounts, nature and spread of ~~grants funding~~ approved or refused by way of grants or otherwise applied under the policy, and the operation of administrative arrangements for the Scheme.

B. To be involved in the process for the appointment of the Chief Grants Officer, as appropriate.

CULTURE, HERITAGE & LIBRARIES COMMITTEE

1. **Constitution**
A Ward Committee consisting of,
 - two Aldermen nominated by the Court of Aldermen
 - up to 31 Commoners representing each Ward (two representatives for the Wards with six or more Members regardless of whether the Ward has sides) or Side of Ward
 - the Chairman of the Board of Governors of the Guildhall School of Music & Drama (ex-officio)
 - the Chairman of the Barbican Centre Board (ex-officio)
2. **Quorum**
The quorum consists of any nine Members.
4. **Terms of Reference**
To be responsible for:-
 - (a) the City Corporation's activities and services in the fields of culture, heritage and visitors including the development of relevant strategies and policies, reporting to the Court of Common Council as appropriate;
 - (b) the management of the City's libraries and archives, including its functions as a library authority in accordance with the Public Libraries and Museums Act 1964 and all other powers and provisions relating thereto by providing an effective and efficient library service;
 - (c) the management of the Guildhall Art Gallery and all the works of art belonging to the City of London Corporation;
 - (d) the management and maintenance and, where appropriate, furnishing the City Information Centre, the Monument, the Roman Villa and Baths (Lower Thames Street) and the visitor and events elements of Tower Bridge;
 - (e) matters relating to the City's obligations for its various benefices;
 - (f) the upkeep and maintenance of the Lord Mayor's State Coach, the semi-state coaches, the Sheriffs' Chariots and State Harness;
 - (g) cart marking;
 - (h) the development and implementation of a strategy for the management of Keats House (registered charity no. 1053381) and all of the books and artefacts comprising the Keats collection, in accordance with the relevant documents governing this charitable activity;
 - (i) the management of Guildhall Library Centenary Fund (registered charity no. 206950);
 - (j) making recommendations to the Court of Common Council regarding the Cultural Strategy, the Visitor Strategy and other corporate strategies, statements or resolutions relating to any of its functions, following consultation with the Policy & Resources Committee;
 - (k) responsibility for the production and publication of the official City of London Pocketbook;
 - (l) appointing such Sub-Committees and/or Consultative Committees as are considered necessary for the better performance of its duties including the following areas:-
 - Benefices
 - Keats House
 - (m) to be responsible for grants in relation to the 'Inspiring London Through Culture' programme for culture and arts from funds under the Committee's control.

(n) the appointment of the Directors of Open Spaces, Community and Children's Services and the Assistant Town Clerk and Culture Mile Director (in consultation with the Open Spaces and City Gardens, Community and Children's Services and Establishment Committees).

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FINANCE COMMITTEE

1. Constitution

A Ward Committee consisting of,

- four Aldermen nominated by the Court of Aldermen
- up to 31 Commoners representing each Ward (two representatives for the Wards with six or more Members regardless of whether the Ward has sides) or Side of Ward
- the Chairman and Deputy Chairman of the Policy & Resources Committee (ex-officio)
- the Chairman and Deputy Chairman of the Investment Committee (ex-officio)

2. Quorum

The quorum consists of any nine Members.

3. Terms of Reference

To be responsible for:-

Finance

- (a) Ensuring effective arrangements are made for the proper administration of the City Corporation's financial affairs;

- (b) making recommendations to the Court of Common Council in respect of:

(i) the audited accounts, the Annual Budget and to recommend the non-domestic rate and Council Tax to be levied and to present the capital programme and make recommendations as to its financing;

(ii) the appointment of the Chamberlain;

- (c) considering the annual budget of the several committees, to ascertain that they are within the resources allocated, are applied to the policies for which those resources were allocated, and represent value for money in the achievement of those policies;
- (d) determining annually, with the Resource Allocation Sub-Committee, the appropriate performance return bench marks for the City's and Bridge House Estates;
- (e) obtaining value for money in all aspects of the City of London Corporation's contracts, and in the City of London Police activities;
- (f) monitoring performance against individual Departmental Business Plans and bringing about improvements in performance;
- (g) the effective and sustainable management of the City of London's operational assets, to help deliver strategic priorities and service needs;
- (h) overseeing the City of London Corporation's approved list of contractors and consultants;
- (i) dealing with requests for allowances, expenses, insurance, business travel, treasure trove and Trophy Tax;
- (j) providing strategic oversight and performance management of all grant giving activity by the Corporation, excluding the City Bridge Trust.
- (k) strategies and initiatives in relation to energy;

Information Technology

- (l) ~~developing and implementing IT strategies to support the business needs of the City of London Corporation; and~~

Sub-Committees

- (m) appointing such Sub-Committees as are considered necessary for the better performance of its duties including the following areas:

Efficiency & Performance

- The Efficiency & Performance Sub Committee was created in 2011 to scrutinise plans for efficiency and performance across all of the City Corporation's departments and the City of London Police. It supports officers to drive value for money in areas such as third-party contracts, budgeting and facilities/asset management, and promotes effective planning - both on a departmental basis and for the Corporation as a whole.

Finance Grants Oversight and Performance

- The Finance Grants Oversight and Performance Sub Committee provides strategic oversight of the City of London Corporation's Central Grants Programme, including reviewing progress, performance, impact against outcomes, and risks for all grants.

Information Technology

- The Information Technology Sub Committee recommends IT strategy and oversees implementation for both the City of London Corporation and the City of London Police to the Finance Committee. Furthermore, the Sub Committee also monitors delivery of IT internally and our contractor partners supplying the delivery of IT.

Corporate Assets

- The Corporate Asset Sub Committee is responsible for the effective and sustainable management and strategic plans for the City of London Corporation's operational property portfolio; this includes the monitoring of capital projects, acquisitions and disposals, and the upkeep, maintenance and, where appropriate, furnishing for operational properties (including the Guildhall Complex). In addition, the Sub Committee is responsible for strategies, performance, and monitoring initiatives in relation to energy usage, and for monitoring and advising on bids for Heritage Lottery funding.

INVESTMENT COMMITTEE

Terms of Reference

- (a) To be responsible for the strategic oversight and monitoring of the performance, **risk profile and adherence of fund managers** of all of the City of London Corporation's investments, in accordance with the investment strategy determined by the Policy & Resources Committee.
- (b) **To monitor and oversee the performance of the Sir William Coxen Trust Fund's (206936) investments and the investment fund manager, and to report back and provide relevant advice to the trustees.**
- (c) To fulfil (a) **and (b)** above by means of the appointment of a Property Investment Board, a Financial Investment Board and a Social Investment Board responsible for property investments, financial investments and social investments respectively.
- (d) To provide the Resource Allocation Sub-Committee with proportions between property and non-property assets as part of the resource allocation process with the final decision remaining with the Resource Allocation Sub-Committee.

Note: The Boards shall have the power to: -

- i) co-opt people with relevant expertise or experience, including non-Members of the Court; and
- ii) submit reports on matters relevant to their responsibilities directly to the Court of Common Council.

7. ANNUAL REVIEW OF THE COMMITTEE'S TERMS OF REFERENCE

The Committee considered a report of the Town Clerk reviewing the Committee's terms of reference ahead of the next municipal year.

A Member suggested that the terms of reference should also refer to the Committee's responsibility for considering risk profile and the adherence of fund managers, and was also missing a reference to the Committee's self-effectiveness review measure. The Committee noted that the three Sub-Committee's each had their own terms of reference and it might be easier to capture self-effectiveness measures in the terms of reference for the Property, Financial and Social Investment Boards. The Committee agreed to delegate the final wording of the terms of reference to the Chairman and Deputy Chairman for approval before submission to the Court of Common Council.

RESOLVED

That the Investment Committee approve the amended terms of reference as set out in the report and accounting for Members' suggestions, with the final wording delegated to the Chairman and Deputy Chairman for approval before submission to the Court of Common Council.

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MARKETS COMMITTEE

1. **Constitution**
A Ward Committee consisting of,
 - two Aldermen nominated by the Court of Aldermen
 - up to 31 Commoners representing each Ward or Side of Ward (two representatives for the Wards with six or more Members regardless of whether the Ward has sides).
2. **Quorum**
The quorum consists of any nine Members.
3. **Membership 2017/18**
4. **Terms of Reference**
To be responsible for:-
 - (a) oversight of the ***provision and*** management of all matters relating to Smithfield Market, Billingsgate Market and ***New*** Spitalfields Market and the letting of all premises therein;
 - (b) the appointment of the Director of Markets and Consumer Protection (acting jointly with the Port Health and Environmental Services and Licensing Committees).

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Port Health and Environmental Services Committee Terms of Reference

To be responsible for:-

- (a) all the City of London Corporation's environmental health, port health, animal health, consumer protection, licensing (with the exception of those which are in the province of another Committee), public conveniences, street cleansing, refuse collection and disposal, the street trading enforcement functions in the London Local Authorities Act 1990 including any decision as to whether the s.101 arrangements should be discontinued, and cemetery and crematorium functions;
- (b) the implementation of those sections of any Acts of Parliament and/or European legislation which direct that the local authority take action in respect of those duties listed at (a) above;
- (c) the appointment of the Director of the Built Environment (in consultation with the Planning & Transportation Committee);
- (d) the appointment of the Director of the Markets and Consumer Protection acting jointly with the Markets and Licensing Committees;
- (e) the appointment of the Director of Open Spaces (in consultation with the Open Spaces & City Gardens Committee);
- (f) determining any appeals against a decision not to grant City premises a licence under the provisions of the Marriage Act 1994 and the City of London (Approved Premises for Marriage) Act 1996 to conduct civil marriage ceremonies;
- (g) the appointment of the City of London Coroner;
- (h) the Signor Pasquale Favale Bequest (registered charity no. 206949);
- (i) making recommendations to the Court of Common Council in respect of the making and sealing of byelaws for the variance of charges at the Animal Reception Centre.

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| | |
|--|----------------------------|
| Committee: Policy and Resources | Date: 15 March 2018 |
| Subject: Potential Remuneration of Members and Changes to Timing of Meetings – Results of Surveys | Public |
| Report of: Town Clerk | For Decision |
| Report Author: Angela Roach, Principal Committee and Members Services Manager | |

Summary

1. At its meetings on 19 October and 14 December 2017, the Policy and Resources Committee debated the potential remuneration of Members and possible changes to the timing of committee meetings. It was agreed that a questionnaire on each issue should be circulated to all Members of the Court as part of a wider consultation exercise.
2. The two anonymous questionnaires (attached as appendices to this report) were circulated to all Members at the end of January. Members were asked to respond by 9th February 2018. In total 98 responses were received.
3. In short, the this wider consultation exercise resulted as follows: -
 - Timing of Meetings: most Members, 61%, supported the status quo i.e. 11.30am – 1pm or 1.45pm – 4pm
 - Potential remuneration of Members: most Members, 65% advised that were not in favour of payment.
 - Members' Financial Loss Allowance Scheme – most Members, 68% feel that the Scheme is inadequate.
 - Assistance to cover the cost of an appropriate form of dress for City Corporation events – 55% welcomed assistance.
4. The result of the two surveys was subsequently raised at the informal, private meeting of Members on 15 February. Whilst it was acknowledged that the results favoured of no change, Members were keen for the matter to be kept as an on-going debate and asked that, as a minimum, a further comprehensive review is undertaken before the next election. It was noted that a number of comments had been submitted alongside the responses and that this might add more context to the views expressed. Members were advised that the details would be include in the outcome report to the Policy and Resources Committee and that a copy of the report would be sent to all Members for information.
5. A more detailed breakdown of the results is set out in the main body of this report.

Recommendations

6. Members are asked to:-

- to note the results of the surveys;
- agree that the timing of meetings should remain unchanged, it being noted that a committee could, if it so chooses, agree to alter the time of its meetings. However, it should also be noted that depending on the time chosen there could be wider resource implications;
- consider the provision of assistance for Members to cover the cost of an appropriate form of dress for City Corporation events and what form this should take;
- agree an independent review of the Members' Financial Loss Review Scheme;
- decide whether any further action should be taken.

Main Report

Background

1. The Policy and Resources Committee has been looking at ways in which to enhance the diversity of the Court of Common Council since 2015. During that time, a number of suggestions have been discussed and various activities undertaken. As part of the debate, two issues - the potential remuneration of Members and possible changes to the timing of committee and other meetings - emerged as the areas meriting further discussion and wider consultation with all Members of the Court.
2. To this end, two questionnaires (attached as appendices to this report) were produced and circulated to all Members as an anonymous exercise at the end of January. Members were asked to respond by 9th February 2018. In total 98 responses were received, the results of which are set out below.

Timing of Meetings

3. Members were provided with seven options and asked to express a preference. The results of this were as follows:-

| Options | 1 st Preference | 2 nd Preference | 3 rd Preference | 4 th Preference | 5 th Preference |
|---|-------------------------------|-------------------------------|-------------------------------|-------------------------------|-------------------------------|
| A 8.30am – 10am | 23 | 5 | 15 | 5 | 7 |
| B 9am – 10.30am | 1 | 16 | 10 | 16 | 8 |
| C 11.30am – 1pm OR 1.45pm – 4pm (Status Quo) | 59 | 7 | 8 | 2 | 4 |
| D 12.45pm – 2.15pm | 4 | 34 | 7 | 13 | 7 |
| E 3.30pm – 5pm | 2 | 10 | 15 | 4 | 12 |
| F 5pm – 6.30pm | 2 | 11 | 13 | 9 | 4 |
| G 6.30pm – 8pm | 5 | 5 | 3 | 6 | 5 |

4. A number of comments and alternative suggestions were made alongside some of the responses received, as follows: -
- ‘Would the 3rd choice be a working lunch?’*
 - ‘Provide an option to dial in (every now and then at least).’*
 - ‘Perhaps the most popular choice for three committee meetings and every fourth in the second preference – or something like that.’*
 - ‘The status quo is the best. ‘Early; is difficult with the financiers and ‘late’ is difficult with the lawyers!’*
 - ‘An alternative might be THREE sessions for committee meetings starting at 10am, noon and 2pm. For the 10am and 2pm sessions lunch would be provided between 12.30pm and 1.30pm (finishing by 2pm) in the Guildhall Club. For the noon meeting sandwiches would be available.’*
 - ‘If changes are not pushed by P&R they will not happen.’*
 - ‘The current system is a real disincentive for people who work. Meetings should be timed generally to last no more than 90 minutes and should be at the start or end of the working day.’*
 - ‘Specifically, do not wish to explore weekend meetings. We should look at video conferencing and telephone conferencing facilities though.’*
 - ‘6.30pm – 8.30pm, which means I decline all City Corporation receptions, MH dinners and resign as Liveryman and similar (remember, Liverymen attend*

- Common Hall for Election of Sheriffs and Lord Mayor) and resign all school governor positions as school concerts, plays etc. are early evening.'*
- j. *'5.45pm to 7.15pm'.*
 - k. *'3rd Preference: 4.30pm to 6pm'*
 - l. *'Members who do not chair, or serve on the various subs and working groups may not realise all these slots are already used for the work that goes on around the main committees. Whatever time is chosen will not suit some, and the status quo is the best solution, where it is not suitable it should be for the committees themselves to make changes to their timings.'*
 - m. *'I am relatively neutral.'*
 - n. *'8am would be a better start time if possible. Hampstead Heath is currently 4pm – 5.30pm which works okay. Perhaps 4.30pm – 6pm would be good'.*
 - o. *'12.00 – 13.30 with sandwiches served. 12.30 – 14.00 with sandwiches served.'*
 - p. *'Meetings should be held out of normal working hours to prevent barriers to participation and increase public attendance/scrutiny of committees.'*
 - q. *'Status Quo with ability to arrange meetings outside status quo if and when required – as is case now.'*
 - r. *'Preference 1 - 10.30am to 12pm. It would have been good to include this option too for people who do the school run.'*
5. Whilst most Members (61%) are content with the current arrangements, the Committee is reminded that a committee can, if it so chooses, alter the time of its meetings depending on the time chosen. However, it is important to note that some changes could have wider resource implications. Some committees and sub-committees have already taken advantage of this such as the Planning and Transportation Committee and the Projects Sub-Committee both of which meet within 9am – 5pm working day and the Property Investment Board which now meets at 8.30am.

Potential Remuneration of Members

6. To ascertain views on the payment of Members/financial assistance, Members were asked four questions:-
- whether they believed that they should receive payment for their services;
 - whether they considered the Members' Financial Loss Allowance Scheme fit for purpose;
 - if not, would they prefer a more accessible scheme managed independently; and

- whether they would favour the provision of assistance for Members to cover the cost of an appropriate form of dress for City Corporation events.

7. This resulted as follows:-

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

| | |
|-----|----------|
| YES | 33 |
| NO | 63 (66%) |

Accompanying comments:-

'I don't know'.

'Absolutely not.'

If yes, please give some indication of the type of arrangement that you think would be most appropriate. Note that members are already entitled to recover expenses, such as travel on Corporation business, properly incurred.

- 'A stipend of £10,000 for CC Members'.*
- 'An allowance on a non-means tested voluntary arrangement.'*
- 'A small basic allowance for all Members (say £2,500-£5,000). Special responsibility allowances for the Chief Commoner, Committee and major Sub Committee Chairmen and some Deputy Chairmen on a sliding scale, the Policy Chairman receiving the highest (say £75,000).'*
- 'Basic allowances in hand with other London Boroughs and expenses claims. N.B. members are not currently allowed to claim travel expenses to and from Guildhall, which is where most meetings are' – it should be noted that a similar comment was submitted by another Member.*
- 'I favour a small basic allowance for all members, with no extra payments for particular office holders. General costs are, I think, lower for us than for representatives in more conventional local government. The allowance should be enough to mitigate hardships but not enough to be of itself an incentive to stand for City Office.'*
- 'The most appropriate arrangement would be one similar to those recommended by London Councils. If this involved a reduction in 'perks' – i.e. the Club – that would be more than acceptable. If it resulted in a reduction in the number of members, so much the better...'*
- 'It should be linked to works done – committees attended etc., so as to avoid payments being given to Councilmen, of which there are some, who barely do anything.'*

- h. *It should also be given to those who apply for it and fulfil a time/commitment requirement.'*
- i. *'A small allowance for all chairmen only e.g. £8,000 (not sub committees).'*
- j. *'Members should have the option of remuneration. The net cost of the Guildhall Club is currently £250K a year. Alongside this we have low income cc's taking on Saturday jobs to make ends meet. Compensating for meeting attendance is done sub repeat case work, door knocking etc. and is demeaning. £2.5k to £5k per member basic seems responsible and scrap the Guildhall Club.'*
- k. *The central issue is what sort of Councillors are we. If it's like any other, we should be paid like any other and there should be wholesale governance reform. If not, then not.'*
- l. *'I do believe Chairman of Policy and Chairman of Transportation should become remunerated due to workload.'*
- m. *'In line with other local authorities'.*
- n. *'The terms of the expense system need to be clearly defined and communicated e.g. governors of city schools and Hampstead Heath Committee don't all know what they can claim.'*
- o. *'But I do support that all cc should get legitimate travel expenses and possibly some others. This is so that they can attend meetings at no personal cost.'*
- p. *'A simple percentage of 30% to 50% of basic allowance'.*
- q. *'Attendance Allowance'.*
- r. *'Use the City of Westminster model. Terminate the subsidies for the Guildhall Club and Accommodation. No change to committee lunches and dinners, as they have a business purpose'.*
- s. *'Flat rate of £5,000, which members would be free to decline'.*
- t. *'If it was introduced it should also cover Chair/Deputy Chair of Police.'*
- u. *'Contribution to costs for members who cannot afford expensive outfits etc. Also for those members who cannot afford this put would for example want to be elected Policy Chairman this is covered along lines of other local authorities. Full time job.'*
- v. *'Would favour an independent review'.*
- w. *'Annual allowance. Expense cover.'*

- x. *'Expenses only – particularly travel.' Any extra remuneration should be balanced by either a reduction in ccc ???? or a charge for attendance at dinners etc. or both.'*
- y. *'It should be opt-in.'*
- z. *'I would oppose a full-blown payments scheme but would favour an enhanced expenses allowance, available to all without specific qualification requirements.'*
- aa. *'I would suggest significant payment only for positions which require significant time out of work. For example, chairing significant committees. I would also back an allowance for members rather than the current expenses system funded in part from cutting Guildhall Club costs and services.'*
- bb. *'Members should be remunerated just like councillors are with all other boroughs. In the year we are recognising 100 years since women got the vote it's astonishing we are still fighting for councillors to be paid in the City of London.'*
- cc. *'Special responsibility and Basic Allowances.'*
- dd. *'An optional fixed amount per year. Other councils allocate remuneration and we are too far behind, which clearly excludes poor people (mainly from ethnic backgrounds) to stand. Currently Tower Hamlets offer around £10k. My ward is mostly working class, benefits residential ward so I, for example, have to dedicate far more time than a councilman in a business ward.'*

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

| | |
|-----|----------|
| YES | 30 |
| NO | 64 (68%) |

Accompanying comments:-

- a. *'yes, if renewed and retitled.'*
- b. *'Would favour an independent review of the scheme'.*
- c. *'Yes, in terms of maximum level.'*
- d. *'I tried to use it and it cost me money – with accountants' fees'.*
- e. *'Difficult if self-employed'.*
- f. *'But no objection to it being reviewed.'*
- g. *'But unnecessary if Members are remunerated according to the Westminster model'.*

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

| | |
|-----|----------|
| YES | 50 (77%) |
| NO | 15 |

Accompanying comments:-

- a. *'Possibly – depends on scheme.'*
- b. *'I would be happy with some changes i.e. only need to show "loss" or "cost" i.e. including childcare – with no income ceiling.'*
- c. *'If others raise sensible issues with the current scheme.'*
- d. *'I'd prefer councillors were properly remunerated.'*
- e. *'A fixed optional remuneration is the solution.'*

Would you favour the provision of assistance for Members to cover the cost of an appropriate form of dress for City Corporation events?

| | |
|-----|----------|
| YES | 55 (63%) |
| NO | 32 |

Accompanying comments:-

- a. *'For new members only.'*
 - b. *'White tie - yes, black tie or ladies equivalent – no. Old Bailey's – no.'*
 - c. *'I'd prefer councillors were paid so they could buy themselves.'*
 - d. *'No one should feel unable to attend City events because they do not have the appropriate attire. Therefore, case by case need should be available if a Member makes a request. This should be part of the Chief Commoners pastoral role – Members should feel able to discuss issues such as this with the Chief. Perhaps the Chief should have a fund to assist when required.'*
 - e. *'Subject to means testing, formal dress to be loaned not given to member.'*
8. A number of additional comments were also made the details of which are set out in Appendix A.

Conclusion

9. A number of activities have been undertaken in the last few years to enhance the diversity of the Court of Common Council. Whilst it remains an on-going issue and discussion is still taking place to ascertain what else can be done, the potential remuneration of Members and changes to the timing of committee meetings were identified as meriting further discussion and consultation with all Members of the Court. To this end, Members have been surveyed for their views, the results of which are set out in this report. Following the consultation process, your view is now sought on the way forward.

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Additional Comments

1. 'I have sympathy for new members who could be involved in a white tie occasion very soon after being elected. The cost of hiring an evening suit can be quite expensive and so consideration of some expenses claim would be appropriate – for both male and female members'.
2. 'Travel expenses for those living out of London should be the very least we receive. Many of us join CC when we are still working/living in London but on retirement move to the country. We stay on CC so why should I pay £25 rail ticket to attend committee meetings?'
3. 'By not paying members, we are in danger of being accused of running an elitist club for rich members. This is particularly the case with those members who chair the grand committees. They are effectively doing a full-time job and can obviously only afford to devote that time and energy to such positions if they do not need to earn a living in a normal way. There is therefore a democratic deficit at the heart of our governing body.
4. Additionally, many members join Common Council when they are still working or semi-retired and when they are still active in the City or inner London in other ways. On retirement, some of them elect to spend more time outside London but they continue to represent their wards. This can mean commuting in to attend committee meetings. Why should they spend £30 on a train ticket perhaps twice a week to attend meetings? Has anyone looked through the red book to see exactly how many members live outside London?
5. Then there is the cost of the 'school uniform'. Purchasing or hiring dinner suits, morning coats and white tie gear is not cheap for men, and women members also face significant costs in purchasing appropriate evening wear.
6. Those who oppose remuneration are, of course, free to turn down any payment that might be offered, or they could donate it to charity. By standing out against remuneration, they are enforcing clubby/old fashioned attitudes, as if to brand payment as something rather grubby. That is not the basis on which to build a level playing field.'
7. 'If a member is not truly able to afford an appropriate form of dress for City Corporation events, then the member should be allowed to wear an acceptable business dress or be supported financially upon request/discussion with, say, the Chief Commoner'.
8. 'The Members' Financial Loss Allowance Scheme should be scrapped entirely. Its only purpose is to allow some members to pretend there is some form of compensation for those who lose out by serving in the Court.

9. Understandably, the systems of the Court have developed over time to serve the needs of its members. Those members, however, have almost uniformly been retired, wealthy and white.
10. Should the Corporation have any real desire to see more gender, ethnic, class and wealth balance on the Court, instituting true remuneration for members is not merely an option; it is an imperative.
11. The diversity of the City should be represented on the Court by a truly representative group of individuals. So long as the role is unremunerated those who live in Golden Lane, Mansell Street and Middlesex Street will be under-represented.
12. This is not sustainable in the 21st century.'
13. 'As it is a requirement of the City to dress in white/black tie – appropriate provision should be made to cover costs (if these items are bought after having been elected).'
14. 'Dress for City events can be obtained at very low cost from an online site such as Clermont Direct'.
15. 'I don't think we need members at a lot of the events. We seem to be an awkward addition anyway. Though perhaps we should be looking to modernise our events? This a bit of a demeaning proposal. We should be empowering workers and residents to represent their workplaces and committees regardless of their means – not giving them pocket money'.
16. 'Paid Councillors, fewer – 100 to 50, no Aldermen, directly elected Mayor, fewer committees, regular meeting times.'
17. 'Covering dress allowance would be a PR disaster and should be resisted at all costs. It could be considered in hardship cases only.'
18. 'Members Financial Loss Scheme is not fit for purpose. Review is needed to bring it up to date, no necessarily independent management. It's just times have changed and needs to be reflected.'
19. 'Paying members who need an allowance to make ends meet could be funded by drastic cuts to the Guildhall Club, abolition of lunch meetings and an enormous (if not total) reduction in banquets.'
20. 'If paying allowances to councillors means a reduction in the number of councillors then so be it. If paying councillors means charging for food in the Guildhall Club then so be it. The City of London is on the wrong side of wishing and we need to

extend the opportunity to all to serve their community. Timing and payment is clearly a barrier to participation for many people. This has to change.'

21. 'As per point 5 & 6, where it states a total sum of £1,337,875 would be required, this simply is not true if you make it optional so the individuals who do require the remuneration can take it.

Point 2. Speaks about losing "uniqueness", which is nonsense. The City is and has been (as in Point 3) "not a local authority, rather it is an institution with local authority functions."

The financial loss scheme is too bureaucratic and quite embarrassing to ask for. I never asked for financial loss although I was entitled too it.

Let's not forget that it is easy to be shunned for a poor member if they wish to apply.'

Appendix B

Consultation on the Possible Introduction of Payment for Members

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

| | |
|-----|--|
| YES | |
| NO | |

- If yes, please give some indication of the type of arrangement that you think would be most appropriate. Note that members are already entitled to recover expenses, such as travel on Corporation business, properly incurred.

- 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 an appropriate form of dress for City Corporation events?

| | |
|-----|--|
| YES | |
| NO | |

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

Appendix C

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:-

| | |
|--|---------------------|
| Committee: | Date: |
| Livery Committee | 14 February 2018 |
| Policy and Resources Committee | 15 March 2018 |
| General Purposes Committee of Aldermen | 20 March 2018 |
| Court of Common Council | 19 April 2018 |
| Subject: | Public |
| Common Hall: Election of Lord Mayor 2019 | |
| Report of: | For Decision |
| Town Clerk | |
| Report author: | |
| Greg Moore – Town Clerk’s Department | |

Summary

The dates of Common Hall are fixed as Midsummers’ Day (for the election of Sheriffs) and Michaelmas Day (for the election of Lord Mayor). Provision does exist to vary these dates in the event that either falls on a Saturday or Sunday, in which case the relevant Common Hall is moved to the Monday immediately following.

There is also, however, provision within Acts of Common Council to reschedule Common Hall in the event that it falls on the same date as a major religious festival, provided a notice period of at least one year is provided. It has been observed that the Election of Lord Mayor in 2019 falls on the same date as Rosh Hashanah, a significant Jewish religious festival; consequently, there is scope for the provisions of the relevant Act of Common Council to be invoked and the date to be moved.

Responsibility for overseeing arrangements for Common Hall rests with the Livery Committee, which has been consulted and has confirmed it would endorse such a rescheduling, should this be the will of the Court of Common Council. The views of the Policy and Resources Committee and General Purposes Committee of Aldermen are now also sought as to whether the date of the Election of Lord Mayor in 2019 should therefore be moved. In the event that it is determined that the election should be moved, a formal resolution by the Court of Common Council will be required.

Recommendation

Members are asked to consider whether the date of the election of Lord Mayor should be moved in 2019 and recommend to the Court of Common Council accordingly.

Main Report

Background

1. Each year, the Lord Mayor and Sheriffs for the year ensuing are elected by the Livery at Common Hall.
2. This is proscribed by primary legislation, with the details governing the specific arrangements set in turn by Act of Common Council.
3. Common Hall meets twice per annum for the purpose of these elections – in June for the Election of Sheriffs, and in September for the Election of Lord Mayor.

Issue

4. The specific date for the Election of Lord Mayor is fixed by Act of Common Council as Michaelmas Day, i.e. 29 September. Similarly, the Election of Sheriffs is also fixed as Midsummers' Day, i.e. 24 June.
5. When either date falls on a weekend, the Act of Common Council of 22 March 1973 provides that:-

1. As from the date of the making and passing of this Act whenever Midsummer Day or Michaelmas Day shall happen to fall upon either a Saturday or a Sunday the election of Lord Mayor, Sheriffs, [...], [...] of this City shall be held and take place on the Monday next immediately following either of those days any law or usage to the contrary notwithstanding.

6. In 2019, Michaelmas Day falls on a Sunday. Normally, the date of the election of Lord Mayor would therefore be moved to Monday 30 September, in accordance with the above section of the 22 March 1973 Act.
7. However, Monday 30 September 2019 is also the date on which Rosh Hashanah (a two-day festival marking Jewish New Year, which begins at dusk on 29 September) falls that year.
8. Again, there is provision within the same Act of Common Council to alter the date of Common Hall, if desired, should the date of the election of Lord Mayor fall on "a major religious festival". The relevant extract is as follows:

5. Notwithstanding the provisions contained in any Act of Common Council (including this Act) relating to the day of election of Lord Mayor or any custom to the contrary it shall be lawful for the Court of Common Council and that Court is hereby empowered in any year in order to avoid an election on the day of any major religious festival to appoint a day for the election of Lord Mayor other than Michaelmas Day by a formal resolution of the Court passed not less than one year before the said day of election.

9. Although immaterial in the context of this report, for the sake of completeness it should be noted that the position is slightly different for the Election of Sheriffs, where there is more flexibility to move the date for any special cause and the

formal resolution of the Court does not have to be passed a year in advance. The Act of Common Council of 21 January 1932 provides that:-

3. [The General day of election of Sheriffs of this City shall be yearly the twenty-fourth day of June, unless the same shall happen to be a Saturday or a Sunday, in which case the election shall be on the Monday then next following.] Provided always that it shall be lawful for the Court of Common Council, and that Court is hereby empowered, in any year for any special cause to appoint a day for the election of Sheriffs and other Officers usually elected on Midsummer Day by the Liverymen of the several Companies of this City in Common Hall assembled other than that above mentioned, by a formal Resolution of the Court.

Consideration

10. Members' views are therefore sought as to whether the date of the election of Lord Mayor should be moved in 2019.
11. Consideration should be given as to the potential impact on those Liverymen who are practicing members of the Jewish faith and whether or not keeping the date as it currently stands might preclude them from exercising their ability to attend and cast their vote.
12. The Remembrancer's Office is currently holding the Great Hall for Wednesday 2 October 2019 should the date need to be moved and it is recommended that, should a rescheduling be approved, this be the date on which the Election be held. This would keep it as close as possible to the original date so as to minimise disruption.
13. The Admission of Sheriffs, currently scheduled for 27 September 2019, would remain unchanged.
14. In accordance with the Act of Common Council, any date change to the Election of Lord Mayor must be made by the Common Council through the passing of a formal resolution, not less than one year prior to the scheduled date.
15. Whilst the Livery Committee is responsible for overseeing arrangements for Common Hall, it is not a committee of the Court of Common Council and therefore cannot report to it.
16. Equally, whilst the views of the General Purposes Committee of Aldermen will also be integral to any final decision, it is also not a body of Common Council and cannot report directly. Therefore, the Policy and Resources Committee, which has responsibility for those matters not specifically allocated to other committees and also considers general electoral matters, is asked to consider this proposal and make the formal recommendation to the Court of Common Council, subject to the views of the other bodies.
17. Whichever the decision, confirmed date of the Election will be communicated to the wider Livery accordingly.

Consultation

18. The Comptroller & City Solicitor and the Remembrancer have been consulted in the preparation of this report.

Conclusion

19. Members are asked to consider the clash of the Election of Lord Mayor in 2019 with Rosh Hashanah and to determine whether or not the Election should be rescheduled to accommodate the

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| | |
|---|---|
| Committee Resource Allocation Sub-Committee Policy & Resources Committee | Dated: 15/03/2018 15/03/2018 |
| Subject Review of the Central Grants Programme | Public |
| Report of: Chief Grants Officer | For Decision |
| Report author: Jack Joslin, Senior Grants Officer, Central Grants Unit | |

Summary

In March 2016, the Resource Allocation Sub-Committee and the Policy and Resources Committee agreed recommendations of the Effectiveness of Grants Service Based Review (SBR): to increase the strategic impact of grant-making, ensure that the grants are managed more efficiently and effectively, improve the consistency and quality of the customer experience and so bring reputational benefits. A consolidated Central Grants Programme (CGP) run by a Central Grants Unit (CGU) housed within City Bridge Trust (CBT), drawing on core expertise, were key recommendations adopted by way of a two-year pilot.

The Finance Grants and Performance Sub-Committee (FGOPSC) who oversee the programme requested an evaluation report of the pilot be submitted to the Policy and Resources Committee in March 2018 to inform any future delivery. Officers proposed that the evaluation be undertaken independently: a company called Rocket Science were commissioned (www.rocketsciencelab.co.uk). The full report (Appendix 1) outlines how the pilot has effectively implemented a transparent and professional grants process and makes key recommendations. The recommendations in the report were considered by the FGOPSC on 21st November 2017.

The sub-committee agreed to recommend Option 3 of the report to the Policy and Resources Committee for approval. Option 3 is to maintain the structure of the CGP and look to develop and expand its scope. The sub-committee also noted the overall reduction in the grants budget available from City's Cash and the scale at which the CGU is viable. The sub-committee agreed to recommend that the City's Cash contribution available to the CGU for distribution in grants should be uplifted to an amount equivalent to 20% of the current overall City's Cash Grants Budget on an annual basis, with a total amount of £250,000 proposed. This would enable the CGU to deliver a successful grants programme going forward and improve the economies of scale.

Recommendations

1. To agree that the CGP is implemented on a permanent basis with effect from 1st April 2018.
2. To agree that the City's Cash contribution available to the CGU for distribution in grants should be uplifted to £250,000 on an ongoing basis, being an uplift of £91,000 for 2018/19.
3. To note the uplift of £10,000 applied to operating costs of the CGU for 2018/19 and agree that the CGU continue to charge a proportionate management fee to Charities that fall under the programme.

4. To agree to delegate authority to the Town Clerk, in consultation with the Chairman and Deputy Chairman of the Finance Committee, to approve that any underspends on other grant budgets held within City's Cash be considered for transfer to the CGU for equal allocation to the three City's Cash funding themes or to be allocated for specific charitable purposes elsewhere.

Main Report

Background

1. In March 2016, the Resource Allocation Sub-Committee and the Policy and Resources Committee received a report outlining the work that had been undertaken to date to implement the recommendations of the SBR. The aim of the review was to increase the strategic impact of grant-making, ensure that the grants are managed more efficiently and effectively, improve the consistency and quality of the customer experience and so bring consequential reputational benefits. The report recommended a consolidated CGP be implemented.
2. In order to manage the CGP effectively a new CGU was proposed by way of pilot and subsequently approved by the Resource Allocation Sub-Committee and the Policy and Resources Committee to manage all grant applications, monitoring and evaluation processes and Committee reporting procedures.
3. It was agreed that the CGU would be co-located within CBT in order to facilitate consistency of approach and harmonise service standards. The Chief Grants Officer, whose responsibility includes the grant-making activities of CBT, maintains an overview of the CGU, with relevant input from the Head of Charity and Social Investment Finance within the Chamberlain's Department. The FGOPSC was tasked with scrutinising the effective implementation of the programme.
4. In March 2017, the Policy and Resources Committee received a report and endorsed an approach which allowed CBT to second staff in to manage the CGP until 31st March 2018; and agreed an interim resource of up to £50,000 from City's Cash to support the CGU during this time.
5. CBT seconding a Senior Grants Officer (SGO) to manage the CGU has progressed the following:
 - a) The standardisation and centralisation of grant-making activity for all in scope charities and funding programmes.
 - b) The CGU becoming the single point of contact across the CoLC for grant management advice and guidance, developing an overview of all charitable activity that can be called upon by Officers and Members.
 - c) Good practice in grant management being instilled/re-enforced within those departments with grant making responsibilities.
 - d) Robust and transparent due diligence procedures being implemented, which has reduced the likelihood of any reputational damage.
 - e) That there is a link with the wider CBT charitable funding team, drawing on their expertise to ensure complex issues are swiftly resolved.
6. As this is a 2-year pilot project, the FGOPSC agreed that an evaluation be undertaken to inform recommendations for any on-going delivery approach of the CGP.

CGP Evaluation

7. In September 2017, Rocket Science was commissioned by the CGU to undertake an evaluation of the 2-year pilot and reviewed the CGP, its processes and its decision-making structures. The evaluator spoke with Members, Principal Officers that lead the Officer Decision Panels and CBT officers that oversee the CGP.
8. The evaluation report is attached at Appendix 1. The key findings of the evaluation are set out below:
 - a) Outsourcing to the CGU, overseen by the CBT has been worthwhile, bringing transparency, grant making expertise and professionalism to the process;
 - b) The process that has been put in place, though bringing clear benefits, is resource-intensive for the level of funding involved;
 - c) A more consistent approach to Members' involvement would be beneficial to improve efficiency;
 - d) The budget available is not clear to many of those involved;
 - e) If the CGP were retained, a longer-term, more strategic view should be determined.
9. Members of the FGOPSC met in November 2017 and considered these findings, future options and agreed to recommend that the CGP be made permanent. This would allow the CGU to develop its scope and programmes further, FGOPSC also recommended the following details:
 - a) To consult the charities for which the City of London is trustee or is otherwise associated, and City Corporation departments to investigate the opportunities of the CGU managing their grant making processes.
 - b) To continue to second a SGO from CBT to manage the CGP for 3 days a week and secure additional resource for 2 days a week of a CBT Grants Officer to minimise the key person risk and assist with the development of the programme. Additional support will be provided by CBT Grants Assistants and a City of London Apprentice.
 - c) To continue to deliver the three City's Cash Grants programmes (Stronger Communities, Enjoying Green Spaces and Inspiring London through Culture) it is requested that the Resource Allocation Sub-Committee approve that additional resources are allocated to ensure that these programmes can be delivered successfully and developed in consultation with the departmental officers and the decision-making committees.

Financial Information

10. Appendix 2 first outlines funds available for distribution through the CGU in 18/19 and demonstrates the proposed scale of the programme, including the requested uplift to the City's Cash budget, to ensure that the three City's Cash programmes are sufficiently resourced on an ongoing basis.
11. Appendix 2 secondly outlines the City's Cash Grants Budget allocation from 2015/16 to 2018/19. Members will note that the contribution to the CGU sat at 20% of the overall budget at the inception of the CGP. The Forecast for 2018/19 outlines how this has reduced to 13% of the overall budget equating to £53,000 for each of the above grant programmes.

12. Members are requested to approve an uplift to the CGU element of the City's Cash Grants Budget to enable this to equal £250,000 annually, being an uplift of £91,000 for 2018/19, and equates to approximately 20% of the budget in that year. This uplift will ensure that the CGP has appropriate resources to deliver successful grant programmes in the future, outlined in Appendix 2.
13. Members are further requested to note the uplift of £10,000 applied to the operating costs of the CGU, included with the approved CBT budget for 2018/19. This amount is supplemented by contributions from COL Charities that the CGU supports.
14. Members are requested to delegate authority to the Town Clerk, in consultation with the Chairman and Deputy Chairman of the Finance Committee to approve that any underspends on other grant budgets held within City's Cash be considered for transfer to the CGU for equal allocation to the three City's Cash funding themes or to be allocated for specific charitable purposes elsewhere.

Appendices

- Appendix 1 – CGP Evaluation report
- Appendix 2 – CGP – Income available for distribution

Background Papers

- Policy and Resources Committee, March 2016, 'Implementation of Grants Review'

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Central Grants Programme Evaluation



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1. Executive Summary

1.1 Purpose and Scope of the Review

The City of London Corporation (CoLC) commissioned Rocket Science to evaluate the impact of the two year pilot of its Central Grants Programme (CGP), the consolidated grant programme for the Corporation, which was launched in August 2016.

This programme is split into the following four funding themes:



**Stronger
Communities**

£38,670 awarded
to 4 projects



**Enjoying Green Spaces &
the Natural Environment**

£74,020 awarded
to 6 projects



**Inspiring London
through Culture &
Heritage**

£73,215 awarded
to 12 projects



**Education and
Employment
Support**

£39,500 awarded
to 10 projects¹

Each of the four themes has its own criteria and Officer Panel, chaired by senior CoLC Officers. Grants are ratified (though the education and employment support committee has a more active role) by the relevant department's committee, comprised of Members. The grants are in turn overseen by the Finance, Performance and Grants Sub-committee.

Small grants between £1,417 and £14,950 have been awarded to 27 organisations since the Central Grants Unit was established in October 2016.

¹ An additional round of this strand has a deadline of Sept 2017

1.2 Outcomes of the Review

Five key findings from the evaluation

1. Outsourcing to the Central Grants Unit, overseen by the City Bridge Trust has been worthwhile, bringing transparency, grant making expertise and professionalism to the process.
2. The process that has been put in place, though bringing clear benefits, is resource-intensive for the level of funding involved.
3. A more consistent approach to Members' involvement would be beneficial in order to improve efficiency.
4. The budget available is not clear to many of those involved.
5. If the Central Grants Programme were retained, a longer-term, more strategic view should be determined.

These findings lead to the following recommendation for the CGP beyond March 2018:

Recommendation: Maintain the pilot structure and look to develop the Central Grants Programme further.

2. Methodology

Our approach to undertaking this review required the following research and consultation:

- Desk research of the documents produced in the initial review of the CoLC's grant making and decision papers that implemented those recommendations;
- Review of the grant process, associated documents and decisions for all the grant panels held during the pilot;
- Face-to-face/telephone interviews with the main City Bridge Trust staff and CoLC officers involved with the Central Grants Programme;
- Focus Group with principal officers that lead the Officer panels which make recommendations to the relevant sub-committee across all four grant programmes;
- Telephone interviews with key elected Members of three of the four sub-committees which ratify and approve decisions;
- Telephone interviews with grantees.

2.1 Wider Context

Recent grant funding scandals such as Kids Company and Tower Hamlets have shone a light on the importance of transparency in grant making when managing public money. All local

authorities are required to comply with the [Government's Transparency Code](#) and both public bodies and independent grant makers are also encouraged to comply with the [360Giving Standard](#)² and publish details of their grant making online, to which the CoLC, in respect of the City Bridge Trust's activities, has already committed.

Grants awarded are being scrutinised more than ever before in this period of austerity and local authorities and charity trustees are more likely to be challenged if grants awarded do not have a clear outcome of benefit for those they are designed to support.

As Central Government's contribution to the CoLC in respect to its public functions also decreases addressing statutory requirements only, any funds stewarded by CoLC should seek to achieve maximum impact. The CoLC's budgets need to support activities that contribute to the betterment of the City of London community and the educational, cultural, open spaces and other community resources that fall under the CoLC's remit.

2.2 Desk Research

The establishment of the Central Grants Programme was primarily in response to recommendations outlined in a Grants Service Based Review (Baxter, 2015)³. The '7 Steps to Success' recommendations in this report highlighted the need to improve consistency across the different grant-making departments of the CoLC, coupled with making grant-making more efficient, effective and strategic. Whilst also recognising that the CoLC would continue to provide support as part of its core or policy agendas which would be funded from Committee or Department budgets (not to be confused with 'grants' which involve an open and competitive bidding process).

The papers of the financial and other Committees overseeing the CGP show a close monitoring of the established structure. Clear reporting to the oversight committees and sub-committees was demonstrated in these papers. Additional areas for improvement were also brought to the Members for their consideration, demonstrating that the CGU is continually seeking to improve.

The criteria of the four grant programmes are clear and address the respective Department's priorities (where appropriate) or other strategic corporate policy objectives. The criteria of the Education and Employment theme was reviewed with the support of the Senior Grants Officer with primary responsibility for administering CGP this year on request of the Education Charity Sub-Committee. The only issue is that information about the CGP is difficult to find on the CoLC's website, unless you know what to look for.

2.3 Focus Group Findings

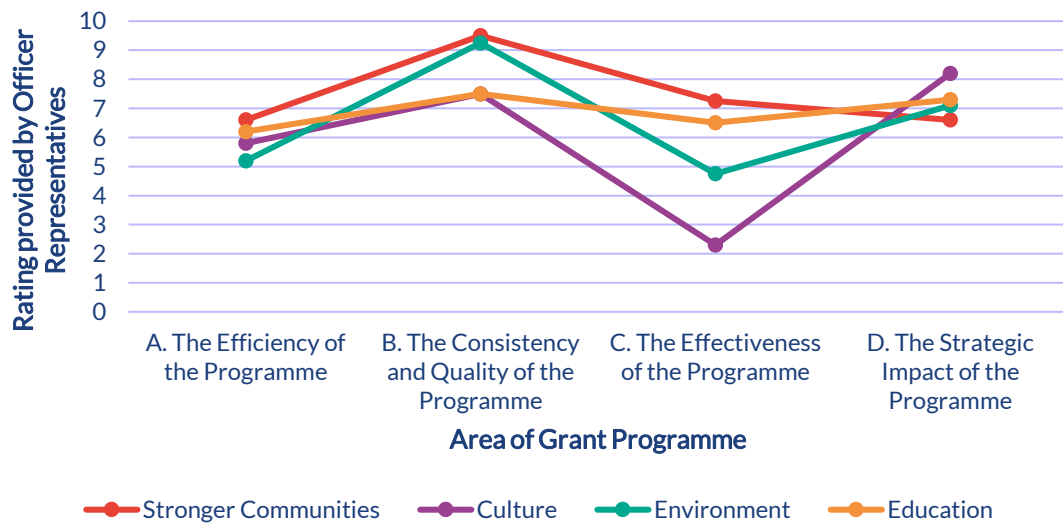
During the focus group, CoLC Officers were asked to rate the effectiveness of the CGP in response to a number of statements on the different elements of the CGP.

² <http://threesixtygiving-standard.readthedocs.io/en/latest/#>

³ Baxter (2015) A More Strategic Approach to Grant-Giving

Figure 1

Senior Officer Focus Group – Scores Awarded



2.4 Key Officer Interviews

To supplement the focus group findings, key officers involved in the process were interviewed to capture their views of the process.

The City Bridge Trust Officers, Town Clerks Department, were as follows:

- David Farnsworth, Director City Bridge Trust
- Scott Nixon, Head of Projects
- Jack Joslin, Senior Grants Officer

Chamberlain's Department representative:

- Karen Atkinson, Head of Charity & Social Investment Finance

Anne Pietsch, Chief Lawyer, Public and Corporate Law, Comptroller and City Solicitors Department was also interviewed via telephone. She had been involved in the work on earlier amalgamation of charities associated with the CoLC, many of which were long established endowment funds. She was also involved in the Grants SBR.

2.5 Applicant Interviews

One successful applicant from each of the strands of funding was selected to discuss their view on the process of the CGP. In selecting the groups to speak to, it was ensured that the views of a range of organisations were represented. Both a range of the size of grant awarded, what stage of the process they were at, and the size of the beneficiary organisation were all considered to ensure a varied view was captured.

Though it would have been useful to speak to a group which had been unsuccessful in their bid to CGP, no one came forward to be part of this review. The focus group did have an example of an organisation unsuccessful in their bid as it was deemed to have insufficient capacity to deliver the project outlined, however, officers from the Department in question are now working with the group to increase its capacity and assist it to deliver such a project in the future.

2.6 Elected Members' Interviews

Fourteen Members who currently sat, or had previously sat, on the various Committees and Sub-Committees involved in administering the CGP were invited to participate in this review. Four Members agreed to be interviewed over the telephone.

3. Key Findings

1. Outsourcing to the Central Grants Unit, overseen by the City Bridge Trust Team has been worthwhile bringing transparency, grant making expertise and professionalism to the process.

Officers of the CoLC felt that use of the City Bridge Trust was the only way to manage the CGP beyond the pilot. The understanding and experience of grant-making the City Bridge Trust Team brings to the table was invaluable to the Officers who don't have either the capacity or expertise to manage those programmes within Service Departments by bringing the grants back in house. This view was echoed by the Members interviewed who felt that City Bridge Trust's involvement has been key in ensuring the money is being put to 'best use'.

The processes that have been implemented are valuable in moving towards a standardised, effective, efficient process which is also clear for applicants. That there are organisations new to a grant from the CoLC is a sign that the grant funds are increasingly accessible. This was previously not the case with organisations receiving long-term support from CoLC (these organisations were dubbed 'partners' by the Officers). However, as a result of what was felt to be limited marketing, the groups applying to the programme were still those with a good understanding of how CoLC works and which had an existing relationship with CoLC representatives. This suggests that there are still barriers to accessing the CGP for groups without a pre-existing relationship.

Despite the steps made towards introducing a more transparent system, there was some nostalgia expressed for elements of the previous system. One particular Department representative highlighted an example of a 'partner' that they felt would be more effective in delivering the department's strategy compared to many of the new grantees and this partner organisation is really struggling from the withdrawal of long-term support from the CoLC. However, as concluded in the Grants SBR, retaining long-term partners, without an open grants programme, would risk preserving an opaque system which the CGP was established to address. Nevertheless, there is a potential to direct a proportion of a Department or Committee's available budget to target more strategic priorities as will be covered below.

There was a clear split in beneficiaries' views of the application process. Those groups with experience in applying for funding found the process straightforward and those who had never applied for a grant found it difficult to the point of almost giving up. Both the groups in the latter category were a lot smaller, had no paid staff members but could call on assistance from the Officers to help them through the process. Many of the elements that these smaller organisations struggled with in the application process, e.g. budget breakdown and complying with word limits, are standard requirements of any grant application. The idea of a much simpler application form for smaller groups/grants was discussed. However, the administrative costs of maintaining different application forms would decrease the efficiency of the programme. A specific breakdown of demographic data that is currently requested should be removed if possible as this was the hardest element of the application form for those who struggled with the process; as long as this information was collected at the monitoring stage, this would still be compliant with equalities requirements.

2. The process that has been put in place, though bringing clear benefits, is resource-intensive for the level of funding involved.

As part of the establishment of the CGP, the grant-making decisions now pass through multiple different Committees and Sub-Committees, rather than resting solely with one Committee/Sub-Committee Finance Grants Oversight and Performance Sub-Committee. This has allowed for more informed grant making in connection with the relevant themes as a result of CoLC Officer and Member involvement. A new Finance Sub-Committee (the Finance, Grants Oversight and Performance Sub-Committee) has been established to retain scrutiny and oversight of the whole CGP.

However, the price for this new decision making structure is the additional administration and servicing of the various devolved Committees that this entails. The City Bridge Trust team have recharged their time for managing the CGP throughout the pilot. However, the additional time spent by CoLC and Members to operate under this new structure is less clear. Approximately 14% of the grant-making budget was recharged to the various Departments in the first six months of operation. Previously, those costs were not effectively captured and it is therefore difficult to properly compare administration costs under the old and new programmes. Now that the new structure is in place, methods to reduce the cost are being identified. For example, the Senior Grants Officer (SGO) is training an apprentice to provide administrative support to the CGP. This will also be important in mitigating the risk of reliance upon the SGO.

Despite the views expressed that the process is "*committee-heavy*", there was a clear consensus that the structure should be maintained post March 2018. Given time to embed, ensuring Members and Officers are clear of their respective responsibilities, and with the processes and templates now in place, the administrative burden of such a set-up should gradually reduce. Clearly, another way to reduce the proportion of management costs involved in managing the programme is to increase the CGP's grants budget available.

There are additional charities associated with the CoLC, which are currently not fully using the income they generate. These were identified as part of the Grants SBR as having the potential to be brought under the umbrella of the CGP. Therefore, while this work has been progressing on the more time-critical outcomes of the Grants SBR, further rationalisation and transfer of charitable funds remains ongoing.

3. A more consistent approach to Members' involvement in grant-making would be beneficial.

The Education and Employment Theme decision-making structure was highlighted by some Officers as the most inefficient set-up of the four strands. Though the different source of funds involved contributed to this alternative set-up, the process was seen by some, though not all, to be inefficient decision making. Other strands were felt to be more efficient whilst still retaining Members' oversight, with Enjoying Green Spaces & the Natural Environment highlighted as particularly effective. Despite the overall proportion of CGU management costs for the CGP being approximately 14%, when broken down by theme, Employment and Education support is closer to 25%⁴. This is not straightforward however. Members are responsible for the grants made on behalf of the CoLC, and felt that Officers are not always right in their recommendations. A better balance needs to be struck between the way in which Members have oversight and proportionality in the decision-making process adopted for the level of grants being awarded.

Members were understandably reluctant to relinquish decision-making responsibilities for some of the traditional ad-hoc grants awarded, such as the annual Christmas donations. However, the reasons identified in the Grants SBR which led to the creation of the CGP are just as true with funding 'exceptions' still operating outside of the CGP. They remain outside the fair and transparent processes that have been established and the impact of these funding commitments is hard to measure.

4. The budget available is not clear to many of those involved.

Several interviewees expressed confusion over how the budgets for the CGP worked and were managed. In some of the strands, the proportion of the pot from underspend of the previous year was larger than the income received that year. Members expressed the need to get sight of budgets earlier in the process in order to assist with more strategic planning.

There is a significant number of funding 'exceptions' that remain outside the remit of the CGP. It was felt that it is not widely appreciated by panel and sub-committee representatives that the retention of these 'exceptions' limits the possibility of expansion for the CGP budget.

5. If the Central Grants Programme were retained, a longer term, more strategic view should be determined.

⁴ Though it is worth noting that the review of the criteria was a factor during this period.

The CoLC's stakeholders repeatedly expressed a need for a more strategic approach to the CGP. For example, CoLC needs to be clear whether the CGP would encourage funding the same projects year on year. If organisations are seen to have run an effective project addressing the CoLC's core functions or strategic aims, and have successfully delivered the outcomes, they should not be deterred from reapplying to this open application process. However, the risks in doing so could create dependency, reduce the chance of innovation and contribute to an external view that only 'pet-projects' are supported. To help counter this, an increase in the external promotion of the CGP to a wider audience should be considered (though without an increased budget it may be difficult to manage expectations) and keep administrative costs manageable. The various committees may also find it worthwhile to conduct a regular review of their criteria to maintain alignment with relevant strategic priorities, as appropriate.

If there is potential to increase the budget of the CGP this could allow for a proportion of the budget being ring-fenced for more strategic grant making. An addition to the criteria (subject to the approval of the relevant Committee) covering 'in exceptional circumstances' could allow for larger grants, over multiple years, in order to address departmental priorities and mindful of charitable objects.

The possibility of cross Departmental funding could also be an option – there is potential for groups to qualify under multiple criteria – but there are considerable challenges in the coordination of this, not least as the timing of the panels and Committee meetings is not conducive to such an approach.

It should be recognised however that any deviation from the standard criteria and grant cycle of the CGP will likely involve a decrease in its efficiency, as more Officer time is spent in managing exceptions (as is the case with grants to individuals at the moment).

4.Options

The following three options were identified:

A. Dissolution of the CGP

Disband the CGU within City Bridge Trust, thereby removing the Central Grants Programme set-up that has been created in this pilot.

To discontinue the CGP would require the reallocation/reabsorption of the City's Cash budget and transfer of the three charities (Combined Relief in Poverty, Educational Trust Fund and Combined Education Charity) being directly managed by the Committees with delegated responsibility for their administration supported by a named service Department, likely to be the Community and Children's Services Department as being the best fit with the charitable purposes of these charities.

| Benefits | Risks |
|---|--|
| Officers and Members could support organisations and projects which do not fit within the current criteria. | Removal of a consistent and transparent application process and the good management enabled by CBT's grants management system. |

| | |
|--|---|
| Decision-making could be streamlined. | Removal of grant making expertise of City Bridge Trust, coupled with the thematic expertise of Officer panels and Members sub-committees. |
| Potential for Departments to build more of a relationship with projects through supporting them in their application and through the project delivery. | |

B. City Bridge Trust to continue to manage CGP

Maintain the structure set-up during the pilot.

| Benefits | Risks |
|--|---|
| More transparent system is in place. | A resource heavy process. |
| Maintaining this structure ensures consistency giving the programme further time to become more established. | CoLC grants are still being awarded outside the remit of the CGU that do not follow good grant-making practice which could prove a risk to the reputation of the Corporation. |
| Creates structure and commonality to approach which can establish/maintain best practice. | Criteria can be overly restrictive. |
| | There is a heavy reliance upon the SGO. |
| | Application process is a barrier for smaller groups. |

C. Maintain the pilot structure and look to develop the CGP further

Now the system is in place and the pilot has allowed an opportunity to test and develop this approach, the CGP needs to be given time to embed itself further into the CoLC's way of working.

| Benefits | Risks |
|--|---|
| The administration of the process becomes more efficient through economies of scale. | Barriers could be encountered amongst those currently managing the additional sources identified. |
| Increased transparency across the CoLC's grant-making. | Without strategic direction, the programme is at risk of funding the same projects in subsequent years. |
| Increased accountability across CoLC's grant-making. | There is still a heavy reliance upon the SGO who solely delivers the CGP |
| Clearer understanding developed corporately of grant-making vs funding | Insufficient applications to make good quality grants with an increased budget. |

5.Recommendation

Option C: Maintain the pilot structure and look to develop the CGP

The CGP structure be maintained and look to be expanded through bringing any additional pots of funding, where appropriate, under this umbrella.

5.1 Justification

- Implementing any new structure takes time to embed and it is still too early to determine the full effectiveness of the CGP. Particularly in dealing with multiple funding sources that are subject to specific criteria.
- The CGP structure, though involving several layers of process to achieve decision-making, encompasses CBT grant-making experience and CoLC Officers' knowledge and expertise, whilst maintaining the oversight of Members who have responsibility for these budgets.
- Some CoLC funds are still being awarded outside the remit of the CGP and these often do not follow good grant-making practice thereby presenting a reputational risk to CoLC.
- The current process is inefficient, thus reducing the full potential benefit of the grants. Increasing the funds available for distribution under the CGP will reduce the proportion of the funds used for administrative procedures.

5.2 Next Steps

- Confirm the CGU structure as a permanent feature from April 2018, with sufficient resourcing to provide necessary capacity and resilience.
- Clarify and progress additional budgets that could be brought under the umbrella of the CGP including:
 - The Small Grants programme held by Communities and Children's Services department, assuming that no additional barriers become evident.
 - Completing work to rationalise other charities associated with the CoLC and consider their potential to be brought under the banner of the CGP. To drive this work of the instructing Service Departments and the Comptroller and City Solicitor's Department funds should be made available to allow the best use of internal resources with the benefit of appropriate professional advice from a charity law firm. The effectiveness of the CGP is likely to be benefited if this process were expedited. It would be beneficial if additional capacity could be ring fenced to increase the likelihood that such funds will be in place at the pilot's conclusion.
 - Additional historical funding commitments outside of the CGU control, which currently present a potential reputational risk to the Corporation, should be reviewed with an aim to bring all eligible funding pots under the management of CGP.
- Continue to monitor the staff costs involved in each of the CGP strands for 2018/19 and use this to corroborate the view expressed in this review that efficiency savings could be made by aligning the decision-making process of the Education Charity Sub-Committee with that of the other strands. Should potential efficiency savings be identified by making the decision-making process more consistent across the different themes, the CoLC should weigh up the cost of sacrificing a higher level of control over the budget against the benefits of increasing the grant-making budget available for the benefit of those for whom the funding was designed to support, by reducing costs of administration.

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| Committee: | Date: |
| Policy and Resources Committee | 15 March 2018 |
| Subject: Final Departmental Business Plans 2018/19 – Economic Development Office Remembrancer's Office Corporate and Member Services | Public |
| Report of: Director of Economic Development Remembrancer Town Clerk | For Decision |
| Report authors: Alex Greaves, Economic Development Office Nigel Lefton, Remembrancer's Office Sarah Blogg, Town Clerk's Department | |

Summary

This report presents for information the final high-level business plans for 2018/19 for the Town Clerk's Department (Corporate and Member Services and Economic Development Office) and the Remembrancer's Office.

Recommendation

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

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 finals for formal approval in May/June 2017. Members generally welcomed these high-level plans for being brief, concise, focused and consistent statements of the key ambitions and objectives for every department.
2. For 2018/19, departments were again asked to produce high-level plans in draft, which were presented to Service Committees in November and December 2017 alongside the departmental estimate reports, so that draft ambitions could be discussed at the same time as draft budgets. This represented the first step towards integrating budget-setting and priority-setting.

3. Discussions are also taking place on aligning other key corporate processes with business planning, 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 on 8 March.
4. With these key documents in place, and a new corporate performance management process in development, the City Corporation will be able to drive departmental activities to deliver on corporate priorities and allocate 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. Following the presentation of draft high-level business plans to Service Committees in November and December, a further refinement was made to the format to update departmental ambitions to refer to the Corporate Plan outcomes. Members should therefore start to see closer alignment between the departmental business plans and the Corporate Plan outcomes.
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 a joined-up service planning process that links directly to Corporate Plan outcomes.

Final high-level plans

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

Economic Development Office

8. The work of the Economic Development Office focuses on delivering the objectives in the Corporate Plan 2018-23 under 'Support a Thriving Economy' with a focus on financial and professional services:
 - a. Our businesses are trusted and socially and environmentally responsible.
 - b. We have the world's best regulatory framework and access to global markets.
 - c. We are a global hub for innovation and enterprise.
 - d. We attract and nurture relevant skills and talent.
9. Considering the uncertainty of the current business environment, we are looking to enhance our capabilities and focus our work on key areas for future growth. As

well as continuing to promote the City's priorities for a future relationship with the EU more broadly, we will embed the enhanced City office in Brussels to increase our reach and prepare for the "new normal" post-Brexit. We will continue to strengthen engagement with key international markets to support effective regulation and trade – particularly China, India, the USA and the Commonwealth.

10. 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.
11. We continue to collaborate closely with other Departments to deliver corporate programmes. We are working with Remembrancer's, Mansion House and Communications to drive a step-changes in how the Corporation manages relationships with business. With Mansion House, we will deliver a top-class programme of international visits with strong business delegations. With the City of London Police, we will develop the Corporation's cyber security strategy. We will also implement EDO's internal responsible business targets for diversity, opportunity and environment.

Remembrancer's Office

12. The Remembrancer's Office works to support the aims of the City Corporation as set out in the Corporate Plan. The Office seeks to assist in the achievement of all the twelve outcomes by working closely with the Economic Development Office, the Communications team and Mansion House, and with all other City Corporation departments. The High Level Plan attached at Appendix 2 has been drawn up following consultation with senior management and their teams.

Town Clerk's Department (Corporate and Member Services)

13. The Town Clerk's Department (Corporate and Member Services) reports to both the Policy and Resources and Establishment Committees. The high-level business plan attached as Appendix 3 shows in bolder text those areas of the department that fall within the remit of this Committee.
14. The plan was produced following consultation with senior managers and their teams. The objective was to align the service ambitions and objectives with those of the Corporate Plan. The Corporate Outcomes that the department aim to impact on align with the three service ambitions:
 - 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.

Conclusion

15. This report presents the final high-level plans for 2018/19 for the Economic Development Office, the Remembrancer's Office and Town Clerk's Department (Corporate and Member Services), and asks Members to approve them and provide feedback.

Appendices - Final high-level business plans 2018/19

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

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We help strengthen the City's competitiveness as the world's leading financial and professional services centre for the long term, so that the City continues to drive prosperity across London and the UK.

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:

We partner with key decision makers and thought leaders in government and business to:

- Shape the policies that determine the future success of financial and professional services in London and the UK's prosperity.
- Promote the strengths, offer and value of the UK's financial and professional services sector and business environment, with stakeholders in the UK and internationally.

This work is enabled by our top-quality research and engagement with key markets through offices in Brussels, India and Greater China.

Our budget is:

| | £'000 |
|-------------------------------------|--------------|
| RBSL | 1,200 |
| Research and Marketing | 861 |
| Financial and Professional Services | 4,589 |
| Events | 202 |
| Total | 6,853 |

Our top line objectives are:

Our businesses are trusted and socially and environmentally responsible

- **Purposeful business:** FPS businesses identify and commit to a wider social purpose, which drives trustworthy practices in support of growth and positive societal impact.
- **Green Finance:** Ensure that London is the best capital market hub for Green Finance, encouraging leadership from within the sector and in Government and engaging with key markets, such as China.

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 prepare for the 'new normal' of engaging with Brussels.
- **International Market Access:** Develop and strengthen access to London's most important markets including both mature markets, such as the USA, and emerging markets, such as China, and Commonwealth markets, such as India. Engage with emerging global trends and prepare for post-Brexit engagement with markets beyond the EU.
- **Regulatory Framework:** Ensure high standards in the UK and promote global regulatory coherence
- **Foreign Direct Investment:** Support and enable the movement of new FPS business into London and the UK.
- **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.
- **Access to Finance:** transformative growth finance is available in appropriate volumes for innovative businesses with high growth potential in London and the wider UK

We will measure

- The commitment and capability of the Leaders of Tomorrow to embed trustworthy practices in their organisations
- Secure levels of sponsorship and buy-in for the Green Finance Initiative
- Engagement with the IRSG's proposals on FPS priorities in Brexit negotiations
- Positioning of CoL as voice of UK FPS with decision makers in key markets, including China, India and the US.
- Engagement with the Commonwealth Business Forum and delegate feedback
- Depth of relationship with trade association partners
- Number of accounts managed and feedback from those partners
- Number of FDI projects co-managed with London & Partners and volume of projects landed
- Successful Lord Mayor's visits; the size and strength of business delegations and

We attract and nurture relevant skills and talent

- **Skills and Talent:** FPS firms have access to the talent and skills necessary to maintain the City's status as the top global financial hub by advocating for international and domestic talent.

To make a 2% budget saving, we are prioritising:

- Continued close collaboration across EDO teams and with other departments to support efficient ways of working
- Continuing to seek alternative sources of external funding, for example external partners and sponsorship, for individual projects where applicable
- Ensuring that the corporate and department goals are used to prioritise activities, in particular as a way of shaping new activities and reducing or discontinuing others.

Within **CORPORATE PROGRAMMES** we will:

- Drive a step-change in how the Corporation manages relationships with business and support the integration of strategic engagement and events.
- Work with Mansion House on a high-profile programme of international visits to engage with business priorities
- With Remembrancers, deliver a series of targeted business engagement events.
- Continue to provide high quality briefing, reports and statistical information to the wider Corporation and senior representatives, supporting the Corporation's Knowledge and Information sharing.
- Support the Corporation's Employability strategy and Education strategy
- Work with the CoL Police to develop the Corporation's Cyber Security Strategy
- Drive forward EDO's internal responsibility commitments to diversity, opportunity and environmental responsibilities.

delegate feedback

- Recognition of CoL as a strong partner in innovation and emerging sectors by government and the sector
- Progress in establishing partnerships to help address the growth-finance gap.
- Frequency of meaningful engagement with government and business on key areas of skills and talent policy and practice

- 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 Corporation's presence and reach with critical decision makers.
- Embed the CityDynamics tool and a 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 communication and promotion with a particular focus on ensuring that we are effectively communicating the work that we undertake
- Increase our engagement with non-EU stakeholders in Asia, the USA and in 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:

- 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.

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We safeguard the constitutional position of the City of London Corporation and support its contribution to society, the economy and the environment.

The corporate outcomes we aim to impact on are:

We will contribute to and support all twelve corporate outcomes through our ambitions, objectives, programmes and projects.

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 interest 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:

- Propose amendments or new clauses to the European Union (Withdrawal) Bill, the European Union (Withdrawal Agreement and Implementation) Bill and other Brexit-related legislation to reflect City views.
- 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:

Number of issues subject of legislative amendments or undertakings in response to representations.

Number of submissions made 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.
- 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:

- Report on progress of Brexit-related legislation, facilitating debate and proposing amendments.
- Enhance Parliamentary engagement, in particular in respect of matters arising in connection with Brexit.
- Secure appropriate amendments to other legislation as needed.
- Prepare draft City bills and introduce in Parliament as agreed by the Court of Common Council.
- 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.

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 for Committee dinners.
- 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, Guildhall chairs, PA system and lighting, working with the City Surveyor's department.

What we'll measure:

Income generated through hire of Guildhall.

New business (number of new commercial clients using Guildhall).

Service response standard (speed of responses to private event enquiries).

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

The corporate outcomes we aim to impact on are:

We will contribute to and support all twelve corporate outcomes through our ambitions, objectives, programmes and projects.

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) | 2,570 |
| Corp Strategy and Performance | 438 |
| Media & Communications | 2,137 |
| Elections | 302 |
| Resilience and Community Safety | 694 |
| Contact Centre | 542 |
| Total net operational budget | 6,683 |

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.
- Deliver democratic services, which meet the needs of elected Members and the electorate.
- 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.
- Implement improvements to project management procedures and practice across the organisation.

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.

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).
- 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 6).
- Promote the refreshed prevent strategy and deliver training for all City Corporation staff (measure 7).
- Produce an Anti-Social Behaviour (ASB) Strategy in partnership with the City of London Police (measures 8 and 9).
- Continue to support work to deliver an effective response to VAWG (Violence Against Women and Girls).
- Ensure that the City Corporation exceeds the minimum Standards for London Resilience and works with partner London Boroughs to share best practice and increase capacity (measure 10).
- Undertake review of the City Corporation's approach to project management (including process, tools and templates). Launch new project toolkit to support officers in delivering projects across the organisation. (measure 11)

How we plan to develop our capabilities this year

- Build the Corporate Performance Team and business planning and corporate performance systems.
- 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.

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.

5. Smooth transition of the Contact Centre and associated staff to the Joint Contact and Control Room.
6. Level of compliance with CPNI (Centre for the Protection of National Infrastructure) guidelines.
7. 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
8. Number of repeat ASB incidents and appropriate use of warning letters, Community Protection Notices and injunctions.
9. Improved awareness of ASB Strategy and reporting methods.
10. Performance against minimum Standards for London Resilience requirements.
11. Member and Officer feedback on amendments to the projects procedure.

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Agenda Item 10

TO: POLICY & RESOURCES COMMITTEE 15 MARCH 2018
FINANCE COMMITTEE 10 APRIL 2018

FROM: POLICE COMMITTEE 25 JANUARY 2018

SUBJECT: Recommendation to raise the Premium Rate in 2019-20

The Committee received a report of the Commissioner of Police that informed Members of the work being conducted by the CoLP as part of the Strategic Risk Assessment (STRA) Process, and sought their approval of immediate action.

The Commissioner explained that the STRA process reaffirmed the findings of the Deloitte Demand and Value for Money Review. He advised that there was a staff gap identified as 72, down from 120 in the previous year.

The Commissioner explained that, whilst he accepted that the Transform Programme may well identify efficiencies that allow re-deployment of staff to address threat and risk, there was still an overriding demand to tackle immediate threats in the short term that needed to be recognised. Such staff requirements could be achieved without additional budget. The Chairman agreed with the Commissioner's statement and illustrated his full support of the request for an immediate staff increase.

A Member explained that this highlighted the requirement for an increase in the Premium rate going forward. He explained that there needed to be clarity with other Committees on the situation, and noted that comments made at the Audit & Risk Committee on 16 January 2018 in reference to an item on Police Funding (item 12) were not valid. He explained that a note was required to the Finance Committee that explained the realities of the funding and staff requirement challenges. He noted that Police Committee Members would like to make it explicitly clear that there was a critical staff requirement to address immediate threats. This demanded appropriate funding, and needed to be recognised as a serious risk element independent of the longer-term scope of the CoLP Transform Programme of savings.

The Chairman noted that the Premium income (Business Rate) figure remained the same year-on-year, and asked whether we should seek to increase this going forward. The Chamberlain agreed, explaining that small growth of this figure would usually be expected. The Chairman explained that he feared the CoLP might convey a negative impression by seeking increases out of synchronisation with other forces that seek them incrementally on an annual basis.

A Member agreed with the suggestion to seek an increase, and stated that it would be illogical for it not to be at least considered as an option. Another Member stated their support of the Business Rate increase, and explained that they felt exasperated by the constant demands for policing to cut costs. They suggested that it was the appropriate time to stand up for the Police by countering these demands. A fourth Member suggested that one year's notice of a Business Rate increase could be given, preparing ratepayers for a rise in 2019-20. The Chamberlain confirmed that the ratepayers' meeting was scheduled to take place in February.

A Member explained the importance of representing Police staff numbers in two categories, so that front line and back office are distinguishable. They noted that some who might appear to be 'non-crucial', were in fact working on the front line, such as those working on Economic Crime.

The Chairman proposed that the Police Committee send a resolution to the Policy & Resources and Finance Committees to propose a rise in the Business Rates Premium in 2019-20, and contact businesses to inform them of the planned changes. Members all agreed that this should be submitted, supported by background information provided by the Commissioner highlighting the immediate risk identified by the STRA process.

RESOLVED – That a note be sent to Policy & Resources and Finance Committees recommending a rise in the Business Rate Premium in 2019-20, with 12 months' notice given to ratepayers.

ATTACHED: Note from the Commissioner of the City of London Police

Note on Future Threat and Risk

Introduction

The Strategic Threat and Risk Assessment (STRA) process which the Force has undertaken for the last 2 years, is to enable the Force to better predict future demand taking into consideration current threats and risk. This allows the force to allocate its resources based upon demand to provide the most efficient and effective service to the public. CoLP is the first force in the UK to conduct a STRA process across all aspects of its business, including support services.

The process for 2017-18 has now concluded and yielded an outcome for a requirement of an additional 72 posts being identified to mitigate the threat, harm and risk of delivering against our Control Strategy, The Policing Plan and the National Strategic Policing Requirement. It is acknowledged that the Force is just about to commence a change programme, the CoLP Transform Programme, but the planning for this is anticipating 2-3 years for full implementation of the change. However, based on the STRA findings for 2017-18 the Commissioner recognises that some of the top risks require immediate mitigation with an increase in resources owing to critical capacity and skill shortages in some key areas. To this end, the Commissioner secured approval from Police Committee to agree to an increase in the police officer establishment of 20 posts that can be applied to address immediate threat risk and harm.

Current Position- Strategic Threat and Risk Assessment 2017-18

Overall performance issues can be summarised as:

- Acquisitive crime has increased from 2936 last year to 3162 this year
- Victim satisfaction is just below 85%
- CT patrols take on average of 400 hours per week
- Op Lightening (hostile reconnaissance reports) increased by 55% in 2017
- There is currently an upward trend in violence based crime of +2.5% from last year (Violence with injury has decreased)
- There were 56 referrals of cyber crime disseminated to the CoLP in 2016
- ASB has increased from 821 last to 1304 this year, however this is skewed due to the auditing and change of reporting standard of ASB
- There is a rise of 29% of crimes reported to Action Fraud
- Intelligence submissions from officers and police remain at approximately 44 per day in March (37 in February), a steady rise in 2017 since HMIC inspection in October 2016

Looking back over the past year, the force has closed a number of intelligence gaps - specifically our understanding of human trafficking, modern slavery, child sexual exploitation and those with acute mental health problems. It is now recognised that all such areas pose a real risk to City communities and, as such, have been elevated to our Control Strategy under the banner of *Vulnerable Persons*. We have also fully embedded the UK's established strategy for tackling terrorism and serious and organised crime - *CONTEST*. In simple terms, we now use a four-pronged approach to reduce the range of

threats highlighted in our annual Strategic Assessment: PREVENTING people from engaging in crime; PROTECTING communities through enhanced security and vigilance; PURSUING criminals who persistently engage in crime; and PREPARING our response to crime when it does happen.

The top risks identified in each Operational Directorate are reported as follows:

Economic Crime:

Increase in economic crime and greater government prioritisation

Fraud is now the single biggest reported crime type and its importance has grown in government, with the creation of the National Economic Crime Centre. CoLP's role as National lead force is crucial in the law enforcement response.

Skill and staff shortages and abstractions

A national shortage in Detective / Financial Investigator resources is mirrored within CoLP. We continue to recruit from other forces but are looking at other routes into the service.

Digitisation including big data and online crime

Highlighted in the future picture section of 2016 STRA as an area for growth in Police demand which has materialised beyond what was imagined and places an ever growing demand on resources across the force.

Uniform Policing:

CT Firearms Response

Ensuring we have the capability and capacity in place to meet the threat and risk posed by international terrorism, alongside spontaneous, Bank of England and pre-planned / close protection firearms demand. 2017 showed that current resources are at capacity with little resilience in place.

Project Servator

Ensuring we have the expertise and capacity in CoLP at all levels to deliver both on effective deployments and on the lead Force role of the National Project Servator Delivery Team.

Local Volume Demand

Ensuring we are able to manage, prioritise and respond to crime, road policing, ASB, calls for service, licensing and engagement effectively. The work of the CoLP Transform Programme will need to examine options for consideration of high volume, low harm work we may not be undertaking in the future.

Crime Directorate:

Counter Terrorism

The current threat from international terrorism is SEVERE, meaning an attack is highly likely. The 2017 attacks were focused on crowded places, soft targets, public transport and the night-time economy. The City of London continues to remain an

attractive target with a high concentration of crowded places, soft targets, iconic sites and major transport hubs. Counter terrorism is both a Strategic Policing Requirement that is considered a tier 1 risk and also a control strategy priority for the City of London Police with the highest MoRiLE scoring relative to other areas.

Cyber

Under-reporting of cyber-crime continues to obscure both the national and our local understanding of its true scale and cost. Despite experiencing steady growth in cyber-crime reports into Action Fraud in relation to City of London, we know that Cyber Crime is heavily under reported (estimated to be as high as 90%) with the Office for National Statistics estimating that there were around 2 million victims of computer misuse offences in England and Wales in the past year alone. Cyber is both a Strategic Policing Requirement that is considered a tier 1 risk and also a control strategy priority for the City of London Police.

Acquisitive Crime

Acquisitive crime is contained within the Control Strategy priorities for the City of London Police and represents a significant proportion of the total of volume crime committed upon our communities. The levels of acquisitive crime remain low but rises are being seen against categories for the second year running and the predicted growth in the commercial and residential sectors along with the extension of 24/7 public transportation and opening of Crossrail will see the footfall in the City increase (in excess of 50,000). This increase in population will result in commensurate growth of linked activities i.e. restaurants, bars and gyms. This in turn will provide more opportunities for offenders and is likely to manifest itself as an upturn in offences committed.

Intelligence & Information:

Force Control Room Staffing

The current staffing model is inefficient and ineffective in delivering a 24/7/365 Command Hub capability. Opportunities for savings through civilianisation of roles in line with Deloitte' recommendation.

Testing, Exercising and Debriefing Demand

A function created without supporting staff / infrastructure model. Demand massively outstripping capability and capacity.

Operational Planning /Op London Bridge

Recent events highlight increasing demand upon the proper and auditable planning and resourcing of events including moves to critical threat levels.

This year's process has yielded an outcome of an additional 72 posts being identified to mitigate the threat harm and risk of delivering against our Control Strategy, The Policing Plan and the National Strategic Policing Requirement. *(Some 39 posts additional to these have been identified by the Economic Crime Directorate in support of National Lead Force functions. These have been considered as out of scope for local funding solutions at this stage. Work is being progressed to address this threat through a bid with the National Crime Agency (NCA), to the Police Reform and Transformation Board).*

It is acknowledged that the Force is just about to commence a change programme, the CoLP Transform Programme, but the planning for this is anticipating 2-3 years for full implementation of the change. The change programme will potentially deliver a structural change in the delivery of policing within and beyond the City environs, and this will look not only to provide the best service possible to the public but deliver efficiencies through rationalising, pooling and collaborating services and resources where appropriate. However, the threat and risk is a current threat and risk, and we cannot wait for the programme to address all the gaps.

Appendix - The process

The Force Intelligence Bureau (FIB) in the Information and Intelligence Directorate develops the STRA. This comprises 3 elements:

The Operational Requirements- these are template documents completed by Departments and Units with an overall Operational Requirement being developed for each Directorate.

The MoRiLE¹ review / horizon scan of the current City of London Police priorities which informs production of an annual Strategic Assessment²

The National Strategic Policing Requirement (SPR)

Operational Requirement

Directorate heads complete a STRA Operational Requirement template which considers the 3 elements of the STRA triangle.

Demand/future demand
Resource requirement/future resource requirement
Services, including prioritisation of services

The final step in the Operational Requirement is to identify what the priority areas will be for that Directorate in the coming 12 months. It might be identified that a particular function might require growth or re-structure to accommodate any increase in demand in this area.

A Peer Challenge panel is held for each directorate, chaired by the Assistant Commissioner. The purpose of this challenge panel is to 'reality check' the

¹ MoRiLE- Management of Risk in Law Enforcement- http://www.excellenceinpolicing.org.uk/wp-content/uploads/2015/10/1-3_MoRiLE.pdf

² Strategic Assessment- this is an analysis of intelligence and information to assess what the policing priorities for the coming 12 months should be for the Force and also to identify any intelligence gaps.

requirements articulated by the Directorate to ensure they are realistic and evidence based, rather than just a subjective view.

A meeting chaired by the Assistant Commissioner is then held to consider the STRA Key Findings and that decisions are efficient and effective, whilst also meeting the needs of the communities and the public.

Following this board the STRA and the recommendations are presented to the Force Senior Management Board for collective agreement and endorsement. The Assistant Commissioner will approve and sign off the overarching Force STRA, Human Resources Workforce Plan and Training Plan, which are all linked, to ensure the force can deliver on its commitments.

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TO: **POLICY AND RESOURCES COMMITTEE**

15 March 2018

FROM: **LICENSING COMMITTEE**

7 February 2018

12. **DELEGATED DECISIONS OF THE DIRECTOR OF MARKETS AND CONSUMER PROTECTION PERTAINING TO PREMISES LICENCES**

Members received a report of the Director of Markets and Consumer Protection in respect of the delegated decisions of the Director of Markets and Consumer Protection pertaining to premises licenses. The Town Clerk noted that Appendix IV had been moved on to the non-public side of the agenda.

Members, on discussing the enforcement action taken against a number of premises, noted that in their view **there was no streamlined process whereby they could raise issues with officers at the City of London Corporation should they encounter issues when out and about within the City – for example, reporting noisy premises, abandoned rubbish etc.**

Members suggested that a dedicated inbox for Members and/or members of the public be developed to allow speedy reporting of any issues that they or members of the public may encounter that required resolution by the City of London Corporation. Members noted that such a function could be incorporated into the proposed Joint Contact Control Room.

Noting that such a solution lay outwith the terms of reference of the Committee, Members agreed that a resolution should be submitted to the Policy and Resources Committee for consideration.

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| | |
|---|----------------------------|
| Committee: Policy and Resources | Date: 15 March 2018 |
| 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 £95,565 and £18,200 respectively.
6. In previous years any unused provisions in both the Policy Initiatives Fund and the Committee contingency are rolled forward to the following financial year. It is proposed that your Committee agree to continue this practice and rollover any unused balances (currently amounting to £113,765) to help mitigate the impact of meeting the cost of anticipated initiatives in 2018/19.

Recommendations

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

Contact:

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POLICY AND RESOURCES COMMITTEE - POLICY INITIATIVES FUND 2017/18

ALLOCATIONS FROM PIF

| <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 28/02/2018 £ | <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 | 1,096 | 13,904 | 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 | 68,600 | 10,200 | |
| 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 28/02/2018 <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 | 57,745.40 | 14,255 | |
| 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 | 25,000 | 0 | |
| 14/12/17 | Sponsorship of Centre for London research project - The City Corporation to sponsor this research project looking at how London can strengthen its relations with other parts of the country. 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 | |
| 22/02/18 | Sponsorship of Chatham House 2018 Brexit Programme - The City of London Corporation to sponsor this programme entitled "Brexit, New Political and Economic Agendas". Chatham House is a non-governmental, independent policy institute which focuses its work on the most significant developments in international affairs. | DOC | 20,000 | 0 | 20,000 | |
| 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 |

| <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 28/02/2018 £ | <u>BALANCE</u> <u>TO BE SPENT</u> £ | <u>NOTES</u> |
| 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 | 53,939 | 46,061 | 2 year funding: final payment in 2017/18 |
| 19/01/17 | TheCityUK: CoL's additional funding toward CityUK's rental cost | DED | 100,000 | 100,000 | 0 | 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 | |
| 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 | 51,150 | 3,750 | 2 year funding: £54,900 in 2017/18 |
| 04/05/17 | City Matters: placing additional full page advertisements in City Matters to promote City of London Corporation's cultural events and activities | DOC | 13,000 | 13,000 | 0 | 2 year funding: £15,600 in 2018/19 |
| 04/05/17 | Secretariat of the Standing International Forum of Commercial Courts: City Corporation to provide financial support for a third of the costs of the secretariat for the first 3 years. | DED | 60,000 | 0 | 60,000 | 3 year funding: £50,000 in 2018/19 & 2019/20 |
| 08/06/17 | Commonwealth Enterprise and Investment Council (CWEIC) - Renewal of office space: provision of office space within Guildhall complex | TC | 10,000 | 10,000 | 0 | 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 | |

| <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 28/02/2018 £ | <u>BALANCE</u> <u>TO BE SPENT</u> £ | <u>NOTES</u> |
| 16/11/2017 (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 | 4,814 | 25,186 | |
| 14/12/17 | The Commonwealth Business Forum (CBF) 2018 - The City Corporation to host the Commonwealth Business Forum from: 16th - 18th April 2018. COL is working in partnership with HMG and CWEIC to develop a programme which places the City of London at the heart of the Commonwealth Business Forum. | DED | 12,000 | 0 | 12,000 | 2 year funding: £70,000 in 2018/19 |
| 20/03/14 | Communities STEM and Policy Education Programme - funding of the Hampstead Heath Ponds Project | DOS | 36,300 | 36,589 | (289) | 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 | 7,000.00 | 0 | 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 |

| ALLOCATIONS FROM PIF | | | | | STATUS OF BALANCE | |
|----------------------|--|-----------------|-----------------|--------------------------------------|-----------------------------|--|
| COMMITTEE DATE | DESCRIPTION | RESP OFFICER | ALLOCATION £ | ACTUAL PAID TO 28/02/2018 £ | BALANCE TO BE SPENT £ | NOTES |
| 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 | 6,500 | 135 | 5 year funding: final payment in 2021/22 |
| | Attracting and Retaining International Organisations | | | | | |
| 19/09/13 | International Valuation Standards Council (IVSC) - City of London to support the accommodation costs of the IVSC | CS | 50,000 | 50,000 | 0 | 5 year funding - £50k per year until 2018/19 |
| 03/07/14 | International Forum of Sovereign Wealth Funds (IFSFWF) - City of London to support the IFSWF Secretariat locating in the City | DED | 31,300 | 31,300 | 0 | 4 year funding - final payment of £31,300 in 2017/18 |
| | New Area of Work | | | | | |
| 24/09/15 | Housing & Finance Institute (HFi) - CoL becoming a founding member of HFi, a hub designed to increase both the speed and number of new homes built across all tenures in the UK by working with local authorities and the private sector | TC | 40,000 | 40,000 | 0 | 3 year funding - final payment in 2017/18 |
| | | | 1,464,435 | 1,122,539 | 341,896 | |
| | BALANCE REMAINING | | 95,565 | | | |
| | TOTAL APPROVED BUDGET | | 1,560,000 | | | |
| | ANALYSIS OF TOTAL APPROVED BUDGET | | | | | |
| | ORIGINAL PROVISION | | 1,250,000 | | | |
| | TRANSFERRED FROM CONTINGENCY | | 200,000 | | | |
| | APPROVED BROUGHT FORWARD FROM 2016/17 | | 110,000 | | | |
| | TOTAL APPROVED BUDGET | | 1,560,000 | | | |
| | | | | | | |

NOTES: (i) The Committee date records the actual approval meeting; in some instances approval is given for multi-year support for a project but the financial details in this table only show the expenditure due in the current year (2016/17). It should be noted that actual payments sometimes are made towards the end of a financial year.

KEY TO RESPONSIBLE OFFICER:-

| | | | | | |
|-----|-----------------------------------|-----|----------------------------|------|--|
| MBC | Managing Director Barbican Centre | DOC | Director of Communications | CGO | Chief Grants Officer |
| DED | Director of Economic Development | DOS | Director of Open Spaces | DBE | Director of the Built Environment |
| TC | Town Clerk | CS | City Surveyor | DCCS | Director of Community & Childrens Services |

CAROLINE AL-BEYERTY - DEPUTY CHAMBERLAIN

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POLICY AND RESOURCES COMMITTEE - POLICY INITIATIVES FUND

| | | 2017/2018 | 2017/2018 |
|--|---|------------------|-------------------------|
| | | £ | £ |
| Base Budget 2017/2018 | | | 1,250,000 |
| Transfer from Contingency | | | 200,000 *1 |
| Balance brought forward from 2016/2017 PIF | | | 110,000 |
| Revised Budget 2017/2018 | | | <u>1,560,000</u> |
| <u>Approval Date</u> | <u>Allocations</u> | | |
| 19/09/13 | International Valuation Standards Council | 50,000 | |
| 20/03/14 | STEM and Policy Education Programme | 23,900 | |
| 20/03/14 | STEM and Policy Education Programme | 12,400 | *2 |
| 03/07/14 | International Forum of Sovereign Wealth Funds (IFSWF) | 31,300 | |
| 11/12/14 | Sponsorship of Tech London Advocates | 37,500 | |
| 26/03/15 | New Entrepreneurs Foundation | 20,000 | |
| 24/09/15 | Housing and Finance Institute | 40,000 | |
| 07/07/16 | London Councils Summit | 15,000 | |
| 07/07/16 | Party Conference Activity | 6,000 | *3 |
| 08/09/16 | Innovate Finance | 250,000 | |
| 06/10/16 | Sponsorship of the IPPR Commission on Economic Justice | 100,000 | |
| 17/11/2016 | Sponsorship of the Liberty Conference | 20,000 | |
| 15/12/2016 | Franco-British Young Leaders Programme | 17,000 | |
| 19/01/17 | Chemistry Club, City | 32,100 | |
| 19/01/17 | TheCityUK | 100,000 | |
| 16/02/17 | Sponsorship of Social Mobility Employers Index (launch) | 7,000 | |
| 16/02/17 | City Week 2017 | 26,000 | |
| 16/03/17 | Think tank memberships | 78,800 | |
| 16/03/17 | Battle of Ideas Festival 2017 | 25,000 | |
| 16/03/17 | International Business and Diplomatic Exchange (IBDE) | 72,000 | |
| 16/03/17 | City of London Advertising | 54,900 | |
| 04/05/17 | City Matters Newspaper - additional Advertising | 13,000 | |
| 04/05/17 | Secretariat of Standing International Forum of Commercial Crts | 60,000 | |
| 08/06/17 | Office Space Renewal: Commonwealth Enterprise & Invest Council (CWEIC) | 10,000 | |
| 06/07/17 | STEM and Policy Education Programme | 23,900 | |
| 06/07/17 | One City Social Media Platform | 60,000 | |
| 24/07/17 | Key Messaging For London: 2017 and Beyond | 50,000 | |
| 21/09/17 | City Week 2018 Event Sponsorship | 25,000 | |
| 21/09/17 | Green Finance Summit 2018 | 75,000 | |
| 21/09/17 | Sponsorship of Centre for London 'London Conference 2017' | 25,000 | |
| 16/11/17 | Sponsorship of London Councils Development Guide | 10,000 | |
| 16/11/17 | City of London Asia Next Decade - a campaign for the future | 30,000 | |
| 16/11/17 | Proposed Grant to retain the Centre for the Study of Financial Innovation | 6,635 | |
| 14/12/17 | Sponsorship of Centre for London research project | 25,000 | |
| 14/12/17 | The Commonwealth Business Forum 2018 | 12,000 | |
| 22/02/18 | Sponsorship of Chatham house 2018 Brexit Programme | 20,000 | |
| Total Allocation | | <u>1,464,435</u> | |
| Allocation Remaining | | | <u>95,565</u> |
| <u>Less:</u> Possible maximum allocations from this meeting: 15 March 2018 | | | |
| - | | 0 | |
| - | | | |
| - | | | |
| | | <u>0</u> | |
| Balance | | | <u>95,565</u> |

*1 £200,000 Committee Contingency was transferred to Policy Initiative Fund as agreed by Committee on 21 September 2017

*2 Carry forward of unspent funds from 2015/2016

*3 Carry forward of unspent funds from 2016/2017

Caroline Al-Beyerty
Financial Services Director

POLICY AND RESOURCES COMMITTEE - POLICY INITIATIVES FUND 2018/2019 - 2021/2022

| Date | Description | Allocation 2018/19 | Allocation 2019/20 | Allocation 2020/21 | Allocation 2021/22 |
|----------|--|-----------------------|-----------------------|-----------------------|-----------------------|
| | | £ | £ | £ | £ |
| | BASE BUDGET | 1,250,000 | 1,250,000 | 1,250,000 | 1,250,000 |
| | TOTAL BUDGET | 1,250,000 | 1,250,000 | 1,250,000 | 1,250,000 |
| | ALLOCATIONS | | | | |
| 19/09/13 | International Valuation Standards Council | 50,000 | | | |
| 07/07/16 | London Councils Summit | 15,500 | 16,000 | | |
| 19/01/17 | TheCityUK | 100,000 | | | |
| 16/03/17 | City of London Advertising | 54,900 | | | |
| 04/05/17 | City Matters Newspaper - additional Advertising | 15,600 | | | |
| 04/05/17 | Secretariat of Standing International Forum of Commercial Crts | 50,000 | 50,000 | | |
| 08/06/17 | Office Space Renewal: Commonwealth Enterprise & Invest Council | 10,000 | | | |
| 06/07/17 | STEM and Policy Education Programme | 24,700 | | | |
| 06/07/17 | One City Social Media Platform | 60,000 | 60,000 | | |
| 16/11/17 | Proposed Grant to retain the Centre for the Study of Financial | 6,635 | 6,635 | 6,635 | 6,635 |
| 14/12/17 | The Commonwealth Business Forum 2018 | 70,000 | | | |
| 14/12/17 | Sponsorship of Chemistry Club City | 40,000 | | | |
| 14/12/17 | Sponsorship of CPS Margaret Thatcher Conference on China 2018 | 21,000 | | | |
| 18/01/18 | Sponsorship of the Annual Review of the Women in Finance Charter | 35,000 | | | |
| 22/02/18 | Sponsorship of the Wincott Foundation's 'Wincott Awards' | 4,000 | 4,000 | 4,000 | 4,000 |
| 22/02/18 | Continued Sponsorship to support Innovate Finance | 250,000 | 250,000 | 250,000 | |
| | TOTAL ALLOCATIONS | 807,335 | 386,635 | 260,635 | 10,635 |
| | | | | | |
| | BALANCE AVAILABLE | 442,665 | 863,365 | 989,365 | 1,239,365 |

Less: Possible maximum allocations from this meeting: 15 March 2018

| | | | | |
|---|---------|---------|---------|-----------|
| Match Funding from The Honourable Irish Society to the National Citizenship Scheme | 11,000 | 11,000 | 11,000 | |
| | - | - | - | |
| Balance | 431,665 | 852,365 | 978,365 | 1,239,365 |

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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 28/02/2018 £ | <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 | 22,458 | 2,542 | 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 28/02/2018 £ | 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 | 188,458 | 195,342 | |
| | 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 | 2017/2018 |
|---|--|-----------|--------------|
| | | £ | £ |
| Base Budget 2017/2018 | | | 300,000 |
| Transfer to PIF | | | (200,000) *1 |
| Balance brought forward from 2016/2017 Contingency | | | 302,000 |
| Revised Budget 2017/2018 | | | 402,000 |
| Approval Date | Allocations | | |
| 23/01/14 | Careers Fairs | 62,000 | *2 |
| 08/05/14 | City of London Scholarship - Anglo-Irish literature | 25,000 | |
| 08/05/14 | City of London Scholarship - Anglo-Irish literature | 14,700 | *3 |
| 11/12/14 | Encourage City Developers to buy from local and SMEs | 25,000 | |
| 19/02/15 | Supporting the Commonwealth (CWEIC) | 37,100 | *2 |
| 17/03/16 | Lord Mayor's Show 2017 - Fireworks Display | 125,000 | |
| 17/11/2016 | Co-Exist House | 20,000 | |
| 17/11/2016 | Police Arboretum Memorial Trust - Dinner | 30,000 | *3 |
| 16/02/17 | Restoration of St Pauls Cathedral bells | 30,000 | |
| 08/06/17 | Education Float in the Lord Mayor's Shown 2017 | 10,000 | |
| 21/09/17 | Livery Hall Books | 5,000 | |
| Total Allocation | | 383,800 | |
| Allocation Remaining | | | 18,200 |
| Less: Possible maximum allocations from this meeting: 15 March 2018 | | | |
| - | | | |
| - | | | |
| - | | | |
| | | 0 | |
| Balance | | | 18,200 |

*1 £200,000 Committee Contingency was transferred to Policy Initiative Fund as agreed by Committee on 21 September 2017

*2 Carry forward of unspent funds from 2015/2016

*3 Carry forward of unspent funds from 2016/2017

Caroline Al-Beyerty
Financial Services Director

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POLICY AND RESOURCES COMMITTEE - CONTINGENCY

| | | 2018/2019 | 2018/2019 |
|--|--|----------------|----------------|
| | | £ | £ |
| Base Budget 2018/2019 | | | 300,000 |
| <u>Approval Date</u> | <u>Allocations</u> | | |
| 17/03/16 | Lord Mayor's Show 2018 - Fireworks Display | 125,000 | |
| 17/11/2016 | Co-Exist House | 20,000 | |
| Total Allocation | | <u>145,000</u> | |
| Allocation Remaining | | | <u>155,000</u> |
| <u>Less:</u> Possible maximum allocations from this meeting: 15 March 2018 | | | |
| - | | | |
| - | | | |
| - | | | |
| | | <u>0</u> | |
| Balance | | | <u>155,000</u> |

Caroline Al-Beyerty
Financial Services Director

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| | |
|--|------------------------|
| Committee(s) | Dated: |
| Policy and Resources Committee – for information | 15 March 2018 |
| Subject: Outcomes of Sir Michael Snyder’s visit to India | Public |
| Report of: Damian Nussbaum, Director, Economic Development | For Information |
| Report author: Sherry Madera, Special Adviser for Asia | |

Summary

Sir Michael Snyder visited India from 31 January – 3 February 2018, on the occasion of the 10th anniversary of the City of London’s India office, the launching of the Asia Next Decade Campaign in India, participating in the Indian Advisory Council meeting and participating in the discussion of the Union Budget of India. This has helped drive forward the Corporation’s India Strategy, in particular the opportunities for fintech expansion through a fintech corridor and promoting the importance of London for key international cities, through a hub and spoke model.

Recommendation(s)

Members are asked to:

- Note the report.

Main Report

Background

1. The City of London’s representative office in Mumbai is celebrating 10 years in 2018. This office was opened in recognition of Asia’s growing influence on the world economy and in the financial and professional services sector, during Sir Michael Snyder’s tenure as the Chairman of the Policy and Resources Committee. The office has since developed productive relationships with India’s government, regulators and financial and professional services industry.
2. India continues to be a key market and partner for the City of London Corporation as we look to support the UK government’s ambitions for a global Britain after Brexit and champion the City as a catalyst for dynamic growth.
3. Sir Michael Snyder visited Mumbai and New Delhi, on behalf of the Policy Chairman. He represented the City of London on the occasion of the Mumbai office’s 10th anniversary. In representing the Corporation, he was able to draw on his experience in overseeing the setup of the office, as well as his professional work.

Current Position

4. The high-level programme included meeting senior industry stakeholders to coincide with the timing of the Union Budget of India. Engagements included participating in the annual India meeting of the City of London India Advisory Council, meeting with Sir Dominic Asquith, British High Commissioner to India, and leading conversations with Tata and Sons and the UK-India Business Council.
5. As a result of the visit, progress has been unlocked on several priority areas. On long-term engagement, we have been able to confirm the strategic focus of the City of London India programme (Non-Performing Assets (NPAs), (Re)Insurance, FinTech and Internationalisation of the Rupee) and identify a strategic connection with HMG whereby the 10th UK-India Economic and Financial Dialogue (EFD) coincides with the 10th anniversary of the City of London India offices. On project leads, this visit gave unique access to enlist support for a possible India-UK Fintech Exchange pilot programme (or 'FinTech Corridor'), and identified an opportunity to promote London to large corporates as a global Corporate Treasury Centre.
6. The programme further established the City of London's role as a collaborative leader in representing Financial Services, through a range of roundtables, organised with partners such as the UK India Business Council and the Confederation of British Industries (CBI), on key issues ('Accessing India's Capital Markets', 'Deepening the link in financial services between India and the UK', and 'Reviewing the India Budget in relation to UK-India trade and investment').
7. In the longer-term, the visit has enriched Asia Next Decade Campaign that seeks to develop a strategy for City engagement with Asia across the next decade, by consulting with government and industry partners in the UK and abroad. A hub and spoke model whereby the City of London acts as a hub for other financial capitals to access City expertise to their benefit could build local credibility and position London as a first-choice partner for financial services, and the world's leading global financial centre. This will be incorporated into Asia Next Decade Campaign planning.

Corporate & Strategic Implications

8. The outcomes from this visit align with strategic objectives in the Draft Corporate Plan 2018 – 23 by growing the economy, as it positions the City as a global hub for business innovation and increases access to global markets.

Implications

9. There are no financial, legal, property or HR implications for this report.

Conclusion

10. In conclusion, Sir Michael Snyder's visit to India to represent the City on its 10th anniversary was successful in helping to set strategic direction, promoting the City as a collaborative thought leader, and raising the City's profile. Strengthening the links with the Indian Advisory Council members, this visit was instrumental in bringing together the business leaders as the Advisory Council members. Longer-term, the outcomes of this visit present the City with the opportunity to formalise its global connections in a hub and spoke model, and reinforce its fintech work with the idea of a fintech corridor. Overall, the visit contributed to the Economic Development Office's agreed strategic objective to maintain London's status as a Global Financial Centre, and the Corporation's objective of growing the economy.

Sherry Madera

Special Adviser for Asia, Economic Development Office

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