



Policy and Resources Committee

Date: THURSDAY, 3 MAY 2018

Time: 1.45 pm

Venue: COMMITTEE ROOMS, 2ND FLOOR, WEST WING, GUILDHALL

Members:

Deputy Douglas Barrow	Dhruv Patel (Ex-Officio Member)
Sir Mark Boleat	Alderman William Russell
Keith Bottomley	Alderman Baroness Scotland (Ex-Officio Member)
Alderman Charles Bowman, The Rt. Hon. The Lord Mayor	Deputy Dr Giles Shilson
Tijs Broeke	Jeremy Simons (Ex-officio)
Henry Colthurst	Deputy Tom Sleigh
Simon Duckworth	Sir Michael Snyder
Alderman Peter Estlin	Deputy John Tomlinson
Marianne Fredericks	Mark Wheatley
Christopher Hayward	Deputy Philip Woodhouse
Deputy Jamie Ingham Clark	Alderman Sir David Wootton
Deputy Edward Lord	
Alderman Ian Luder	
Jeremy Mayhew	
Deputy Catherine McGuinness	
Andrew McMurtrie	
Alderman The Lord Mountevans (Ex-Officio Member)	
Deputy Joyce Nash	
Graham Packham (Ex-Officio Member)	

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

John Barradell
Town Clerk and Chief Executive

AGENDA

Part 1 - Public Agenda

1. **APOLOGIES**
2. **MEMBERS DECLARATIONS UNDER THE CODE OF CONDUCT IN RESPECT OF ITEMS ON THE AGENDA**
3. **ORDER OF THE COURT OF COMMON COUNCIL**
To note the Order of the Court appointing the Committee and approving its terms of reference.
For Information
(Pages 1 - 4)
4. **ELECTION OF CHAIRMAN**
To elect a Chairman in accordance with Standing Order No. 29.
For Decision
5. **ELECTION OF DEPUTY CHAIRMEN**
To elect three Deputy Chairmen in accordance with Standing Order No. 30.
NB: Following consultation one will assume the role of Deputy Chairman and the other two, the role of Vice Chairmen.
For Decision
6. **MINUTES**
To agree the public minutes of the meeting held on 12 April 2018.
For Decision
(Pages 5 - 14)
7. **PUBLIC RELATIONS AND ECONOMIC DEVELOPMENT SUB-COMMITTEE - MINUTES**
To note the draft minutes of the Public Relations and Economic Development Sub-Committee meeting held on 24 April 2018.
For Information
(Pages 15 - 20)
8. **BUSINESS RATE PREMIUM**
Note from the Police Committee.
For Information
(Pages 21 - 22)
9. **GENDER DIVERSITY**
Resolution from the Public Relations and Economic Development Sub-Committee meeting held on 24 April 2018.
For Decision
(Pages 23 - 24)

10. **APPOINTMENT OF SUB-COMMITTEES, WORKING PARTIES AND REPRESENTATIVES ON OTHER COMMITTEES**
Report of the Town Clerk.
For Decision
(Pages 25 - 42)
11. **NEW WEBSITE DESIGN AND BUILD**
Report of the Director of Communications.
For Decision
(Pages 43 - 60)
12. **DITCHLEY PARK CONFERENCE**
Report of the Director of Communications.
For Decision
(Pages 61 - 62)
13. **BATTLE OF IDEAS FESTIVAL**
Report of the Director of Communications.
For Decision
(Pages 63 - 66)
14. **THINK TANK MEMBERSHIPS**
Report of the Director of Communications.
For Decision
(Pages 67 - 72)
15. **FUNDING FOR ENFORCEMENT OFFICER FOR CITY'S BRIDGES**
Report of the Director of Markets and Consumer Protection.

NB: This report will have been considered by the Resource Allocation Sub-Committee earlier this day and is also to be considered by the Planning and Transportation, Port Health and Environmental Services and the Culture Heritage and Libraries Committees.
For Decision
(Pages 73 - 78)
16. **FLINT GLOBAL IMPACT REPORT ON ECONOMIC DEVELOPMENT OFFICE ACTIVITY**
Report of the Director of Economic Development.
For Information
(Pages 79 - 82)
17. **POLICY INITIATIVES FUND AND COMMITTEE CONTINGENCY**
Report of the Chamberlain.
For Information
(Pages 83 - 94)

18. **DECISIONS TAKEN UNDER DELEGATED AUTHORITY OR URGENCY POWERS**
Report of the Town Clerk.
For Information
(Pages 95 - 96)
19. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**
20. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT**
21. **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. In addition, for one item which fell under paragraph 100A (2) of the Act relating to confidential information that would be disclosed in breach of an obligation of confidence.

Part 2 - Non-Public Agenda

22. **NON-PUBLIC MINUTES**
To agree the non-public minutes of the meeting held on 12 April 2018.
For Decision
(Pages 97 - 102)
23. **PUBLIC RELATIONS AND ECONOMIC DEVELOPMENT SUB-COMMITTEE - MINUTES**
To note the draft non-public minutes of Public Relations and Economic Development Sub-Committee meeting held on 24 April 2018.
For Information
(Pages 103 - 104)
24. **POLICE ACCOMMODATION STRATEGY: DECANT UPDATE**
Joint report of the City Surveyor, Chamberlain and the Commissioner of the City of London Police.
NB: This report will have been considered by the Resource Allocation Sub-Committee earlier this day and will also be considered by the Police and Capital Buildings Committees.
For Decision
(Pages 105 - 112)
25. **ST LAWRENCE JEWRY CHURCH UPDATE - GATEWAY 3/4 ISSUES REPORT**
Report of the City Surveyor.
NB: This report will also be considered by the Finance Committee and the Projects and Corporate Asset Sub-Committees.
For Decision
(Pages 113 - 120)

26. **PROJECT FUNDING UPDATE**

Report of the Chamberlain.

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

For Decision
(Pages 121 - 130)

27. **SAUDI ARABIA: VISION 2030**

Report of the Director of Economic Development.

For Decision
(Pages 131 - 134)

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

Report of the Town Clerk.

For Information
(Pages 135 - 136)

29. **FLEET STREET ESTATE DEVELOPMENT OPTIONS**

Report of the City Surveyor (TO FOLLOW).

For Decision

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

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

Part 3 - Confidential Agenda

32. **CUSTOMER RELATIONSHIP MANAGEMENT AND CITY OCCUPIERS DATABASE**

Report of the Director of Economic Development

For Decision

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BOWMAN, Mayor	RESOLVED: That the Court of Common Council holden in the Guildhall of the City of London on Thursday 19th April 2018, doth hereby appoint the following Committee until the first meeting of the Court in April, 2019.
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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 2018/19

ALDERMEN

- 3 Peter Estlin
- 3 Ian David Luder, J.P.
- 1 William Anthony Bowater Russell
- 9 Sir David Wootton

COMMONERS

- 8 (4) Douglas Barrow, Deputy
- 12 (4) Sir Mark Boleat
- 4 (4) Henry Nicholas Almroth Colthurst
- 10 (4) Charles Edward Lord, O.B.E., J.P., Deputy
- 6 (2) John Tomlinson, Deputy, *for two years*
- 10 (3) Simon D'Olier Duckworth, O.B.E., D.L.
- 7 (3) Marianne Bernadette Fredericks
- 14 (3) Catherine McGuinness, Deputy
- 7 (3) Dr Giles Robert Evelyn Shilson, Deputy
- 3 (3) Tom Sleight, Deputy
- 2 (2) Keith David Forbes Bottomley, Deputy
- 2 (2) Christopher Michael Hayward
- 32 (2) Joyce Carruthers Nash, O.B.E., Deputy
- 24 (2) Sir Michael Snyder

- 2 (2) Philip John Woodhouse, Deputy
- 1 (1) Tijs Broeke
- 1 (1) Jamie Ingham Clark, Deputy
- 18 (1) Jeremy Paul Mayhew
- 1 (1) Andrew Stratton McMurtrie, J.P.
- 1 (1) Mark Raymond Peter Henry Delano Wheatley

together with the ex-officio Members referred to in paragraph 1 above.

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) (i) determining the overall use of the Guildhall Complex; and
- (ii) 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;

Hospitality

- (m) arrangements for the provision of hospitality on behalf of the City of London Corporation;

Privileges

- (n) Members' privileges, facilities and development;

Sustainability

- (o) strategies and initiatives in relation to sustainability;

City Courts

- (p) 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.

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POLICY AND RESOURCES COMMITTEE

Thursday, 12 April 2018

Minutes of the meeting of the Policy and Resources Committee held at Committee Rooms, 2nd Floor, West Wing, Guildhall on Thursday, 12 April 2018 at 1.45 pm

Present

Members:

Deputy Catherine McGuinness (Chairman)
Sir Mark Boleat (Deputy Chairman)
Simon Duckworth (Vice-Chair)
Deputy Douglas Barrow
Deputy John Bennett
Deputy Keith Bottomley
Henry Colthurst
Alderman Peter Estlin
Marianne Fredericks
Christopher Hayward
Deputy Wendy Hyde
Deputy Jamie Ingham Clark (Ex-Officio Member)
Deputy Edward Lord
Alderman Ian Luder
Jeremy Mayhew
Andrew McMurtrie (Ex-Officio Member)
Wendy Mead (Chief Commoner)
Alderman The Lord Mountevans (Ex-Officio Member)
Dhruv Patel (Ex-Officio Member)
Deputy Dr Giles Shilson
Jeremy Simons (Ex-Officio Member)
Deputy Tom Sleigh
Sir Michael Snyder
Deputy John Tomlinson
Deputy Philip Woodhouse
Alderman Sir David Wootton

In Attendance

Tijis Broeke
Anne Fairweather

Officers:

John Barradell	- Town Clerk and Chief Executive
Michael Cogher	- Comptroller and City Solicitor
Paul Wilkinson	- City Surveyor
Carolyn Dwyer	- Director of Built Environment
Vic Annells	- Executive Director of Mansion House & Central Criminal Court
Damian Nussbaum	- Director of Economic Development
Bob Roberts	- Director of Communications

Eugenie de Naurois	- Head of Corporate Affairs
Sean Green	- Director of IT
Philip Gregory	- Chamberlain's Department
Nigel Lefton	- Remembrancer's Department
Kate Smith	- Town Clerk's Department
Angela Roach	- Principal Committee and Members Services Manager

1. **APOLOGIES**

Apologies were received from Stephen Haines, Hugh Morris, Graham Packham, William Russell, Giles Shilson and Sir Michael Snyder.

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

There were no declarations.

3. **MINUTES**

- 3a. The minutes of the meeting held on 15 March 2018 were approved subject to the Port Health and Environmental Services Committee being added to the list of committees with amended terms of reference as set out in resolution no. 4 of item no.4 - Committee Terms of Reference and Composition.

Matters Arising - Committee Terms of Reference and Composition (Item 4)

It was noted that approval had subsequently been given under the urgency procedures to a further alteration to the terms of reference of Audit and Risk Management Committee to enable it to undertake periodic reviews of risk management, financial control and the safeguarding procedures of the City Corporation's family of schools.

- 3b. The draft public minutes of the Projects Sub-Committee meeting held on 14 March 2018 were noted.
- 3c. The draft public minutes of the Resource Allocation Sub-Committee meeting held on 15 March 2018 were noted.

4. **MAGISTRATES COURTS**

The Committee considered and noted a resolution of the Magistracy and Livery Sub-Committee concerning the provision of magistrates' courts.

A Member suggested that the resolution be drawn to the attention of the Capital Buildings Committee.

5. CITY OF LONDON CORPORATION REGIONAL STRATEGY

The Committee considered a report of the Director of Economic Development concerning the progress of the City Corporation's Strategy for working with regional centres.

A number of Members applauded the progress of the Strategy and spoke in favour of extending its remit. The Director of Economic Development advised that the work had also been highly welcomed by the regional centres. Early indications were that London was perceived as the gateway to international investment.

A Member pointed out that as the project became more successful, more centres would want to join it. He questioned how this would be prioritised and managed in future. The Director advised that he envisaged it being a gradual process and that he would welcome Member support in keeping focus on the most important centres, where the City Corporation would have the strongest impact. The Chairman emphasised that the City Corporation would be working with key partners such as TCUK, CBI, Bank of England etc.

RESOLVED – That the following be approved:-

1. the continued development engagement with the three pilot regions (Belfast / Northern Ireland (NI), Edinburgh / Scotland and Manchester);
2. the City Corporation becoming a partner member of Scottish Financial Enterprise (SFE) for a trial period of one-year at a cost of £11,200 in 2018/19 to further strengthen the Edinburgh and Scotland engagement;
3. the partnership programme being expanded by adding three more selected UK city regions, Cardiff, Birmingham and Leeds;
4. the creation of a one-year fixed term contract account manager post at the cost of £52,200 to cover the substantial increase in additional workload, noting that a progress report would be submitted in due course; and
5. the membership cost (£11,200) of the SFE and the cost of the additional fixed term post required to cover the work of extending partnership programme (£52,200) being met from the Policy Initiatives Fund for 2018/19, categorised under Promoting the City and charged to City's Cash.

6. ASIA NEXT DECADE CAMPAIGN - UPDATE

The Committee considered a progress report of the Director of Economic Development concerning the Asia Next Decade Campaign.

RESOLVED – That the report be noted.

7. EXPORT AND INVESTMENT VISITS

The Committee considered a report of the Director of Economic Development concerning two overseas visits to be made in support of the City Corporation's international export and investment programme.

It was noted that Alderman Alison Gowman would form part of a delegation attending a UK – Brazil Green Finance Summit in April and Alderman Peter Estlin, part of a UK cyber security business delegation attending the Gulf Information Security Expo and Conference in the United Arab Emirates.

RESOLVED – That the report be noted.

8. EDO ANNUAL ACTIVITY UPDATE 2017/18

The Committee considered an annual report of the Director of Economic Development updating it on the activities of the Economic Development Office (EDO) between April 2017 and March 2018.

Members welcomed the report and questioned whether there could be more feedback on the impact of the trade visits over the longer term. The Chairman echoed these sentiments and drew attention to the extensive range of work undertaken by EDO. She stated that whilst Members feedback and suggestions were welcomed, given the high volume of activities of that office, she would encourage Members to put suggestions through the committee process rather than approaching officers direct.

RESOLVED – That the report be noted.

9. PAN-LONDON RESILIENCE ARRANGEMENTS

The Committee considered a report of the Town Clerk concerning the pan-London resilience arrangements and the management of the contributions made by London boroughs to a central fund.

RESOLVED – That approval be given to the City Corporation assuming responsibility, on behalf of the 32 London Boroughs, for collecting and distributing the individual £30k funding contributions towards the pan-London resilience arrangements, on behalf of the Local Authorities' Panel.

10. NOMINATIONS TO LONDON COUNCILS

The Committee considered a report of the Town Clerk concerning the principle for nominating the City Corporation's representatives to serve on London Councils Committees and Forums and to act as lead Member for particular service areas.

It was noted that London Councils was also seeking a nomination to its Greater London Employment Forum and that based on the current principle for nominations this would be the Chairman of the Establishment Committee with the Deputy Chairman serving as the named deputy.

RESOLVED – that the overriding principle of nominating the Chairman for the time being of the most relevant Committee to serve on London Councils committees and forums and to act as lead Member for particular areas of work be endorsed as follows:-

Leaders' Committee - Chairman of the Policy & Resources Committee with a Deputy Chairman as named deputy;

Associated Joint Committee (London Councils Transport and Environment Committee) – Chairman of the Planning and Transportation Committee, with the Chairman of Port Health and Environment Committee and the Deputy Chairmen of both these committees serving as the named deputies.

Associated Joint Committee (London Councils Grants Committee) - Chairman of the City Bridge Trust Committee, with the Deputy Chairman as named deputy.

Pensions CIV (Common Investment Vehicle) Sectoral Joint Committee – Sir Mark Boleat (Deputy Chairman of the Policy and Resources Committee) until the Joint Committee's cessation later this year, with the Chairman of the Financial Investment Board as the named deputy.

Greater London Employment Forum - Chairman of the Establishment Committee with the Deputy Chairman as the named Deputy.

Lead Member for Children and Young People - Chairman of the Community & Children's Services Committee.

Lead Member for Business, Brexit, Employment and Skills – Chairman of the Policy and Resources Committee

Lead Member for Crime and Public Protection - Chairman of the Police Committee.

Lead Member for Arts/Culture, Tourism and Sport – Chairman of the Culture, Heritage and Libraries Committee.

Lead Member for Economic Development and Regeneration - Chairman of the Policy & Resources Committee.

Lead Member for Housing - Chairman of the Community & Children's Services Committee.

Lead Member for Health and Adult Services - Chairman of the Community & Children's Services Committee.

Lead Member for Planning/Infrastructure/Development – Chairman of the Planning and Transportation Committee.

11. **NEW WEBSITE - DESIGN, BUILD AND SUPPORT**

This item was withdrawn. A Member commented that any future report should be clear on the ownership of the project.

12. NATIONAL #IWILL CAMPAIGN

The Committee considered a report of the Head of Corporate Strategy & Performance concerning the national #iwill campaign, which promotes social action amongst young people (10-20 year-olds).

The Head of Corporate Strategy & Performance was heard in support of the report and advised that, subject to approval, the aim would be to launch the City Corporation's pledge during National Volunteering Week on 'Share Your Pledge Day' in June 2018.

RESOLVED – That approval be given to the City Corporation pledging its support to the national #iwill campaign as set out in the appendix to the report.

13. CHATHAM HOUSE EVENT - FINANCIAL SERVICES 10 YEARS ON

The Committee considered a report of the Director of Communication proposing that the City Corporation jointly organises an event with Chatham House to mark 10 years after the financial crisis and the implications for the future.

A Member commented that the financial crisis was still a sensitive issue and that it was therefore important to be clear on what the event was trying to achieve. The Head of Corporate Affairs acknowledged the sensitive nature of the issue. She advised that the aim would be to make attendance a positive experience and to provide an analysis of what has happened in the last decade and what might happen in the next. The Chairman added that the event would sit well with Business of Trust initiative.

RESOLVED – approval be given to the City Corporation jointly organising an event with Chatham House, in Guildhall, marking 10 years after the onset of the Financial Crisis and to the provision of £17,000 in support of the event, funded from the 2018/19 Policy Initiatives Fund, categorised under "Events" and charged to City's Cash.

14. DATA PROTECTION POLICY

The Committee considered a report of the Comptroller and City Solicitor concerning the adoption of a revised Data Protection Policy in preparation for the General Data Protection Regulations coming into force on 25 May 2018.

It was noted that the Audit and Risk Management Committee had requested that, if approved, the Policy should become effective within seven days of this Committee's approval.

RESOLVED - That a revised Data Protection Policy be adopted as set out in the appendix to the report and that it become effective within seven days of this approval.

15. **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 2018/19.

RESOLVED – That the statement be noted.

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

Circulation of Committee Minutes

The Deputy Chairman referred to the policy for the circulation of committee minutes i.e. within a period of seven working days after the meeting and questioned whether it was being adhered to consistently. He suggested that the policy be firmed up to ensure that the seven-day rule was met and therefore comments from officers and chairmen on the content of the minutes needed to be received within a day of receiving the draft to enable this requirement to be met. A Member stated that whilst he supported the rule, an element of pragmatism should be applied to accommodate busy schedules noting that a Chairman might need more than a day to comment.

RESOLVED – that the policy for the circulation of committee minutes i.e. within seven working days after a committee/sub-committee meeting be reconfirmed and that Chairmen and Officers be reminded of the requirement and that comments on draft minutes needed to be received in a timely manner.

Employability and Education Strategies

The Deputy Chairman referred to the City Corporation's employability and education strategies and to the recent presentation he attended on the matter. He understood that 100 hours of work-related learning had been undertaken. He felt that this could be improved and suggested that consideration be given to the creation of a centrally co-ordinated programme, targeted at students in the City's academies and a select number of academies in outer London boroughs, which included work experience, paid internships and mentoring.

The Director of Human Resources (HR) advised that the City Corporation already had an overarching programme for attracting talent which included work-related engagement young people. She pointed out that approximately 3000 hours of work experience had taken place in the last year and that a further 300 hours was planned for June. The City Corporation's Education Strategy included the ambition to provide 100 hours of work-related learning for each pupil throughout their early school life i.e. from the age 7-16. The Director also advised that in addition, to offering work experience the City Corporation assisted its schools and academies with their assessment centre and mock interview activities.

The comments of the Director were noted, and it was suggested that the programme should also capture children in care and that a report on the full

range of activities associated with the attracting talent initiative be submitted to a future meeting of Committee for information.

RESOLVED – that the comments be noted and that the Director of HR be requested to present a report to a future meeting of the Committee on the City Corporation's project for attracting talent.

Provision of Magistrates Courts

A Member referred to the resolution from Magistracy and Livery Sub-Committee which been considered earlier in the meeting. He pointed out that the number of courts to be provided as part of the project had also been raised at the Courts Sub-Committee. He questioned whether the issue should now be raised with the Her Majesty's Courts and Tribunals Service (HMCTS). The Chairman advised that whilst the matter would be raised with HMCTS, ultimately the number of magistrates' courts to be provided would be a matter for that office. More detailed discussion ensued, and it was agreed that it should continue in the non-public session of the meeting.

17. ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT

There were no urgent items.

18. EXCLUSION OF THE PUBLIC

RESOLVED – That under Section 100(A) of the Local Government Act 1972, the public be excluded from the meeting for the following 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
19 - 21	3 and 5

Part 2 – Non-Public Agenda

19. NON-PUBLIC MINUTES

19a. The non-public minutes of the meeting held on 15 March 2018 were approved.

19b. The draft non-public minutes of the Projects Sub-Committee meeting held on 14 March 2018 were noted.

19c. The draft non-public minutes of the Resource Allocation Sub-Committee meeting held on 15 March 2018 were considered.

In answer to a question on whether officers had managed to ascertain whether the on-street parking reserve could be used to fund the Barbican Podium works, the Principal Committee and Members Services Manager undertook to investigate and to advise the Member direct. It was also suggested that it might be helpful for draft minutes to contain a watermark identifying the minutes as such in future.

RESOLVED – That the draft minutes be noted.

19d. The draft non-public minutes of the Hospitality Working Party meeting held on 15 March 2018 were noted.

20. **USE OF PERSONAL EMAIL, RISK AND GDPR COMPLIANCE.**

The Committee considered and agreed a joint report of the Comptroller and City Solicitor and Data Protection Officer, the Director of IT and the Director of Information and Security, concerning the use of personal emails and compliance with the General Data Protection Regulation.

21. **GUILDHALL CHARGING REVIEW**

The Committee considered and agreed a report of the Remembrancer concerning the annual review of charges for the use of Guildhall. The Committee also supported a review of the charging policy for concessions.

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

Electoral Registration

A Member referred to the voter registration system and to one or two errors which had occurred on her ward list. She questioned whether the current registration system should be reviewed to ensure that it was robust.

Provision of Magistrates Courts

The Chairman referred to the earlier discussion on the provision of magistrates' courts and reiterated her comment that the concern raised by the two sub-committees regarding the provision of an increased number of courts would be conveyed to the HMCTS. The decision was, however, a matter for that body.

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

There were no urgent items.

The meeting ended at 3.30pm

Chairman

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

Tuesday, 24 April 2018

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

Present

Members:

Sir Mark Boleat (Deputy Chairman)
Deputy Keith Bottomley
Alderman Peter Estlin
Anne Fairweather

Deputy Edward Lord
Alderman The Lord Mountevans
Deputy Tom Sleigh
James Tumbridge

In Attendance:

Jamie Ingham Clark

Officers:

Simon Murrells	- Assistant Town Clerk
Damian Nussbaum	- Director of Economic Development
Bob Roberts	- Director of Communications
Paul Double	- Remembrancer
Vic Annells	- Executive Director of Mansion House & the Central Criminal Court
Jeremy Browne	- Special Representative for the City to the EU
Nigel Lefton	- Remembrancer's Office
Eugenie de Naurois	- Communications Team
Peter Cannon	- Communications Team
Simon Latham	- Town Clerk's
Tina Denis	- Town Clerk's
Emma Cunnington	- Town Clerk's

1. APOLOGIES FOR ABSENCE

Apologies for absence were received from Deputy Catherine McGuinness, Christopher Hayward, Jeremy Mayhew and Alderman Sir David Wootton.

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 26 February 2018 be approved as a correct record subject to the following amendment:

- James Tumbridge's apologies be recorded.

4. **BUSINESS OF TRUST KEY MESSAGES**

Members considered a joint report of the Director of Communications and the Director of Economic Development concerning the Business of Trust initiative's key messages.

Members welcomed the report but asked that more information be given about the tangible work that is taking place on the Business of Trust initiative and what it is achieving. The Director of Economic Development assured Members that a further report would be presented to the Sub Committee in due course outlining the work of the Business of Trust initiative, particularly focusing on the Leaders of Tomorrow (the City's next generation of leaders) work.

In light of this report, a Member asked a question concerning the perception (particularly on social media) of the City Corporation when Aldermen and the Lord Mayor wear traditional dress at functions such as the Commonwealth Business Forum. Following discussion, the overall view of Members was to employ a balanced approach, as particularly stakeholders from overseas have fed back positively to more traditional dress, therefore there are occasions where traditional dress can be worn appropriately. However, as there does seem to be criticism, especially on social media, on the pomp and ceremony aspect of these functions, the Director of Communications and the Executive Director of Mansion House & the Central Criminal Court committed to keeping this under review.

The Chairman requested that Members were kept updated on the initiative.

RESOLVED, that:

- The factsheet and key messages in the report relating to the Business of Trust initiative be approved.

5. **UPDATES AVAILABLE TO MEMBERS**

Members received a report of the Director of Communications outlining updates to Members on the City Corporation's public statements and positions on issues of local, regional, national and international importance.

A Member requested that this information be included in the Members Briefing, which the Director of Communications agreed to.

Another Member asked for Court statements to be put on the website or tweeted, which the Director of Communications agreed to but asked that some discretion be given for Officers to decide which statements are in the interests of the public.

The Chairman underlined the importance of Members using these positions when speaking on behalf of the City, as well as Members holding their own individual opinions. A Member questioned whether there is a record of who the official spokespersons of the City of London Corporation are, to which the Town Clerk advised Members of the job descriptions for the Policy Chairman and the Lord Mayor. Members also discussed the role of spokesperson for Committee Chairmen within the remit of their respective Committees. One Member praised

the Chairman of Hampstead Heath, Highgate Wood and Queens Park Committee for her media presence on behalf of the City Corporation, which is reflected in the amount she is involved in on the Weekly Media Grid.

RESOLVED, that:

- The report be noted.

6. **BREXIT LEGISLATION: TRADE BILL AND TAXATION (CROSS-BORDER TRADE) BILL**

Members received a report of the Remembrancer summarising the Trade Bill and Taxation (Cross-Border Trade) Bill.

RESOLVED, that:

- The report be noted.

7. **EDO MONTHLY UPDATE - MARCH**

The Sub Committee received a report of the Director of Economic Development updating Members on the key activity undertaken by the Economic Development Office (EDO) in March 2018.

The Director of Economic Development gave a quick review of the Commonwealth Business Forum but advised Members that a more detailed report would be submitted to this Sub Committee in due course.

A Member requested that the *Financial and Professional Services Monthly Highlights* newsletter be leveraged further through promotion in ward newsletters. This was welcomed by Officers although made clear that the publication was intended for stakeholder communication rather than to the general public.

Following a question concerning EU engagement, the Special Representative for the City to the EU gave some insight from his visits to the EU. He perceived that there was a clear cut 6-month phasing and that it was widely hoped that conceptual agreement will be resolved by October 2018. From October to March, the UK would then move to associate member status. The Special Representative continued to give an overview of the City Corporation's three T's messaging (Transition, Talent, Trade), outlining that transition has now been developed, talent (or immigration) was still void in policy terms and that more needed to be done on trade policy particularly to develop a deal for the financial services industry. There was discussion on how much this deal would be a reciprocal partner based model or something more beholden to an existing EU model.

A Member asked whether there was a divergence of views across the 27 EU countries on the UK's relationship with the EU but the Special Representative perceived there to be less divergence than expected, but there are differences of emphasis with each country and national interests vary.

RESOLVED, that:

- The report be noted.

8. **POLITICAL ENGAGEMENT UPDATE**

Members received an update report of the Director of Communications on political activities of the City Corporation, including engagements of the Chairman of Policy and Resources and the Lord Mayor between the period of 26 February until 9 April 2018.

RESOLVED, that:

- The report be noted.

9. **PARLIAMENTARY ACTIVITY UPDATE MARCH-APRIL 2018**

Members received an update report of the Remembrancer, concerning key activity undertaken by the Parliamentary Team in the Remembrancer's Office since the last meeting of the Committee.

RESOLVED, that:

- The report be noted.

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

Questions were raised as follows -

City Corporation's position on Brexit

A question was raised concerning the City Corporation's position on Brexit and particularly whether the City Corporation should call for the access to the Single Market rather than just mutual market access.

Some Members were supportive of this change in position whereas others wondered if it could damage the City Corporation's relationship with the industry and with HM Government. A Member suggested that the City Corporation could lead on some sensible scenario planning.

It was agreed that it was important for the Policy Chairman to lead this debate and that this discussion be deferred to the Policy & Resources Committee in due course.

RESOLVED – that this Sub Committee recommend that the Policy and Resources Committee discuss whether the City Corporation should change its position on calling for UK access to the Single Market.

Gender Diversity on the Policy and Resources Committee

A question was raised on the lack of gender diversity on the Policy and Resources Committee following the recent elections at Court of Common Council. It was noted that the Committee was not representative in terms of gender of the wider Court nor the City of London as a whole. Concerns were raised that this posed an issue for the Committee and could also be perceived as a reputational risk.

Members felt that there was some urgency around the lack of diversity and asked that this be raised with the Policy and Resources Committee at its next meeting to encourage a discussion about any action that should be taken by the Committee to increase the diversity of its Membership.

RESOLVED – That the discussion and issues raised by Members of this Sub-Committee be highlighted to the Policy and Resources Committee to enable it to consider whether and, if so what, action might be necessary.

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

There were no urgent items.

12. **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
13, 16

Paragraph
3, 4

13. **NOTE OF THE INFORMAL MEETING OF THE PUBLIC RELATIONS AND ECONOMIC DEVELOPMENT SUB COMMITTEE**

The Sub Committee received the minutes of an informal meeting of Members of the Public Relations & Economic Development Sub Committee held at The Grange St Paul's Hotel on Tuesday 27 March 2018.

RESOLVED, that the minutes of the informal meeting of the Public Relations & Economic Development Sub Committee be noted.

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

One question was raised in respect of the Special Representative for the City to the EU's recent EU engagement.

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.

16. **RECONFIGURATION OF THE CRM AND COD FUNCTIONS AND THE TRANSITION TO AND LONG-TERM SUPPORT FOR CITY DYNAMICS**

The Sub Committee received a report of the Director of Economic Development concerning Customer Relationship Management and the City Occupiers Database functions.

The meeting closed at 3.58 pm

Chairman

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

TO: POLICY & RESOURCES COMMITTEE (03 May 2018)
FINANCE COMMITTEE (08 MAY 2018)

FROM: POLICE COMMITTEE (12 April 2018)

A Member explained that they were surprised that the item relating to the Premium Rate increase had been withdrawn from the agenda and noted that it had not been made fully clear at the recent Ratepayers' Meeting that a rise would be considered. The Member suggested that a note be sent to the Policy and Resources Committee that highlights both the financial deficits identified by the Deloitte Demand and Value for Money Review and also the national appetite for support of frontline services, as illustrated by a lack of resistance to increased spending elsewhere in the country. He emphasised the importance of recognising that the national mood is receptive to the increased cost of Policing. The Member explained that, regardless of any identified efficiencies achieved, we can be confident that the net Policing costs are set to increase year-on-year for at least the next 3 years. Given this outlook, it would be advisable for the Corporation to take a view on this sooner rather than later, allowing sufficient notice for Business Ratepayers.

A second Member noted that the Police Committee has regularly highlighted the issue, and that the response was that it was not the Police Committee's responsibility to dictate policy on the Business Ratepayers' decision, but rather a question of Corporate Policy. He suggested that whilst the Police Committee accept this position, it retains the responsibility to highlight the issue for the attention of the Policy and Resources Committee to make an informed decision.

The Chairman agreed with Members statements and noted that historically the Corporation have always been supportive with the funding to supply Policing sufficiently.

A third Member noted that, whilst the Corporation's finances are determined on an annual basis, it might be preferable for the Corporation to set out a medium-term funding strategy for policing.

The Committee agreed to send a note to the Policy and Resources & Finance Committees that recognises and highlights the following:

- i. The consideration of Business Rates is one of Corporate policy.
- ii. That, regardless of any efficiencies achieved, net police costs are set to increase year-on-year for at least the next three years.
- iii. The national mood is receptive to increased Police spending and this is illustrated by little resistance to increases elsewhere in the country.

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TO: **POLICY AND RESOURCES
COMMITTEE**

3 May 2018

FROM: **PUBLIC RELATIONS AND
ECONOMIC DEVELOPMENT
SUB COMMITTEE**

24 April 2018

10. A question was raised on the lack of gender diversity on the Policy and Resources Committee following the recent elections at Court of Common Council. It was noted that the Committee was not representative in terms of gender of the wider Court nor the City of London as a whole. Concerns were raised that this posed an issue for the Committee and could also be perceived as a reputational risk.

Members felt that there was some urgency around the lack of diversity and asked that this be raised with the Policy and Resources Committee at its next meeting to encourage a discussion about any action that should be taken by the Committee to increase the diversity of its Membership.

RESOLVED – That the discussion and issues raised by Members of this Sub-Committee be highlighted to the Policy and Resources Committee to enable it to consider whether and, if so what, action might be necessary.

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Committee: Policy and Resources	Date: 3 May 2018
Subject: Appointment of Sub Committees, Working Parties and Representatives On Other Committees	Public
Report of: Town Clerk	For Decision
Report Author: Angela Roach, Principal Committee and Members Services Manager	

Summary

1. The appointment, composition and terms of reference of the Policy and Resources Committee's sub-committees and working parties are considered annually, together with the appointment of its representatives on other City Corporation Committees. The opportunity is also taken to review the frequency of the Committee's meetings.
2. The Policy Committee now appoints six sub-committees:-
 - Courts Sub-Committee
 - Members' Privileges Sub-Committee;
 - Outside Bodies Sub-Committee;
 - Projects Sub-Committee;
 - Public Relations and Economic Development Sub-Committee; and
 - Resource Allocation Sub-Committee;
3. The Committee currently has four working parties covering the areas of hospitality, ceremonial, housing delivery and the cultural hub (now the Cultural Mile). This paper is also proposing the creation of a further two, one which considers the provision of financial assistance for Members as agreed by the Committee at its last meeting and the other, seeks to put the informal Member-level Diversity Group on a more formal footing to further the work on efforts to promote and increase the diversity of the Court of Common Council.
4. The Committee also appoints representatives to serve on other City Corporation committees and sub-committees.
5. For ease of reference, details of the composition and terms of reference of the Committees sub-committees and working parties are set out in the Appendix to this report together with the details of the representatives appointed to serve elsewhere.

Recommendations

6. It is recommended that:-
 - a) consideration be given to the appointment, composition and terms of reference of the following sub-committees and working parties for the ensuing year:-

- Courts Sub-Committee (1 vacancy)
 - Members' Privileges Sub-Committee
 - Outside Bodies Sub-Committee (3 vacancies. This is open to all Members of the Court)
 - Projects Sub-Committee (4 vacancies)
 - Public Relations and Economic Development Sub-Committee (5 vacancies)
 - Resource Allocation Sub-Committee (6 vacancies)
 - Ceremonial Working Party
 - Cultural Mile Working Party (4 vacancies)
 - Financial Assistance Working Party – *subject to approval, any vacancies on this Working Party will be filled at the next meeting.*
 - Hospitality Working Party
 - Housing Delivery Programme Working Group
 - Members Diversity Working Party - *subject to approval, any vacancies on this Working Party will be filled at the next meeting.*
- b) a Chairman and Deputy Chairman of the Projects Sub-Committee be appointed;
- c) 8 Members be appointed to serve on the Investment Committee (see Section N of the Appendix for 2017 appointments);
- d) one Member be appointed to represent the Committee on each of the following:-
- Audit and Risk Management Committee
 - Barbican Centre Board
 - Education Board (this is open to all Members of the Court)
 - Freedom Applications Committee
 - Local Development Framework Reference Sub (Planning) Committee
- (see Section M of the Appendix for 2017 appointments)
- e) three Members be appointed to represent the Committee on the Corporate Asset Sub-Committee (see Section L of the Appendix for 2017 appointments).
- f) representatives be appointed for informal consultation with the Court of Aldermen and the Finance Committee on Mayoralty and Shrievalty Allowances (see Section K of the Appendix for 2017 appointments); and
- g) Members consider whether any change is required to the frequency of the Committee's meetings.

Main Report

Background

1. This report considers the appointment, terms of reference and composition of the Policy and Resources Committee's sub-committees and working parties. It also

sets out details of the representatives the Committee is requested to appoint to serve on other City Corporation bodies.

2. The Committee is also required to review the frequency of its meetings. It usually meets on a monthly basis (with the exception of the Summer and Easter recess periods). No meetings were cancelled last year and meeting on a monthly basis is still working well.

Current Position

3. There are a number of specific areas of the Committee's work which require greater focus and for which it has created a sub-committees, namely:-
 - The City's Courts
 - Members' Privileges
 - Outside Bodies
 - Project Management
 - Public Relations and Economic Development
 - Resource Allocation
4. The Chairman serves in an ex-officio capacity on all the Committee's Sub-Committees. The Deputy and the two Vice Chairmen also serve on the Sub-Committee's, with membership on four of them being shared between them. All three positions serve on the Resource Allocation and the Public Relations and Economic Development Sub-Committees.
5. The Committee currently has four working parties covering hospitality, ceremonial, housing delivery and the cultural mile. Work in all these areas are on-going. In addition, it is proposed that consideration is given to the creation of two further working parties to focus on the provision of financial assistance for Members, as agreed at the last meeting, and to renew and add vigour to the Committee's work on promoting and increasing the diversity of the Court Common Council.
6. Each of the Committee's proposed sub-committees, working parties and the appointments to other committees are considered in turn below. Details of their terms of reference and proposed composition are set out in the Appendix to this report.

Courts Sub-Committee

7. This Sub-Committee was created for a period of five years to be responsible for the oversight of the management of all matters relating to the Central Criminal Court, the City of London Magistrates' Court and the Mayor's and City of London Court (excluding the appointment of the Secondary and Under Sheriff and matters relating to the Shrievalty and in so far as they concern the City of London Corporation). In terms of places on the Sub-Committee, in addition to the Chairman and the Deputy Chairman, one further place is filled by this Committee and four are appointed by the Court of Common Council for a term of four years. There is **one** vacancy on this Sub-Committee which the Grand Committee needs to fill.

Members' Privileges Sub-Committee

8. The Members' Privileges Sub-Committee focuses on Members' privileges (but not those relating to City Hospitality which are dealt with by the Hospitality Working Party); Members' facilities (excluding Guildhall Club as this is dealt with by a dedicated committee) and Member development and training. This Sub-Committee is chaired by the Chief Commoner and can report directly to the Court of Common Council. Vacancies on this Sub-Committee are appointed by the Court. See Appendix for the full composition.

Outside Bodies Sub-Committee

9. This Sub-Committee oversees the City Corporation's Outside Bodies Scheme on behalf of the Committee. Its primary purpose is to keep the City Corporation's policy and protocol towards outside bodies under review to ensure that they remain fit for purpose. In addition to the Chairman and a Deputy or Vice Chairman, **three places** are filled by this Committee on an annual basis (but not necessarily from Members of the Committee) and three are appointed by the Court on the basis of a three-year term.

Projects Sub-Committee

10. The Projects Sub-Committee provides additional scrutiny, oversight and challenge for the management of projects and programmes on behalf of the Policy and Resources Committee. The Chairman and Deputy Chairman of the Sub-Committee are appointed by the Grand Committee. There are **four** vacancies on this Sub-Committee to which the Grand Committee is asked to appoint.

Public Relations and Economic Development Sub-Committee (PR/ED Sub)

12. This Sub-Committee focuses on all matters relating to the City Corporation's Economic Development, Public Relations, Public Affairs and Communication activities, including any related plans, policies and strategies. There are **five** vacancies on this Sub-Committee to which the Grand Committee is asked to appoint.

Resource Allocation Sub-Committee (RA Sub)

13. Determining resource allocation in accordance with the City Corporation's strategies is undertaken on behalf of the Committee by the RA Sub. Earlier this year, as part of the recent review of the city Corporation's grant giving activities, the Committee agreed to the Sub-Committee being responsible for:-
 - setting the annual quantum for each City's Cash and City Fund grants programme (including for City's Cash funded open spaces grants);and
 - considering the annual performance reports for all grants programmes from the Finance Committee.

The Resource Allocation Sub-Committee also performs the role of a Reference Sub-Committee, in that it considers and makes recommendations on matters referred to it by the Grand Committee. Its constitution is determined by the Court. There are **six** vacancies on this Sub-Committee to which the Grand Committee is asked to appoint.

Ceremonial Working Party

14. The Ceremonial Working Party was established for a limited period in 2016 to review the City Corporation's ceremonial protocols and practices and to update and consolidate the *Ceremonials* Book. The reorganisation of Mansion House and the Central Criminal Court has had an impact on the timely delivery of this project. The new staffing arrangements are now settled enabling the review to resume as planned. There are no vacancies to be filled on the Working Party.

Cultural Mile Working Party

15. The Cultural Mile Working Party (formerly the Culture Hub Working Party) was established in 2013 to oversee the development of a cultural hub in the Barbican area to coordinate improvements to the street scene, links to future transport infrastructure developments, and increased collaboration between the cultural institutions in and around that area. There are **four** vacancies on the Working Party.

Hospitality Working Party (HWP)

16. The HWP is chaired by the Chief Commoner and reports directly to the Court of Common Council. It is responsible for considering and making recommendations on City Corporation hospitality and on the applications for the use of Great Hall. Applications for the use other venues within Guildhall are determined by the Remembrancer in consultation with Chief Commoner. Vacancies on this Working Party are appointed by the Court. See Appendix for the full composition.

Housing Delivery Programme Working Group

17. This Working Group was established at the end of last year to support the planning, inform decision making and progress the delivery of the City Corporation's target of 3,700 for creating new homes. Its membership is drawn from this Committee, the Property Investment Board and Community and Children's Services. Sir Mark Boleat, served as the Chairman's representative on it and he was also appointed by this Committee as its Chairman. Given that the Working Group's composition was only settled early this year and its first meeting held in February, subject to your views, it is not proposed that any alterations should be made to the Committee's representatives on the Group, or to chairmanship of the Group at this stage.

Members Financial Assistance Working Party (MFAWP)

18. At its last meeting the Committee supported a review of the financial loss scheme. It was agreed that rather than this being undertaken independently, a working party should be created to review the Scheme and to also examine what additional

assistance could be given to Members to support them in conducting their duties as elected Members the City of London Corporation. It is proposed that the working party be entitled the Members Financial Assistance Working Party and that its terms of reference be *“to undertake a review of the Members’ Financial Loss Scheme to ensure that it is fit for purpose and to establish whether any further assistance should be established to support Members with the delivery of their duties as elected Members of the City Corporation.”*.

19. In terms of its composition it is proposed that consideration is given to the following:-

Option A

The Chairman and named Deputy Chairman or one of the Vice Chairmen of the Policy and Resources Committee
The Chairman and Deputy Chairman of the Finance Committee
The Chairman of the General Purposes Committee of the Court of Alderman
The Chief Commoner
The Town Clerk

Or

Option B

As above but extending the composition to include two Members appointed by the Policy and Resources Committee from the wider Court.

Members Diversity Working Party (MDWP)

20. The Policy and Resources Committee has been looking at ways in which to enhance the diversity of the Court of Common Council since 2015. A number of activities have been perused during that time. Amongst other things this has included a series of Road Shows to get people engaged in the democratic process; an early evening event to engage employee networks operating in businesses across the City; improving communication on how to become a Common Councilman and setting up an informal Member-level Diversity Group to helped steer and act as a sounding board for these activities.
21. Recently more in-depth work has been undertaken in relation to the potential remuneration of Members and possible changes to the timing of committee. Whilst no change has been agreed in terms of the current arrangements, the question of what more could be done to improve diversity was raised again at a meeting of the Public Relations and Economic Development Sub-Committee earlier this year and has also been raised by one or two other Members. A number of other suggestions have been made in terms of promotion, such as:-
- engaging more with the Livery on the issue;

- arranging for one or two Members to do an annual presentation to say the top 6 networks professional networks operating in the City e.g. the gender inclusion network or the Pan-Insurance women's network.
 - arranging another evening reception to promote the merits of standing for election to professional/staff networks or perhaps an early morning breakfast;
 - liaising with gender hubs such as We Are the City (which promotes women) and organisers of International Women's Day as well as others to see if they have any ideas;
 - the appointment of a Special Representative for Diversity (Inclusion and Mobility) - to give more focus to the relevant initiatives, inform debate and help to support efforts to increase / encourage diverse range of candidates for City elections.
22. To help shape some of these ideas it is proposed that the informal Member-level Diversity Group is reconvened but that it is created on a more formal footing by making it a working party of this Committee and expanding its membership. The informal group previously comprised of six Members (Henry Colthurst, Marianne Fredericks, Wendy Hyde, Dhruv Patel, Tom Sleigh and Alderman Sir David Wootton). Subject to your views, it is proposed that the Working Party's composition be as follows:-

The Chairman of the Policy and Resources Committee or his/her representative
 The Chairman of the General Purposes Committee of the Court of Aldermen or his/her representative
 The Chief Commoner
 The Immediate past Chief Commoner *
 Six Members appointed by the Policy and Resources Committee from the wider Court.

**For part of the year and then the Chief Commoner Designate for the remainder of the year (elected in October each year)*

23. If Members are minded to support the creation of a Members Diversity Working Party, it is proposed that its terms of reference be "To consider and make recommendations to help promote the merits of standing for office as a Common Councilman to enhance the diversity of the Court of Common Council".

Investment Committee

24. 14 Members of the Investment Committee are elected by the Court. In addition to this the Policy Committee appoints **eight** Members to serve on it from amongst all Members of the Court. Members wishing to serve on the Investment Committee are required to submit a CV in support of their candidature.

Appointments to other Committees and Sub-Committees

25. The Policy and Resources Committee is required to appoint representatives to serve on the following Committees, Sub-Committees and Boards:-

- **Audit and Risk Management Committee**

- **Barbican Centre Board**
- **Capital Buildings Committee** (two representatives appointed from amongst the wider Court)
- **Corporate Asset Sub-Committee** (three representatives)
- **Education Board**
- **Freedom Applications Committee**
- **Local Development Framework Reference Sub (Planning) Committee**
- **Mayoralty and Shrievalty Allowances** (for the purposes of consultation with the Court of Aldermen and representatives of the Finance Committee)

26. The Committee is represented on the Capital Buildings Committee (CBC) by the Chairman and Deputy/ Vice Chairman, together with two other Members appointed by the Committee from amongst the membership of the wider Court (currently, Peter Bennett and Keith Bottomley). Given that the CBC's composition was only settled earlier this year and that the CBC has met once only, subject to your views, it is not proposed that any alterations should be made to the Committee's representatives so soon.
27. It should be noted that when filling the vacancies on the various committees and sub-committees referred to above a ballot will be required where expressions of interest in serving on them exceed the number of vacancies.

Appendices

Appendix – composition and terms of reference of the Policy Committee's sub-committees and working parties together with details of the representatives the Committee appoints to serve elsewhere.

Background Papers:

Appointment of Sub Committees, Working Parties and Representatives on Other Committees – Report 4 May 2017

Contact:

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Email: angela.roach@cityoflondon.gov.uk

(A) Courts Sub-Committee

Composition

- Chairman of the Policy and Resources Committee
- Deputy Chairman of the Policy and Resources Committee
- Two Aldermen nominated by the Court of Aldermen;
- Four Members appointed by the Court of Common Council
- One Member appointed by the Policy and Resources Committee;
- One Member appointed by the Finance Committee;
- the Recorder and Sheriffs at the Central Criminal Court (Ex-officio), with the Recorder and any Sheriff who was not a Member of the Court of Common Council, having no voting rights

N.B. the Recorder and a Sheriff who is not an Alderman or Common Councilman shall have no vote.

In 2017/18 membership was as follows:-

Policy Committee representatives

Catherine McGuinness (Chairman)
Mark Boleat
Edward Lord

Court of Alderman representatives

Alderman Sir David Wootton (Deputy Chairman)
Vacancy

Finance Committee representative

Nicholas Bensted-Smith

Representatives appointed by the Court

Alderman Alison Gowman
Michael Hudson
James De Sausmarez
John Scott

Terms of Reference

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 Central Criminal Court, the City of London Magistrates' Court and the Mayor's and City of London Court so far as they concern the City of London Corporation but excluding the appointment of the Secondary and Under Sheriff and matters relating to the Shrievalty.

(B) **Members' Privileges Sub-Committee**

Composition

- Chief Commoner (Chairman)
- Immediate past Chief Commoner *
- Chairman and Deputy Chairman of the House Committee of Guildhall Club (Ex-officio)
- Chairman and a Deputy or Vice Chairman of the Grand Committee
- Up to 6 Members appointed by the Court of Common Council as follows:-

Simon Duckworth *term expires 2021*
Ann Holmes *term expires 2020*
Jamie Ingham Clark *term expires 2020*
Edward Lord *term expires 2021*
Richard Regan *term expires 2021*
Jeremy Simons *term expires 2021*

**For part of the year and then the Chief Commoner Designate for the remainder of the year (elected in October each year)*

Terms of Reference

- To consider and make recommendations to the Policy and Resources Committee on:-
 - Members' privileges, other than those relating to City Hospitality which is dealt with by the Hospitality Working Party; and
 - Members' facilities, excluding Guildhall Club as it falls within the locus of the House Committee of Guildhall Club.
- To agree a programme of Member training and development, to ensure that all Members have access to opportunities to broaden their specialist knowledge and skills in relation to their duties.

(C) **Outside Bodies Sub-Committee**

Composition

- the Chairman and one Deputy Chairman of the Policy and Resources Committee;
- three Members appointed by the Policy and Resources Committee (but not necessarily Members of the Policy and Resources Committee);

In 2017/18 three Members of the Committee were appointed as follows:-

Henry Colthurst
Jeremy Mayhew
James Tumbridge

- three Members appointed by the Court of Common Council as follows:-

Edward Lord *term expires 2020*
 Jeremy Simons *term expires 2019*
 Tom Hoffman *term expires 2018*

- one Alderman, appointed by the General Purposes Committee of Alderman – Alderman Sir David Wootton.

Terms of Reference

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

- developing the Corporation's policy towards outside body appointments;
- keeping under review the effectiveness and appropriateness of the organisation's participation in individual bodies;
- giving initial consideration to new requests from outside bodies for nominations;
- advising the Court on the needs and requirements of the outside body in respect of any vacancy; and
- periodically reviewing the City Corporation's Outside Bodies protocol.

(D) Projects Sub-Committee

Composition

- the Chairman and one Deputy Chairman of the Policy and Resources Committee
- Four Members appointed by the Policy and Resources Committee
- Two Members appointed by the Finance Committee
- Up to four Members be co-opted from the Court of Common Council with relevant experience.

In 2017/18 membership was as follows:-

Policy Committee representatives

Chris Hayward
 Hugh Morris
 Sir Michael Snyder
 Keith Bottomley

Finance Committee representatives

Nicholas Bensted-Smith
 Jamie Ingham Clark

Co-optees

Karina Dostlova
 Marianne Fredericks
 John Tomlinson
 James Tumbridge

**The Chairman and Deputy Chairman of the Sub-Committee to be appointed by the Policy and Resources Committee*

Terms of Reference

To be responsible for:-

- Authorising individual projects on behalf of the Policy and Resources Committee at each stage of the City's agreed Project Approval Process;
- Making proposals to the Resource Allocation Sub-Committee/the Policy and Resources Committee for projects to be included in the capital/supplementary revenue programme;
- Overseeing the City Corporation's programme of projects, excluding those within the remit of the Corporate Asset Sub-Committee, to ensure their delivery within the parameters set by the Resource Allocation Sub-Committee;
- Monitoring the procurement arrangements for capital and supplementary revenue projects and advising the Finance Committee of any issues; and
- Periodically reviewing the City Corporation's project management processes and procedures.

(E) Public Relations and Economic Development Sub-Committee

Composition

Chairman, Deputy Chairman & Vice Chairmen of the Policy and Resources Committee

Past Chairmen of the Policy and Resources Committee, still on the Committee

Chairman of the Finance Committee

Five Members of the Policy and Resources Committee, elected by the Committee

Four Members of the Court of Common Council, co-opted by the Sub-Committee

Up to two non-City of London Corporation members, who shall not have voting rights.

In 2017/18 membership was as follows:-

Policy Committee representatives

Keith Bottomley

Christopher Hayward

Alderman The Lord Mountevans

Tom Sleigh

Alderman Sir David Wootton

Chairman of Finance

Jeremy Mayhew

Co-optees

Anne Fairweather

Edward Lord

Andrew Mayer

James Tumbridge

Non-City of London Corporation Co-optees

Not used

Terms of Reference

To consider and report to the Grand Committee on all matters relating to the City Corporation's Economic Development, Public Relations, Public Affairs and Communication activities, including any related plans, policies and strategies.

(F) Resource Allocation Sub-Committee

Composition (*the Constitution has been agreed by the Court of Common Council*)

Chairman of the Policy and Resources Committee (Chairman)

Chairman of the Finance Committee (Deputy Chairman)

The Deputy Chairmen of the Policy and Resources Committee

The Deputy Chairman of the Finance Committee

Chairman of the General Purposes Committee of the Court of Aldermen

The Senior Alderman below the Chair

The Chairman of the Establishment Committee

Past Chairmen of Policy and Resources Committee providing that they are Members of the Committee at the time.

Together with 6 Members of the Policy and Resources Committee - in 2017/18 these Members were as follows:-

Henry Colthurst

Chris Hayward

Edward Lord

Dr Giles Shilson

Tom Sleigh

John Tomlinson

Terms of Reference

- to recommend to the Grand Committee an appropriate allocation of financial resources in respect of the City Corporation's capital and revenue expenditure;
- to meet with Chairmen of Service Committees to advise on the status of the City Corporation's budgets and the recommended allocation of financial resources overall and discuss any emerging issues;
- following advice from the Corporate Asset Sub-Committee, to have power to determine the City Corporation's programme for repairs, maintenance and cyclical replacement of plant & equipment in respect of all operational and non-investment properties, including the prioritisation of the various schemes and projects;
- to determine the appropriate investment proportions between property and non-property assets;
- to recommend to the Grand Committee the extent of properties held by the City of London Corporation for strategic purposes, including within the City of London itself;

- to recommend to the Grand Committee the allocation of operational property resources for service delivery (following Corporate Asset Sub-Committee's consideration of effective use);
- to be the reporting and oversight body for the review of Operational Property;
- to set the annual quantum for each City's Cash and City Fund grants programme (including for City's Cash funded open spaces grants);
- to consider the annual performance reports for all grants programmes from the Finance Committee; and
- to consider and make recommendations in respect of matters referred to it by the Grand Committee including matters of policy and strategy.

(G) **Ceremonial Working Party**

Composition

- Chairman of the Policy & Resources Committee
- A Deputy Chairman of the Policy & Resources Committee (Catherine McGuinness)
- Chief Commoner
- Two Aldermen, nominated by the Chairman of the General Purposes Committee of Aldermen (Alderman Sir David Wootton and Alderman Tim Hailes)
- Three Members appointed by the Policy and Resources Committee (Roger Chadwick, Simon Duckworth and Edward Lord)
- Two Members with over ten years' service, appointed by the Court of Common Council (Wendy Mead and Deputy Joyce Nash)
- Two Members with under ten years' service, appointed by the Court of Common Council (Henry Colthurst and Deputy Dr Giles Shilson)
- The Remembrancer
- Town Clerk

Terms of Reference

- To review the totality of the City Corporation's ceremonial protocols and practices, with the intention of bringing them up to date to reflect current circumstances;
- To examine the principles behind each protocol, particularly where there have been changes in practice over recent years, making recommendations as to the approach to take in future, with a view to an updated and consolidated Ceremonials Book being produced.

(H) **Cultural Mile Working Party**

Composition

- The Chairman or his/her representative
- four Members nominated by the Policy & Resources Committee. In 2017/18 this was as follows:-

Jeremy Simons
Alastair Moss
John Tomlinson

Judith Pleasance

The Chairman or his/her representative from the following committees/boards:-

- the Board of Governors of the Museum of London
- the Barbican Centre Board
- the Board of Governors of the Guildhall School of Music and Drama
- the Culture, Heritage and Libraries Committee
- the Planning and Transportation Committee
- the Barbican Residential Committee

The following senior officers: -

- Town Clerk
- Managing Director, Barbican Centre
- Director of the Built Environment
- Director of Community and Children Services
- Director of Culture, Heritage and Libraries
- Director, Museum of London
- City Surveyor

Terms of Reference

The working party will oversee and co-ordinate the work being undertaken to develop the cultural hub in the Barbican area.

It will do this by: -

- Providing a cross-cutting overview of emerging activities related to the creation of a cultural hub
- Providing advice on the potential of individual projects to contribute to the delivery of a cultural hub; and
- Ensuring that decision making committees of the City of London Corporation are fully aware of the impact individual projects might have in the delivery of a cultural hub.

Note: The Cultural Mile Working Party shall have the power to co-opt people with relevant expertise or experience.

(I) Hospitality Working Party

Composition

Chief Commoner (Chairman)

Immediate past Chief Commoner*

Chairman and a Deputy Chairman of the Policy and Resources Committee

Chairman and Deputy Chairman of the Finance Committee

Chairman of the General Purposes Committee of the Court of Aldermen

Senior Alderman Below the Chair

Together with 4 Members to be appointed by the Court of Common Council

The Remembrancer

**For part of the year and then the Chief Commoner Designate for the remainder of the year (elected in October each year)*

The Court appointed the following Members:-

Deputy Doug Barrow *term expires 2019*

Simon Duckworth *term expires 2020*

Edward Lord *term expires 2018*

Wendy Mead *term expires 2021*

Terms of Reference

- To consider applications for hospitality which are referred to it by the Remembrancer and to make recommendations thereon to the Court of Common Council;
- To keep the arrangements for hospitality (including Committee allowances, annual functions, invitations and seating) under review and to make recommendations thereon to the Grand Committee;
- To consider applications for the use of Great Hall and make recommendations thereon to the Court of Common Council;
- To consider the list of approved caterers and make recommendations thereon to the Grand Committee; and
- To consider the level of charges for the event spaces within Guildhall and make recommendations to the Grand Committee.

(J) Housing Delivery Programme Working Group

- the Chairman of the Policy and Resources Committee (or his/her representative – Sir Mark Boleat also appointed by the Committee as Chairman)
- the Chairman of Community and Children's Services Committee (or his/her representative – Dhruv Patel)
- the Chairman of the Housing Management and Almshouses Sub Committee (or his/her representative – Randall Anderson)
- four Members of the Court of Common Council elected by the Policy and Resources Committee (Michael Cassidy, Alderman Greg Jones, James Thomson and Philip Woodhouse)

Terms of Reference

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

(K) Representatives for Consultation with the Court of Aldermen and Representatives of the Finance Committee on Mayoralty and Shrievalty Allowances

This is a joint deputation of representatives comprising Aldermen, the Policy and Resources Committee and the Finance Committee. The deputation is responsible for giving detailed consideration to the allowances for expenses for the offices of the Lord Mayor and the Sheriffs for the coming year.

Chairman of the Policy and Resources Committee

The Chief Commoner

Together with one further representative from this Committee - in 2017/18 Henry Colthurst was appointed to serve.

- (L) **Corporate Asset Sub-Committee** – This Sub-Committee is responsible for the performance and adequacy of all the City Corporation's operational property, including reviewing and agreeing the repairs and maintenance of those properties. Three representatives of this Committee are appointed to serve on it. In 2017/18 Edward Lord, John Tomlinson and Henry Colthurst were appointed by the Committee to serve.

(M) **Representations on Other City Corporation Committees**

The appointment of one Member on the following:-

- i) **Audit and Risk Management** – the terms of reference of this Committee can be found in the Appointment of Members on Committee report to the Court or is available on request. Hugh Morris represented the Policy and Resources Committee in 2017/18.
- ii) **Barbican Centre Board** – the terms of reference of this Committee can be found in the Appointment of Members on Committee report to the Court or is available on request. Edward Lord represented the Committee on the Board in 2017/18.
- iii) **Education Board** – the terms of reference of the Board can be found in the Appointment of Members on Committee report to the Court or is available on request. Caroline Haines represented the Committee on the Board in 2017/18. *NB: Members are required to submit a CV in support of their candidature for serving on the Education Board.*
- iv) **Freedom Applications Committee** - the terms of reference of the Board can be found in the Appointment of Members on Committee report to the Court or is available on request. Simon Duckworth represented the Committee on the Committee in 2017/18.
- v) **Local Development Framework Reference Sub (Planning) Committee** - This Sub-Committee is responsible for giving detailed consideration to two of the City Corporation's strategic documents, the Local Development Framework and Local Implementation Plan. Dhruv Patel represented the Committee on the Sub-Committee in 2017/18.

(N) **Investment Committee**

Composition

14 Members elected by the Court

8 Members to be appointed by this Committee from all the Court

Together with the Chairmen and Deputy Chairmen of the Policy and Resources and Finance Committees (ex-officio)

NB: Members are required to submit a CV in support of their candidature for serving on the Investment Committee

In 2017/18 Policy representatives were appointed as follows:-

Dhruv Patel
Andrien Meyers
Alastair Moss
Tom Sleigh
Alderman Alison Gowman
Alex Barr
Chris Hill
Chris Boden

NB: A ballot will be required where expressions of interest in serving exceed the number of vacancies on Sub-Committees and Working Parties or representing the Committee on another service committees and Boards.

Committee(s)	Dated:
Policy & Resources Committee	03/05/2018
Subject: Design, build and maintenance of a new website	Public
Report of: Director of Communications	For decision
Report author: Melissa Richardson, Digital Publishing and Content Strategy Lead, Communications, Town Clerks	

Summary

This report requests Members' support to design, build and maintain a new corporate website.

The current website does not meet our needs and does not reflect well on the City of London Corporation. The content management system of the current website will also be redundant after October 2020

Therefore, we wish to replace the current website with one with the ability to display well on mobile devices, to provide comprehensive search results and to provide information in a task-based and user-focused manner.

The project has been approved at Gateway 3/4 by Projects Sub Committee and has been included in the Chamberlain's consolidated Project Funding Update report to Resource Allocation Sub Committee on 3 May 2018.

This report now seeks Members' in principle support for the project and for the resources to implement the decision

Recommendations

Members are asked to agree

- To scope and procure services to deliver a new City of London Corporation website at a total estimated one-off cost of £513,000
- To move to a cloud-based hosting and external support model resulting in additional annual revenue costs of £40,000
- To address known issues, eg Information Architecture (IA - how the site is built and structured), responsiveness (how it displays on mobile devices) and search functionality through the new website design

- That the business requirements of the new website will be brought back to PRED Sub Committee and IT Sub Committee for further comment and consultation before going out to tender

Main Report

Background

1. The current website was launched in 2012 and, inevitably, is showing its age and no longer reflects well on the City of London Corporation.
2. All support for SharePoint 2010 [the current website platform] will cease in October 2020 (regular support stopped in 2015). SharePoint will not be providing a platform for external sites in future, so it cannot simply be updated. Leaving our website an unsupported platform poses a major risk.
3. Our current website does not display well on mobile devices, is not task structured (ie lacking user focus) and the out of the box search engine cannot provide the results from across the full range of corporate information (ie Member, Jobs and Media sites are separate) that users would expect.

Current Position

4. Because of the above problems the Communications Team began examining the process of replacing the website in July 2017. A supplier open day was held to test the market and gain feedback on likely costs and timescales for the project. This has provided the estimated figures included in this report. Subsequently, the project was agreed at Gateway 1/2 by Projects Sub Committee.
5. A digital consultant was employed to consult with Members and officers, gather the business requirements and to draft the invitation to tender. The Gateway 3/4 paper went to Projects Sub on 14 March and was also approved.
6. If this paper is approved the consultants' report on the business requirements of the new website will be brought back to and PRED Sub Committee and IT Sub Committee for further comment and consultation before going out to tender. Regular updates on the project will be brought before PRED Sub Committee and IT Sub Committee
7. Pending approvals, this will go out to tender in the summer 2018 with Gateway 5 and IT Category Boards to follow in the autumn. This will allow an early discovery phase (suppliers liaising in order to make informed recommendations about how to meet required outcomes), enabling work to start properly in early 2019.

8. Based on previous experience, this will allow a realistic amount of time for building, consultation and testing to ensure the new site is ready before summer 2020.

Proposal

- To scope and procure services to deliver a new City of London Corporation website,
 - To move to a cloud-based hosting and external support model
 - To address known issues, eg Information Architecture (IA - how the site is built and structured), responsiveness (how it displays on mobile devices) and search functionality through the new website design
9. The initial one-off capital and supplementary revenue estimated cost of £513,000 be funded via a bid to the Policy and Resources Committee for allocations from the 2018/19 City Fund and City's Cash provisions for new schemes and from the general reserves of Bridge House Estates, broadly on a 50/45/5% basis respectively.
 10. The Town Clerk's local risk budget be increased by £40,000 to meet the additional ongoing annual revenue costs, to be funded in the first year via a request for allocations from the Finance Committee contingencies of the three funds on a 50/45/5% basis, together with a base budget adjustment of £40,000 per annum for the following three financial years. These capital and revenue costs were approved at Projects Sub on 14 March 2018, the related Gateway 3/4 paper is attached as an appendix.

Melissa Richardson

Digital Publishing and Content Strategy Lead

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Appendix 1

Committees:	Dates:	
Projects Sub	14 March 2018	
Subject: Design, build, support and hosting for new website	Gateway 3/4 Options Appraisal(Regular)	Public
Report of: Town Clerk Report Author: Melissa Richardson, Digital Publishing & Content Strategy Lead, Town Clerk's Department		For Decision
<p style="text-align: center;"><u>Summary</u></p> <p>Dashboard</p> <ul style="list-style-type: none"> • Project status: Amber • Timeline: This project is now at Gateway 3/4. The previous Gateway 1/2 agreed the project proposal to scope and procure services to deliver a new City of London Corporation website, to move to a cloud-based hosting and external support model and to address known issues, e.g. Information Architecture (IA - how the site is built and structured), responsiveness (how it displays on mobile devices) and search functionality through the new website design. <p>A supplier open day was held to test the market and gain feedback on likely costs and timescales for the project. This has provided an estimated capital figure of £360,000 and ongoing revenue costs for support, hosting and capital cost and a licence for a better search engine (£313,000). There are plans for a contribution from IT towards revenue costs (representing their previous internal investment), but this will not be sufficient to cover our ambitions to provide a world-class search engine or to fully support cloud hosting.</p> <p>Resources expended have been staff time (estimated at £286) and £7K for a digital consultant to assist with researching the business requirements to inform the invitation to tender.</p> <p>Ordinarily, this would be considered by Resource Allocation sub committee, but given that it doesn't meet until May it is being submitted to the grand committee for consideration in order to progress the project in good time.</p>		

- Options overview:
 - 1. New website hosted in the cloud, plus support and maintenance
 - 2. Do nothing. No website as will be taken down as a security risk
 - 3. Retain an internally hosted website which would be reliant on the robustness of our servers and the need to buy in skills to build and subsequently support it. [This option is susceptible to single point of failure in terms of in-house skills and is unlikely to be cost effective.]
- Option 1 is the proposed way forward. With agreement we would go out to tender this summer and have suppliers in place by the end of this year.
- The project officer has liaised with City procurement and PT 3 (options) has been agreed. Procurement have recommended option 1, with the proposed route to market of competitive tender via the digital marketplace (G Cloud)
- Overall project risk is at Amber

Table with financial implications

Description	Option 1
Capital estimate	£360,000
Revenue estimate	£20,000 pa x 2 plus 2 years (as per procurement framework) = £80,000
Federated search engine estimate [additional option – will search across a number of sites as opposed to any out of the box option which would only search the main site]	£15,000 capital, plus £10,000 pa licensing (x 2 plus 2 years (as per procurement framework) = £40,000, £55,000 in total
Project manager fees (estimate)	£500 per day approx., probably 2 year fixed term = £65,000 pa (£130,000 total) based on day rate and assuming full time
SOCITM website assessment (estimate)	£8,000
Ongoing user testing (estimate)	£10,000 pa (x 2 plus 2 years (as per procurement framework) = £40,000
Staff costs	* £0. This is filled by someone in a substantive post and which will be met by the TC existing local risk budget. Estimate of hours will be covered at Gateway 5 risk report once approved option has been fully assessed.
Spend to date	£7K plus staff time at £286
Total	£680,286

Funding strategy	Funded from capital request to Policy and Resources, plus request to add revenue costs to TC local risk budget as a new amount
<u>Recommendations</u> Members are asked to approve option 1 <ul style="list-style-type: none"> New website hosted in the cloud, plus support and maintenance 	

Options Appraisal Matrix

See attached.

Appendices

Appendix 1	PT 3 Procurement form
Appendix 2	
Appendix 3	

Contact

Report Author	Melissa Richardson
Email Address	Melissa.richardson@cityoflondon.gov.uk
Telephone Number	020 7332 3449

Options Appraisal Matrix

NB 1: Delete options columns not required or add extra if needed

NB 2: Merge cells if information is the same for multiple options

NB 3: If information is the same as Gateway 1/2 Project Proposal report delete the row

NB 4: Use bullet points and keep descriptions short

	Option 1	Option 2	Option 3	
1. Brief description	New website hosted in the cloud, plus support and maintenance	Do nothing. No website as will be taken down as a security risk	Retain an internally hosted website which would be reliant on the robustness of our servers and the need to buy in skills to build and subsequently support it.	
2. Scope and exclusions	Website representing the City of London Corporation to be built, designed, tested, hosted and maintained. Exclusions are Member info, Jobs, Media (Press) online forms and transactions.	Remains as is until removed	Website representing the City of London Corporation to be built, designed, tested, hosted and maintained. Exclusions are Member info, Jobs, Media (Press) online forms and transactions.	
Project Planning				

	Option 1	Option 2	Option 3	
3. Programme and key dates	<p>Oct 2020 – SharePoint cut-off date</p> <p>June 2020 – launch (allowing 3 months contingency)</p> <p>Jan 2019 – design and build agreed and ready to implement</p> <p>Autumn 2018 - Category board (every two months - 14/08, 09/10 and 11/12) - award report (PT8) - Gateway 5</p> <p>June 2018 – go out to tender</p> <p>May 3 2018 – Committee (RA Sub)</p>	Do nothing	<p>Oct 2020 – SharePoint cut-off date</p> <p>June 2020 – launch (allowing 3 months contingency)</p> <p>Jan 2019 – design and build agreed and ready to implement</p> <p>Autumn 2018 - Category board (every two months - 14/08, 09/10 and 11/12) - award report (PT8) - Gateway 5</p> <p>June 2018 – go out to tender</p> <p>May 3 2018 – Committee (RA Sub)</p>	
4. Risk implications	<ul style="list-style-type: none"> Reliance on third party may introduce 	<ul style="list-style-type: none"> Site becomes a security risk and has to be taken 	<ul style="list-style-type: none"> Unable to find necessary skillset 	

	Option 1	Option 2	Option 3	
	risk of non-performance.	down leaving us with no web presence	at an affordable price <ul style="list-style-type: none"> • Not part of IT strategy. • No funding agreed for hiring permanent staff. 	
5. Benefits and disbenefits	<p>Benefits:</p> <p>More flexible and resilient as a platform, i.e. cloud hosted.</p> <p>Appropriate expertise available and broader experience</p> <p>Able to access knowledge/expertise (agile supply) when required through support options.</p> <p>Meets IT Strategy to use SaaS solutions, where possible.</p> <p>Disbenefits:</p> <p>No retention of skills in house.</p>	<p>Benefits:</p> <p>No demands on finances or resources</p> <p>Disbenefits:</p> <p>Huge impact on reputation, provision of service etc</p>	<p>Benefits:</p> <p>Able to design and build at City's pace.</p> <p>Disbenefits:</p> <p>No in-house skills – would need to hire/upskill making this option more expensive than outsourcing.</p>	

	<i>Option 1</i>	<i>Option 2</i>	<i>Option 3</i>	
6. Stakeholders and consultees	Members, IT, Comms, Chief Officers, City Procurement, Comptrollers & City Solicitors, web editors across the City Corporation, the public	Members, IT, Comms, Chief Officers, City Procurement, Comptrollers & City Solicitors, web editors across the City Corporation, the public	Members, IT, Comms, Chief Officers, City Procurement, Comptrollers & City Solicitors, web editors across the City Corporation, the public	
<i>Resource Implications</i>				
7. Total Estimated cost	Capital Costs - £375,000 (including proposed £15,000 capital for federated search), Revenue Costs - ongoing revenue costs for support and hosting (£80k), plus cost and licence for a better search engine (£40k), project manager costs (£130k), pre-launch assessment (£8k) and ongoing user testing (£40k), spend to date	N/A	Either look to existing Agilisys Team to nominate replacement CMS or bring new team in-house. Support for the Corporation Website is just one of the functions provided by the Agilisys SharePoint Team, therefore it is not envisaged that there would be any savings in this area from moving to an external support model.	

	Option 1	Option 2	Option 3	
	(£7,286); total revenue= £305,286 Estimated Total - £680,286			
8. Funding strategy	£375,000 bid to Policy and Resources Committee as a capital cost £298,000 bid to the Resource Allocation Sub and Policy and Resources Committees for additional resources for the 2018/19 City's Cash provision for new schemes	N/A	£375,000 bid to Policy and Resources Committee as a capital cost £298,000 bid to the Resource Allocation Sub and Policy and Resources Committees for additional resources for the 2018/19 City's Cash provision for new schemes	
9. Estimated capital value/return	N/A	N/A	N/A	
10. Ongoing revenue implications	Plus request to add revenue costs (as above, £298,000 having deducted £7,286 already spent) to TC local risk budget as a new amount	0	Plus request to add revenue costs (as above, £218,000 having deducted £80,000 - over 4 years - for hosting as this will be covered internally, plus £7,286 already spent) to	

	<i>Option 1</i>	<i>Option 2</i>	<i>Option 3</i>	
			TC local risk budget as a new amount (Current internal hosting is approx. £45,000 pa.)	
11. Investment appraisal	N/A	N/A	N/A	
12. Affordability	This option allows us the most freedom to meet our aspirations whilst meeting the corporate strategy. A competitive procurement exercise for all elements of the new website would ensure value for money.	This option whilst cheap is high risk and cannot be recommended.	The costs will be similar over all to option 1, but will not meet the corporate strategy and will be more restrictive as will have to be compatible with other platforms etc. and hosting is likely to be more expensive.	
13. Legal implications	Review of legal notices and DPA/GDPR compliance	N/A	Review of legal notices and DPA/GDPR compliance	
14. Corporate property implications	N/A	N/A	N/A	

	Option 1	Option 2	Option 3	
15. Traffic implications	N/A	N/A	N/A	
16. Sustainability and energy implications	N/A	N/A	N/A	
17. IS implications	An externally hosted and supported website would meet the IT Strategy to ‘buy not build’.	Extended support for SharePoint 2010 will come to an end, therefore the website will need to be decommissioned.	An internally supported model would most likely see responsibility for website support remain with the IT Managed Service Partner (currently Agilisys).	
18. Equality Impact Assessment	To be done at a later date	N/A	To be done at a later date	
19. Recommendation	Recommended	Not recommended	Not recommended	
20. Next Gateway	Gateway 4a - Inclusion in Capital Programme	Gateway 4a - Inclusion in Capital Programme	Gateway 4a - Inclusion in Capital Programme	
21. Resource requirements to reach next Gateway				
		Item	Reason	Cost (£)
				Funding Source

	<i>Option 1</i>	<i>Option 2</i>		<i>Option 3</i>		
		Staff time	Existing resources used to reach next Gateway	N/A	N/A	

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Gateway 3 / 4 Options Appraisal (Regular) - Design, Build, Support and Hosting for New Website**REVISED Table with financial implications (Main report)**

Description	Option 1 Total Estimated Cost	Initial Estimate of Capital/SRP costs	Estimated Total Revenue Costs (4 year life)	Estimated Annual Ongoing Revenue Costs
New Website Development	360,000	360,000	-	-
Hosting and support*	80,000	-	80,000	20,000 p.a.
Federated Search Engine £15,000 initial set up £10,000 p.a. licensing (x 2 plus 2 years)*	55,000	15,000	40,000	10,000 p.a.
Project Manager Fees £500 per day for estimated 2 year fixed term	130,000	130,000	-	-
SOCITM website assessment	8,000	8,000	-	-
Ongoing User Testing*	40,000	-	40,000	10,000 p.a.
Staff costs** Provided through existing substantive post from TC existing local risk budget	-	-	-	-
Future Estimated Costs	673,000	513,000	160,000	40,000 p.a.
Spend to date	7,286	7,286	-	-
Total Estimated Cost	680,286	520,286	160,000	40,000 p.a.

* - As per procurement framework

** - An assessment of hours will be provided at Gateway 5 once approved option has been fully assessed.

REVISED Funding Strategy (Box 8 of Options Appraisal Matrix)

There is no existing financial provision to meet the costs of this project. Therefore, it is proposed that:

- The initial one-off capital and supplementary revenue estimated cost of £513,000 be funded via a bid to the Policy and Resources Committee for allocations from the 2018/19 City Fund and City's Cash provisions for new schemes and from the general reserves of Bridge House Estates, broadly on a 50/45/5% basis respectively.
- The Town Clerk's local risk budget be increased by £40,000 to meet the additional ongoing annual revenue costs, to be funded in the first year via a request for allocations from the Finance Committee contingencies of the three funds on a 50/45/5% basis, together with a base budget adjustment of £40,000 per annum for the following 3 financial years.

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Committee(s): Policy and Resources Committee	Dated: 3 May 2018
Subject: Sponsorship of Centre for European Reform's Ditchley Conference	Public
Report of: Bob Roberts, Director of Communications	For Decision
Report author: Jan Gokcen, Corporate Affairs Officer	

Summary

The Centre for European Reform (CER) is a leading think-tank that is 'devoted to making the European Union work better and strengthening its role in the world.' The City Corporation proposes to partner with the CER on a high-level conference.

The second proposal is to sponsor the 2018 Ditchley Park Conference, taking place on 16-17 November. It is an invitation-only gathering of 40 senior economists and senior policy-makers from the United States of America, Europe and the United Kingdom. This year the Conference will address the following topic: '*Will Europe's growth spurt peter out?*' The CER is seeking £20,000 for the organisation of the two-day event.

Sponsorship of this event will allow for high-level interaction with key City Corporation audiences and supports both the City Corporation's policy work and engagement strategy on current political and economic issues.

Recommendation(s)

Members are asked to agree to provide £20,000 from your Committee's 2018/19 Policy Initiatives Fund categorised under 'Events' and charged to 'City's Cash' to sponsor CER's Ditchley Park Conference.

Main Report

Background

1. The City Corporation has a long and successful relationship with the CER and has sponsored their annual Ditchley Park Conference since 2012.

Current Position

2. The City Corporation plays a leading role supporting and promoting the City's global status. In so doing, it focuses on strategic economic development and part of that includes convening discussions of key interest to our stakeholders.

Proposals

3. The proposal is for a high-level conference to take place between 16-17 November at Ditchley Park, Oxfordshire. The 2018 Ditchley Park Conference

is an invitation-only gathering of 40 senior economists and senior policy-makers from the United States of America, Europe and the United Kingdom. This year's topic, *'Will Europe's growth spurt peter out?'*, will explore the rise in Europe's growth rates to pre-crisis levels, giving specific attention to the factors underlying this rise and their potential economic, social and political implications.

4. Expected participants at the 2018 Ditchley Park Conference include John Kay, Economics and Business Commentator for the Financial Times; Nicholas Crafts, Professor of Economic History at Warwick University and Director of the Economic and Social Research Council; Jean Pisani-Ferry, former Commissioner General for Policy and Planning for the Government of France; Marco Buti, the European Commission's Director General for Economic and Financial Affairs. There is the potential for other sponsors to be enlisted alongside the City Corporation, of which we will be informed in due course. Sponsorship guarantees the City Corporation two places at this very select event. The City Corporation would also receive branding on all conference-related materials.

Implications

5. It is proposed that the required funding of £20,000 is drawn from your Committee's 2018/19 Policy Initiatives Fund categorised under Events and charged to *City's Cash*. The current uncommitted balance in the 2018/19 Fund is £571,441 prior to any allowance being made for any other proposals on today's agenda.

Conclusion

6. The proposed partnership with the CER accords well with the City Corporation's role in promoting debates on issues of pertinence to the City. Sponsorship of CER's 2018 Ditchley Park Conference will enable high-level interaction with key audiences in both the public and private sectors, supporting the City Corporation's economic development and engagement programme tailored to high level figures on key political and economic issues.

Jan Gokcen

Corporate Affairs Officer

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E: jan.gokcen@cityoflondon.gov.uk

Committee(s): Policy and Resources	Dated: 03/05/2018
Subject: Sponsorship of the 2018 Battle of Ideas Festival	Public
Report of: Director of Communications	For Decision
Report author: Jan Gokcen, Corporate Affairs Officer	

Summary

The Battle of Ideas Festival is organised by the Institute of Ideas (Iol), an organisation founded in 2000 to provide a forum committed to open and robust debate in the public space. The Iol organises intelligent, informed public debates on 'controversial' topics. It is not associated with any political party.

The proposal is to sponsor the 2018 Battle of Ideas festival, organised by the Iol, which will take place on 13-14 October at the Barbican Centre. The event has established itself as London's major intellectual festival. The Iol would seek £25,000 for the sponsorship statuses of *Battle Champion* and *Debate Partner*.

Sponsorship will enable the City Corporation to shape the event's agenda, suggesting relevant topics for debate and providing speakers. The City Corporation, subject to the approval of your committee, will participate in select debates, demonstrating a public commitment to thought-leadership. Participation in the Battle of Ideas will also be an excellent opportunity to raise the City Corporation's profile, especially our work in various areas of public policy, among a wider audience.

Recommendation(s)

The Committee is asked to agree to provide £25,000 from the 2018/19 Policy Initiatives Fund categorised under 'Events' and charged to *City's Cash* to sponsor the Battle of Ideas Festival, taking place on 13-14 October 2018.

Main Report

Background

1. Having sponsored the Battle of Ideas festival in 2016 and 2017, the City Corporation would be working with the Iol for the third time. However, the Barbican Centre has hosted the event since 2012. The Iol provides a forum committed to open and robust public debate on 'controversial' topics.

Proposals

2. The proposal is to sponsor the 2018 Battle of Ideas weekend festival, organised by the Iol, which will take place on 13-14 October at the Barbican Centre. This is the event's thirteenth year, establishing itself as London's premier intellectual

festival. The Battle of Ideas festival brings a diverse range of international speakers, in addition to several thousand people from all walks of life, into the City.

3. Over 400 speakers took part in the 2017 Battle of Ideas. They included John Merry, deputy City mayor of Salford City Council; former Deputy Mayor of London for Education and Culture, Munira Mirza; Dr Rafael Schacter, author and teaching fellow at University College London; Dr Gerard Lyons, author and economist.
4. This year's programme is yet to be finalised but proposed topics – which the City Corporation would shape, inform and provide speakers for – include 'Ten years on from the financial crash: rebuilding trust in the financial services', 'Commerce and the Arts and Culture', 'Security in the digital economy' and 'Can London be a global city post Brexit?' Debates shaped and informed by the City Corporation will cover topics encompassing the full spectrum of work undertaken by the organisation.
5. As *Battle Champion* the City Corporation would help shape a maximum of ten debates, up from four last year, with nominated City Corporation speakers on key areas of interest and relevance to the City. This level of involvement would demonstrate a commitment to thought-leadership in the public arena.
6. The City Corporation would be credited in all publicity materials as *Battle Champion*: online and in print. Sponsorship would include complimentary VIP tickets for relevant speakers and 20 regular complimentary tickets to City Corporation representatives for the weekend, including admittance to the festival drinks reception. The City Corporation would also be invited to address delegates at the Saturday morning 'Welcome Address' or evening reception.
7. Sponsorship of the 2018 Battle of Ideas festival will include an offer of free day tickets to students up to the age of 18 from schools and academies affiliated to the City Corporation. Moreover, students from City Corporation affiliated schools and academies are eligible to attend the second day for a reduced charge of £10.00.
8. The Festival attracts an audience the City Corporation does not regularly engage with: students, post-graduates as well as researchers, professionals, teachers and academics. Sponsorship will therefore prove to be an excellent opportunity to raise the City Corporation's profile amongst such groups, enabling them to appreciate first hand the broad range of activity undertaken by this organisation.

Implications

9. It is proposed that the required funding of £25,000 is drawn from your committees 2018/19 Policy Initiatives Fund, categorised under Events and charged to *City's Cash*. The current uncommitted balance in the 2018/19 Fund is £571,441 prior to any allowance being made for any other proposals on today's agenda.

Conclusion

10. The proposed sponsorship of the 2018 Battle of Ideas accords well with the role the City Corporation plays in promoting debates on issues that affect the City and linking its work to its schools and academies.

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Committee(s)	Dated:
Policy and Resources	3 May 2018
Subject: Think tank review and memberships, 2018-19	Public
Report of: Director of Communications	For Decision
Report author: Colton Richards, Corporate Affairs Officer	

Summary

- As part of the City of London Corporation's political engagement programme, the Corporate Affairs team coordinates and reviews the relationships we hold with think-tanks. The City Corporation has worked closely with over 35 think-tanks over the past 15 years and is currently a corporate member of ten think tanks.
 - Centre for the Study of Financial Innovation (CSFI)
 - Chatham House
 - European Policy Forum (EPF)
 - Institute for Public Policy Research (IPPR)
 - Local Government Information Unit (LGiU)
 - New Local Government Network (NLGN)
 - Reform
 - Whitehall and Industry Group (WIG)
 - New Financial (as part of the Women in Finance sponsorship)
 - Legatum Institute Business Forum
- An annual review is undertaken on think tank memberships so as to:
 - Refresh our approach to working with think tanks to ensure that we have the maximum impact with these partnerships; and
 - test whether we are members of the right think tanks in the given context.
- The City Corporation's engagement with think-tanks is beneficial to the organisation if it takes place on a strategic basis. Any engagement focuses on mapping the City's interests and those of the think-tanks to identify greater collaboration. The Corporate Affairs team also ensures that a political balance is maintained across the organisations we engage with.
- It is proposed that the City Corporation continues its membership of 6 think-tanks, discontinues its membership of 3 think tanks and becomes a member of two new think-tanks. It is also proposed the City Corporation does not take a decision regarding the membership to the think tank New Financial that the City

of London Corporation recently joined as part of the Women in Finance Charter sponsorship.

5. Approval of the above would imply that the City Corporation would be a member of the following 9 think-tanks for 2018/2019:

- Centre for the Study of Financial Innovation (CSFI)
- Chatham House
- Institute for Public Policy Research (IPPR)
- Local Government Information Unit (LGiU)
- New Local Government Network (NLGN)
- Whitehall and Industry Group (WIG)
- New Financial (as part of the Women in Finance sponsorship)
- Institute for Fiscal Studies (IFS) (*New proposed membership*)
- Open Europe (*New proposed membership*)

Recommendation

Members are asked to agree to:

- Renew six existing think-tank memberships and take on two new memberships at a total cost of **£84,500**. This is to be met from your Committee's 2018/19 Policy Initiatives Fund categorised under events and charged to City's Cash.
 - Centre for the Study of Financial Innovation (CSFI)
 - Chatham House
 - Institute for Public Policy Research (IPPR)
 - Local Government Information Unit (LGiU)
 - New Local Government Network (NLGN)
 - Whitehall and Industry Group (WIG)
 - New Financial (as part of the Women in Finance sponsorship)
 - Institute for Fiscal Studies (IFS) (*New proposed membership*)
 - Open Europe (*New proposed membership*)
- Discontinue its membership to the Legatum Business Forum, The European Policy Forum and Reform
- To not take a decision regarding the think tank New Financial as our membership is currently attached to the Women in Finance Charter sponsorship

Main Report

Background

1. In October 2015, the Public Relations & Economic Development Sub Committee agreed that the City Corporation's relationships with think tanks should be reviewed, and that this review should consider existing engagement, the policy context, policy themes and cost.

2. For the purpose of this report, the term ‘think-tank’ denotes regular academic think-tanks, self-styled research and policy institutes and charities with a key policy function.
3. The City Corporation is a member of ten think-tanks. This includes the following benefits:
 - Strengthening relationships with the think-tank;
 - influencing its agenda;
 - invitations for Members and officers to attend high level events. (New proposed membership); and
 - copies of publications and policy briefings.

Current Position

4. The Corporate Affairs team keeps under review the City Corporation’s engagement with and membership of think-tanks. This includes:
 - Meeting all the think-tanks of which the City Corporation is a corporate member and some of those which we regularly work with;
 - analysing the work and relationships we have with those think-tanks we work with less frequently;
 - understanding think-tanks’ priorities for the year(s) ahead; and
 - assessing the best relationship that the City Corporation can have with them to ensure it is relevant, proactive and beneficial to both parties.
5. In terms of memberships, these offer an effective means of supporting think-tanks and accessing benefits. Payment is due within the next year to all these think-tanks in order to renew the City Corporation’s membership for 2018/19 (where membership is by financial year) or 2019 (where membership is by calendar year).
6. In 2017’s review, members approved continued membership of eight think-tanks, and two new memberships, the Legatum Business Forum and Open Europe, and discontinuing two memberships, The European Policy Forum and Reform.
7. The agreed approach that has been adopted regarding the City Corporation’s work and relationships with think-tanks is to:
 - Shift the focus towards an annual cycle of proactive engagement with-think tanks to map their interests for the year ahead, our interests, and identify where we can best work together;
 - continue to be agile by welcoming unsolicited ideas;
 - ensure a broad political and thematic balance of think-tanks that we work with.
 - insist on excellence as a collaborative delivery partner and quality of their product; and
 - ensure that we are getting the best value for money.

8. The Corporate Affairs team maintains a think-tank grid, which summarises the organisations we are members of, those with whom we work on an ad hoc basis and those we could work with in the future. It is available at members' request.

Proposals

9. The City Corporation seeks to engage with a politically-balanced range of think-tanks in a number of key and relevant policy areas. The direction and degree of our engagement is shaped by a number of factors, including amongst others: a particular think-tank's public profile and the influence it has on government, major political parties and public policy debates.
10. In recent years it was possible to identify one or two think-tanks as being the most influential in policy debates. Nowadays there is frequent personnel movement between politics and the world of think-tanks. Additionally, Members of Parliament maintain links with think-tanks across the spectrum and a number of think-tanks provide the secretariat for All-Party Parliamentary Groups.
11. Think-tanks' influence and public profile fluctuate. As a result, organisations such as ours must be agile in this respect: we may be members of a think-tank which for a period does not enjoy a high degree of influence but which we deem may have in the future. The City Corporation attempts to remain connected to work on the key issues of the moment. For example, think-tanks looking at Britain after Brexit present a useful value for the City Corporation.
12. In view of the evaluation and the current political and economic context it is proposed that the City Corporation renew its membership of the following six think tanks and takes up membership of the IFS and Open Europe for 2018/19 and 2019 for a total cost of **£84,500**.
13. Members are asked to agree to renew six existing think-tank memberships
 - Centre for the Study of Financial Innovation (CSFI): £5,000
 - Chatham House: £14,500
 - Institute for Public Policy Research (IPPR): £15,000
 - Local Government Information Unit (LGIU): £12,000
 - New Local Government Network (NLGN): £12,000
 - Whitehall and Industry Group (WIG): £6,000
14. In addition, this report proposes the City Corporation take up membership of two new think tanks, at an additional cost of £20,000 for the two.
 - a. *The Institute for Fiscal Studies (IFS)*

Launched in 1969, the IFS is an independent research institute with the stated aim of "better informing public debate on economics in order to promote the development of effective fiscal policy." The IFS has a considerable public profile and is regularly cited in the media, particularly in the wake of major fiscal events such as the Autumn Statement and policy debates concerning issues such as tax and public spending. The IFS is led by Paul Johnson whose career has included

spells at HM Treasury, the Department for Education and the FSA. Between 2004 and 2007 he was deputy head of the Government Economic Service. Paul is currently also a member of the committee on climate change, the Banking Standards Board and of the executive committee of the Royal Economic Society. The cost of corporate membership is **£10,000** annually (excl. VAT).

b. Open Europe

Open Europe is an independent and non-partisan think-tank, founded over a decade ago, with a stated mission to “conduct rigorous analysis and produce recommendations on which to base the UK’s new relationship with the EU and its trading relationships with the rest of the world.” It publishes reports covering in-depth analysis of key policy EU issues, research on public attitudes towards the EU. With offices in both London and Brussels, Open Europe is well-placed to maintain close links with the continent and a lot of its work focuses on post-Brexit issues. Open Europe is led by Henry Newman, former adviser to Michael Gove during his time as Secretary of State for Justice. Members of its Advisory Council include Lord Wolfson, the CEO of Next plc (who also chairs), leading economist Dr Gerard Lyons and prominent business figure Sir Simon Robertson. The cost of corporate membership is **£10,000** annually (excl. Vat).

15. Members are asked to discontinue the membership to the Legatum Institute Business Forum which cost **£10,000** per year. While we intend to continue to work with the Legatum institute Business Forum on specific projects or events, the review has highlighted that the cost of membership outweighs the benefits.
16. Members are also asked to discontinue the membership with Reform, which costs £10,000/year, and the European Policy Forum, which costs £7,500, considering that we work with both think tanks on an annual basis on a number of different events, including private roundtables, Cumberland Lodge to name just a few.

Corporate & Strategic Implications

17. Proactive engagement and focused relationship-building with think-tanks of relevance to the City Corporation’s priorities will enhance our visibility, enable us to contribute effectively to the policy debate and contribute positively to our political engagement programme.
18. Renewing the membership of these think-tanks and becoming members of the IFS and Open Europe will provide the City Corporation with opportunities to engage with government on key issues of concern, by facilitating events, meetings and occasions for policy discussion. It will also enable the City Corporation to participate in policy debates.

Financial Implications

19. It is proposed that the required funding of £84,500 is drawn from your Committee’s 2018/19 Policy Initiatives Fund, categorised under Events and charged to City’s Cash. The current uncommitted balance available within your Committee’s Policy Initiatives Fund 2018/19 amounts to £571,441 prior to any allowance being made for any other proposals on today’s agenda.

Conclusion

20. Renewing current think-tank memberships and taking up membership of the IFS and Open Europe will strengthen the City Corporation's political engagement programme and allow it to contribute more effectively to key policy debates. Having these 10 think-tank memberships for 2018/19 will contribute to the improvement of the City Corporation's targeted engagement with Government and participation in policy-making in areas of significant for our stakeholders.

Committee(s)	Dated:
Resources Allocation Sub – For Decision Policy and Resources Committee – For Decision Planning and Transportation Committee – For Decision Culture Heritage and Libraries Committee – For Information Port Health and Environmental Services Committee – For Information	3 May 2018 3 May 2018 8 May 2018 14 May 2018 22 May 2018
Subject: Funding for Enforcement Officer for City's Bridges	Public
Report of: David Smith, Director of Markets and Consumer Protection	For Decision
Report author: Rachel Pye, Markets and Consumer Protection Department	

Summary

The purpose of this report is to seek approval to the funding from Bridge House Estate of an additional temporary post managed within the Markets and Consumer Protection Department for a dedicated Licensing Officer at a cost of £100k over a two year trial period, to be dedicated to carry out enforcement activities on the City's Bridges, particularly those bridges, parts of bridges and adjacent areas which are normally within the jurisdiction of neighbouring Local Authorities. A review of effectiveness and future funding will be carried out prior to the end of the two-year trial period.

The neighbouring boroughs are able to delegate authority to the City to enforce within their boundaries and arrangements are underway to secure these delegated authorities.

Recommendation(s)

Members of the Resource Allocation Sub-Committee and the Policy and Resources Committee are asked to:

- Agree to the funding of this post from the Bridge House Estates Fund at a cost of £100k over a two-year trial period, subject to the approval of the Planning and Transportation Committee - the Committee responsible for "*all functions relating to the control, maintenance and repair of the five City river bridges*"; and
- Note that officers will be undertaking a review prior to the end of the two-year trial period.

Members of the Planning and Transportation Committee are asked to:-

- Agree to the creation of a temporary two-year full time Licensing Officer post dedicated to enforcing across the City's Bridges, as the Committee responsible for "*all functions relating to the control, maintenance and repair of the five City river bridges*"; and
- Agree to officers undertaking a review prior to the end of the two-year trial period

Main Report

Background

1. Reports were given to the Port Health and Environmental Services Committee (PHES) on 4 July and 21 November 2017 regarding the issue of illegal street trading and the sale of peanuts from trollies mainly on and around City Bridges.
2. At the PHES Committee meetings several actions were agreed to combat illegal street trading.
Following this, from August 2017 until the time of writing this report the following actions have been achieved:
 - 52 illegal traders have been stopped.
 - 3 ice cream vans have been seized.
 - 5 peanut trollies have been seized.
 - 21 traders have been prosecuted (including those still pending) with two prosecutions still pending and Criminal Behaviour Orders will be sought on these prosecutions.These actions are all within the City's local authority jurisdiction.
3. The actions outlined above have contributed towards a reduction of illegal street traders within the City; however, illegal trading is still taking place on the bridges in the areas which fall within the boundaries of Southwark and Tower Hamlets. In addition, the action has been funded through the Licensing Team's City Fund local risk budget and this is neither sustainable or appropriate, particularly where action is needed just outside of the City's local authority boundaries.
4. The problems experienced with current enforcement actions in the reports to Court and PHES suggested some possible short, and longer-term measures to try to proactively manage and dissuade this type of activity. It is apparent that illegal traders are opportunistic and swiftly adapt to patterns of enforcement necessitating evening and weekend operations as well as those undertaken in the normal working week.
5. The short-term measures included investigating enforcement on Tower Bridge and this report concentrates on enforcement proposals across all the City's Bridges.

6. Members will be aware that at Millennium Bridge the City boundary runs across the middle and therefore the illegal traders set up and trade within one metre of this boundary knowing that Licensing Officers from the City of London do not have the authority to act against them.
7. Similarly, City of London officers have no authority to enforce on Tower Bridge as this falls within the boundaries of the London Borough of Tower Hamlets and Southwark. Both Boroughs have advised that they do not have the necessary resources to effectively enforce against illegal traders on the Bridge although Tower Hamlets are now being more active with respect to traders near Tower Bridge. A recent raid by bailiffs has closed the premises in Cable Street in Tower Hamlets believed to be used to store nut selling carts which were then used in trading in City, Southwark and Tower Hamlets.
8. A working group of Officers has been set up to co-ordinate action across all three authorities which includes City, Southwark, Tower Hamlets, TfL, and City of London Police. The second meeting of this group met to agree an action plan on March 29 at Wood Street Police Station.
9. This report therefore focuses on the City's Bridges and presents a solution to deal with the ongoing issues of illegal trading which is currently not being regularly enforced.

Current Position

10. Illegal traders within the City of London are being proactively enforced by the City's Licensing Team with successful prosecution and seizure of goods. This has resulted in very limited activity by peanut sellers and no ice cream vans being seen in the City since late 2017.
11. There are, however, ongoing issues with illegal traders (peanut sellers, ice cream vans and sellers of other paraphernalia) on the City's Bridges which is especially prevalent on Millennium Bridge (Southwark side) and Tower Bridge.
12. City Officers have no enforcement authority on the south side of Millennium bridge and Tower Bridges although they are owned, funded and managed by the Bridge House Estates reflects poorly on the image and reputation of the City. This is also true of trading which has previously taken place to the south of London Bridge, in Southwark.
13. Tower Bridge, which receives circa 830,000 visitors per annum to the exhibition regularly has six peanut sellers (2 on the south and 4 on the north) 7 days a week and attracts ice cream vans, souvenir and jewellery sellers.
14. In addition, at peak seasonal times they attract other undesirable elements such as gamblers and pickpockets which are reported to the Police who have attended but they disperse immediately.

15. Complaints are regularly received from visitors and members of the public regarding these traders as they identify them as being engaged by the City of London.
16. The Department of Built Environment (DBE) position has always been that illegal traders on our bridges is not acceptable as it is a security and safety concern with having mobile carts containing gas bottles and congestion on narrow pavements. There are also health issues as they attract pigeons and other vermin who deposit their droppings on the structure and pavement accelerating the deterioration and increasing the maintenance liability.
17. Security staff at Tower Bridge regularly move these traders on but as they have no powers they return once security have left. Consideration has been given to giving security enforcement powers, but this would remove them from their important primary duties of managing safety and security on the Bridge.
18. We are therefore currently reliant on our respective boroughs to enforce and as already advised they do not have adequate resources and can only respond on a very infrequent basis.
19. Several meetings have been held to discuss the issues with council officers, Police, TfL, local resident groups and other interested parties to agree a way forward which could be implemented effectively.
20. One of these actions was for neighbouring boroughs to delegate authority to the City to enforce within their boundaries and I am pleased to advise that an agreement in principle has been reached with the London Borough of Southwark for the south side of the Bridges.
21. Similar discussions have also been held with the London Borough of Tower Hamlets and whilst there is agreement in principle at Officer level this remains to be ratified through Tower Hamlets political governance procedures. As the matter was a subject of report which was agreed at PHES in November 2017 and the delegations were agreed by Court at the 8 March 2018 this can now proceed. It is anticipated being completed by the end of June 2018 following the same template being agreed with Southwark.

Options

22. The current position of illegal traders on City's Bridges which fall within neighbouring boroughs will not be addressed as they do not have the necessary resources to effectively enforce against these traders.
23. To do nothing would not improve the problem and will continue to be an issue on the City's Bridges and reflect poorly on the City of London as owners of popular visitor destinations.
24. With the agreement of the neighbouring boroughs the City will have the necessary authority to enforce. However, to maintain the current level of enforcement within the City and expand to include those parts of the bridges that

fall within the London Borough of Southwark and Tower Bridge additional resources will be required. As these areas of enforcement lie outside of the City Local Authority area the City Fund allocation is not appropriate to fund this role of controlling, maintaining and policing the City Bridges. Funding for this additional activity is therefore sought from the appropriate fund which appears to be the Bridge House Estate.

25. Licensing Team will continue to carry out enforcement action against illegal traders in the City although without additional resources to deal with traders outside of the City's local authority boundaries on and near City bridges this is likely to provide only a palliative effect and will not help the situation on and around Tower Bridge.

Proposals

26. It is therefore proposed to recruit and designate a licensing officer whose primary role will be to enforce across all the City's Bridges.
27. As this will be a bridge and adjoining areas specific role it is proposed to seek agreement to fund this post from the Bridge House Estate.

Corporate & Strategic Implications

28. This report incorporates the comments of both Open Spaces who now operate Tower Bridge and DBE who consider and maintain the physical infrastructure of the bridges

29. This proposal will support the Corporate Plan:

- To provide modern, efficient and high quality local services, including policing, within the Square Mile for workers, residents and visitors,
- To provide valued services, such as education, employment, culture and leisure, to London and the nation.
- It will support the aim of the new Corporate Plan by strengthening the character, capacity and connections of the City, London and the UK for the benefit of people who live, learn, work and visit here. In doing this it will support two main aims in that it
 - 'contributes to a flourishing society' in ensuring people are and feel safe and,
 - 'shapes outstanding environments' in that our spaces are secure, resilient and well maintained.

30. This proposal will support two key strands of the City's Cultural Strategy:

- Animating the Heritage – increasingly helping people to discover our outstanding heritage assets, to bring history alive,

- Breaking down Barriers – focusing on the importance of opening in all directions, welcoming visitors to the Square Mile and taking the City’s cultural offer to all of London, engaging more effectively with our local Borough partners.

Implications

31. The anticipated cost of this post is £50,000 p/a and it is proposed that it is provided for an initial period of 2 years and reviewed after this period. The short breakdown of anticipated costs is as follows: -

• Assistant Licensing Officer	£38k
• Additional resources where multiple selling sites are identified	£5k
• Additional overtime payments	£5k
• Equipment (Bodycams)	<u>£2k</u>
	£50k

Conclusion

32. With the success of the Licensing Team in enforcing within the City of London there is now an opportunity to deal with the issues on the City’s Bridges. Although not within our boundaries the ongoing issues reflect very poorly on the City as owners and maintainers of these structures.

33. With the City being promoted as a visitor destination the bridges are obviously an attraction for tourists as well as local communities and the presence of illegal traders detracts from their enjoyment and experience.

34. Officers have been frustrated by the boundary issues as well as the lack of regular enforcement action from neighbouring boroughs and therefore welcome the delegation of powers.

35. Therefore, to effectively enforce on the Bridges an additional resource is required to concentrate on and around these structures and be a single point of contact working closely with neighbouring boroughs, Open Spaces, DBE and City of London Police to apply longer-term control.

Back Ground Papers

- Illegal Street Trading Report – PHES 4 July 2017
- Illegal Street Trading Report – PHES 21 November 2017
- Illegal Street Trading -Item 20(B) – Court of Common Council 8 March 2018

Rachel Pye

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Committee(s)	Dated:
P&R	03 May 2018
Subject Flint Global impact report on EDO activity	Public
Report of: Director of Economic Development	For Information
Report author: Alex Greaves	

Summary

To evaluate the impact of the changes implemented by the City Corporation in its work of promoting and representing financial and professional services considering the 2015 Fraser Review, an impact report was commissioned from Flint Global. This report found that stakeholders were very positive about the progress and direction of travel, noting the improvement in external partnerships and the City Corporation's leadership in key policy areas. Of the report's recommendations, many are already being acted on – affirming that the City Corporation's thinking is largely aligns with our external stakeholders. Three additional areas we will return with advice on are: 1) the name of the Economic Development Office; 2) the City Corporation's strategy for engaging with other international financial centres, particularly in Asia; and 3) the showcasing of the City Corporation's financial and professional services work more widely.

Recommendations

(1) Members are asked to note the content of this report.

Main Report

1. In 2015, the City Corporation commissioned Flint Global to review the impact of the City Corporation's work in promoting and representing financial and professional services. The Fraser Review, based on interviews with key stakeholders, noted that the City Corporation's had an opportunity to step up to successfully navigate the significant challenges ahead for financial and professional services. The review particularly highlighted the need for a clear strategy and effective partnerships with external organisations.
2. Based on the Fraser Review, the City Corporation strengthened the capability and capacity of the Economic Development Office, including through:
 - **The development of the Global Exports and Investment team**, expanding our international reach while refocusing on priority markets. The team promotes business opportunities at home and abroad, working closely with Government and industry partners.
 - **The reshaping and expansion of our office in Brussels**, with a new forthcoming senior level appointment to lead these operations.
 - **Enhancing the profile of our regulatory influence**, through development of an agreed industry position on post-Brexit market access agreed with the

International Regulatory Strategy Group, alongside enhanced engagement with international regulators.

- **Expanding into new areas of work driving innovation in financial services** – in particular green finance and FinTech – in close collaboration with Government and industry partners.
3. To evaluate how our key stakeholders across Government and industry view the progress made since this initial review, a follow-up report was commissioned. This report followed a similar approach to the original review, drawing insight from interviews with 25 key stakeholders across Government departments, City firms, trade associations, and regional partners. Nine of these had been interviewed for the original review.

Report Findings

4. Overall, interviewees were very positive about the progress and direction of travel for the City Corporation's FPS work, noting greater expertise, purpose and direction. They also saw greater reach, coordination, and collaboration with partner organisations.
5. Since 2016, EDO has placed a significant emphasis on strengthening our partnership working, with trade associations, government departments and regional partners. The report highlights the widespread recognition and appreciation of the City Corporation's coordination of and collaboration with our partners. Even as the City Corporation is doing more with its partners and taking on an increasing leadership role (which was appreciated by the stakeholders interviewed), there has been less rather than more friction.
6. There was praise for the leadership that the City Corporation is bringing to key policy areas. The stakeholders interviewed praised the collaborative approach, energy, and commitment to clarity of purpose brought by the Chairman of Policy and Resources. The report also noted the value and importance of the previous and current Chairman of Policy and Resources playing a strong role in financial and professional services discussions. This ability to contribute to the debate, and amplify key messages, was seen as central to the City Corporation's position in the City.
7. The report identifies that there are choices for the City Corporation in defining and differentiating its role and considering where to focus its leadership to bring most value to the wider industry. The report recommends reinforcing our focus on cross-cutting themes such as skills, immigration, and tax. Stakeholders highlighted the importance of the City Corporation strengthening its leadership role in defining and representing the City of the future, with an agenda focused on innovation.
8. EDO's recent work on policy issues such as fintech and green finance was highly regarded by the stakeholders interviewed. To maximise the impact of this work, it was recommended that EDO could do more to link specific policy initiatives to international visits and to work with industry partners to ensure a consistent voice.

The report also recommended that more could be done to showcase successful initiatives and to share information on the programme of work more widely.

9. Stakeholders were very positive on the City Corporation's Brexit focused work, which was good evidence of this stronger and more effective collaboration with partners in the public and private sectors. The strengthening of the City Office in Brussels was welcomed, and stakeholders were keen to see this progress rapidly. The stakeholders interviewed were excited about the possibilities of the City Corporation using its enhanced presence in Brussels to bring together the different organisations representing the UK financial and professional services in Brussels to act as a hub for developing long-term strategy.
10. Stakeholders agreed that, as the UK leaves the European Union, it is essential to move fast to secure and develop the UK's comparative advantage with other financial markets. It was felt that the City Corporation has the opportunity to play a very important role here. A range of stakeholders recommended that the City Corporation should consider its presence and relationship with China and India, but also beyond this, with Singapore, New York and Switzerland. There was also perceived to be an opportunity for the City Corporation to coordinate the UK financial and professional services sector's engagement with international organisations and standard setting bodies, such as the G7, G20 and the Financial Stability Board.
11. There was also appreciation of greater collaboration with central government on international engagements and alignment of messages across EDO and Mansion House: international visits are considered to be better planned and structured than previously. It was recognised both that there is now a clearer distinction between EDO and Mansion House and also that the teams are working more effectively together. Stakeholders were particularly positive about the more strategic and coordinated approach to current and future Lord Mayors.
12. Stakeholders were also very positive about the City Corporation's Regional Strategy and there was an appetite for an even stronger focus on the City Corporation's ties with other regions. Where links already exist, feedback was highly positive, specifically on the flow of information and coordination of international events.
13. The report notes the opportunity for the City Corporation to think strategically and creatively around its events programme, in order to get the most value out of the events that are run. Several stakeholders stressed the importance of ensuring that the City Corporation's events programme reflects the diversity of people and businesses in the Square Mile and also the wider UK. They also highlighted the importance of updating who the City Corporation invites as new market players emerge.
14. The name 'Economic Development Office' was raised as a potential barrier to understanding. Stakeholders suggested that this could give the impression of a team focused on traditional local authority economic development activities around regeneration and supporting the unemployed into work. As such, the name was seen as creating some unnecessary confusion.

Next Steps

15. The Committee will be pleased to note that in many areas the findings of the report resonate with planned developments in EDO's work:
 - At the 12 April meeting, this Committee approved the expansion of the pilot Regional Strategy to three further centres – Cardiff, Birmingham and Leeds – with a dedicated regional relationship manager;
 - The focus of the new Assistant Director within EDO will be on innovation and the future competitiveness of the City; and
 - We are making progress on the recruitment of a senior figure to be the Managing Director of the City Office in Brussels.
16. We will do further work to explore the following areas and return to this Committee with recommendations in the following areas:
 - A name for the Economic Development Office which would more accurately communicate the Corporation's focus and activity to stakeholders. The strongest feedback suggested that bringing out the City Corporation's ambitions to support London and the UK and its global reach were both critical. On this basis, 'Global Competitiveness Directorate' might serve the purpose
 - Further consideration of the City Corporation's strategy for engaging with other international financial centres, with particular regards to Asia.
 - The showcasing and promotion of the City Corporation's financial and professional services work more widely.

Alex Greaves

Senior Business and Policy Officer, Economic Development Office

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Committee: Policy and Resources	Date: 3 May 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 2018/19. 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. Having taken account of the unallocated balances brought forward from 2017/18 and the approved projects which have been re-phased from 2017/18 to 2018/19, the balances that are currently available in the Policy Initiatives Fund and the Committee contingency for 2018/19 are £571,441 and £177,200 respectively.

Recommendations

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

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POLICY AND RESOURCES COMMITTEE - POLICY INITIATIVES FUND 2018/19

ALLOCATIONS FROM PIE

STATUS OF BALANCE

<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 19/04/2018 £	<u>BALANCE</u> <u>TO BE SPENT</u> £	<u>NOTES</u>
	Events					
07/07/2016	London Councils' London Summit - the City is to host the annual conference for 3 years	EDO	15,500	0	15,500	3 year funding: £16,000 final payment in 2019/20
16/03/2017	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	12,755	0.00	12,755	£72,000 originally allocated to 2017/18; £12,255 deferred to 2018/19
14/12/2017	Sponsorship of the CPS Margatet Thatcher Conference on China - The City of London Corporation to sponsor this Conference to discuss the relationship between China and the UK. This is scheduled to be held at the Guildhall in June/July 2018.	DOC	21,000	0	21,000	
28/01/2018	Sponsorship of the Annual Review of Women in Finance Charter - the City Corporation to sponsor this annual review	DOC	35,000	0	35,000	
23/02/2018	Sponsorship of the Wincott Foundation's 'Wincott Awards' - the City Corporation to sponsor this annual Awards programme. The Wincott Foundation is a registered charity that supports and encourages high quality economic, financial and business journalism in the UK and internationally to contribute to a better understanding of economic issues	DOC	4,000	0	4,000	3 year funding: £4,000 in 2019/20 & 2020/21
12/04/2018	Chatham House Event: Financial Services 10 Years on: City of London to support this event with Chatham House to examine the 10-year anniversary of the financial crisis and implications for the future. The event will take place at the Guildhall followed by a small private dinner.	DOC	17,000	0	17,000	
	Promoting the City					
06/10/2016	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	9,200	0.00	9,200.00	2 year funding: final payment of £100,000 in 2017/18; £9,200 deferred to 2018/19
19/01/2017	TheCityUK: CoL's additional funding toward CityUK's rental cost	DED	100,000	0	100,000	3 year funding: final payment in 2018/19

<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 19/04/2018 £	<u>BALANCE</u> <u>TO BE SPENT</u> £	<u>NOTES</u>
19/01/2017	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	3,222	0.00	3,222.00	Originally allocated to 2017/18; £3,222 deferred to 2018/19
16/03/2017	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	9,900	45,000	2 year funding: final payment of £54,900 in 2018/19
04/05/2017	City Matters: placing additional full page advertisements in City Matters to promote City of London Corporation's cultural events and activities	DOC	15,600	15,600	0	2 year funding: final payment in 2018/19
04/05/2017	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	110,000	0	110,000	3 year funding: £50,000 final payment in 2019/20; £60,000 allocated in 2017/18 now deferred to 2018/19
08/06/2017	Commonwealth Enterprise and Investment Council (CWEIC) - Renewal of office space: provision of office space within Guildhall complex	TC	10,000	0	10,000	2 year funding: final payment in 2018/19
06/07/2017	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	0	60,000	3 year funding: £60,000 final payment in 2019/20
09/11/2017	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.	DED	7,255	1,012	6,243.12	£30,000 originally allocated to 2017/18; £7,255 deferred to 2018/19
14/12/2017	Further Sponsorship 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	34,691	0	34,691	£40,000 originally allocated in 2018/19 but £5,300 spent in 2017/18
14/12/2017	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	82,000	0	82,000	2 year funding: £70,000 final payment in 2018/19; £12,000 deferred from 2017/18
22/02/2018	Continued Sponsorship to support Innovate Finance	DED	250,000	0	250,000	3 year funding: £250,000 in 2019/20 & 2020/21

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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	1,250,000
	+ additional allocation				
	+ balance brought forward as agreed by Committee: 15/03/2018	161,000			
	+ unspent balances deferred from 2017/18	125,000			
	+ unspent balances in 2017/18 returned to Fund	49,000			
	TOTAL BUDGET	1,585,000	1,250,000	1,250,000	1,250,000
	ALLOCATIONS				
19/09/2013	International Valuation Standards Council	50,000			
07/07/2016	London Councils Summit	15,500	16,000		
16/10/2016	Sponsorship of the IPPR Commission on Economic Justice	9,200			
19/01/2017	TheCityUK	100,000			
19/01/2017	Chemistry Club, City	3,222			
16/03/2017	City of London Advertising	54,900			
16/03/2017	International Business and Diplomatic Exchange (IBDE)	12,755			
04/05/2017	City Matters Newspaper - additional Advertising	15,600			
04/05/2017	Secretariat of Standing International Forum of Commercial Crts	110,000	50,000		
08/06/2017	Office Space Renewal: Commonwealth Enterprise & Invest Council	10,000			
06/07/2017	STEM and Policy Education Programme	40,601			
06/07/2017	One City Social Media Platform	60,000	60,000		
16/11/2017	Proposed Grant to retain the Centre for the Study of Financial	6,635	6,635	6,635	6,635
16/11/2017	City of London Asia Next Decade - a campaign for the future	7,255			
14/12/2017	The Commonwealth Business Forum 2018	82,000			
14/12/2017	Sponsorship of Chemistry Club City	34,691			
14/12/2017	Sponsorship of CPS Margaret Thatcher Conference on China 2018	21,000			
18/01/2018	Sponsorship of the Annual Review of the Women in Finance Charter	35,000			
22/02/2018	Sponsorship of the Wincott Foundation's 'Wincott Awards'	4,000	4,000	4,000	
22/02/2018	Continued Sponsorship to support Innovate Finance	250,000	250,000	250,000	
15/03/2018	Match Funding from The Honourable Irish Society to the National Citizenship Scheme	11,000	11,000	11,000	
12/04/2018	Chatham House Event: Financial Services 10 Years on	17,000			
12/04/2018	City of London Corporation Regional Strategy	63,200			
	TOTAL ALLOCATIONS	1,013,559	397,635	271,635	6,635
	BALANCE AVAILABLE	571,441	852,365	978,365	1,243,365

Less: Possible maximum allocations from this meeting: **3 May 2018**

- Saudi Arabia Vision 2030, Public Investment Fund and Financial Services	50,000	-	-	-
- Sponsorship of Centre for European Reform's Ditchley Conference	20,000	-	-	-
- Think Tank Review and Memberships 2018-19	84,500	-	-	-
- Battle for Ideas	25,000	-	-	-
Balance	391,941	852,365	978,365	1,243,365

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POLICY AND RESOURCES COMMITTEE - CONTINGENCY 2018/19

ALLOCATIONS FROM CONTINGENCY

STATUS OF BALANCE

COMMITTEE DATE	DESCRIPTION	RESP OFFICER	ALLOCATION £	ACTUAL PAID TO 19/04/2018 £	BALANCE TO BE SPENT £	NOTES
23/01/2014	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	0	62,000	3 year funding: £62,000 deferred from 2016/17
08/05/2014	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	0	39,700	£14,700 deferred from 2016/17; £25,000 deferred from 2017/18
19/02/2015	Supporting the Commonwealth (CWEIC): to engage with the Commonwealth further by becoming a partner of the Commonwealth Enterprise and Investment Council	TC	37,100	0	37,100	Originally allocated from 2015/16; £37,100 deferred to 2018/19
17/03/2016	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	0	125,000	3 year funding - final payment in 2018/19
17/11/2016	Police Arboretum Memorial Fundraising Dinner: City Corporation to host a fundraising dinner at Guildhall	DED	30,000	0	30,000	Originally allocated from 2016/17; deferred to 2018/19
17/11/2016	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	TC	40,000	0	40,000	3 year funding - £20,000 final payment in 2018/19; £20,000 originally allocated to 2017/18 deferred to 2018/19
			333,800	-	333,800	
			177,200			
			511,000			
	BALANCE REMAINING					
	TOTAL APPROVED BUDGET					
	ANALYSIS OF TOTAL APPROVED BUDGET					
	ORIGINAL PROVISION		300,000			
	APPROVED BROUGHT FORWARD FROM 2017/18		211,000			
	TOTAL APPROVED BUDGET		511,000			

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

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POLICY AND RESOURCES COMMITTEE - CONTINGENCY 2018/2019 - 2021/2022

Date	Description	Allocation 2018/19	Allocation 2019/20	Allocation 2020/21	Allocation 2021/22
	BASE BUDGET	£	£	£	£
	300,000	300,000	300,000	300,000	300,000
	+ additional allocation				
	+ balance brought forward as agreed by Committee: 15/03/2018	18,000			
	+ unspent balances deferred from 2017/18	189,000			
	+ unspent balances in 2017/18 returned to Fund	4,000			
	TOTAL BUDGET	511,000	300,000	300,000	300,000
	ALLOCATIONS				
23/01/2014	Career Fairs	62,000			
08/05/2014	City of London Scholarship - Anglo-Irish Literature	39,700			
08/05/2014	Supporting the Commonwealth (CWEIC)	37,100			
17/03/2016	Lord Mayor's Show Fireworks	125,000			
17/11/2016	Co-Exist House	40,000			
17/11/2016	Police Arboretum Memorial Trust - Dinner	30,000			
	TOTAL ALLOCATIONS	333,800	-	-	-
	BALANCE AVAILABLE	177,200	300,000	300,000	300,000

Less: Possible maximum allocations from this meeting: **03 May 2018**

-	-	-	-	-
-	-	-	-	-
Balance	177,200	300,000	300,000	300,000

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Committee: Policy and Recourses	Date: 3 May 2018
Subject: Actions Taken under Delegated Authority or Urgency Procedures	Public
Report of: Town Clerk Report author: Angela Roach, Principal Committee and Members Services Manager	For Information

Summary

This report advises Members action taken by the Town Clerk under the urgency procedures in consultation with the Chairman and Deputy Chairman since the last meeting of the Committee, in accordance with Standing Order No. 41(a).

Approval was given to the allocation of places on the Standards Committee following the Court of Common Council's decision to increase the size of that Committee.

Recommendation

That Members note the action taken since the last meeting.

Main Report

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

Composition of the Standards Committee

Approval was given to the allocation of the five additional places on the Standards Committee agreed by the Court of Common Council on 8th March 2018.

Whilst the Court had agreed to increase the size of the Standards Committee from seven elected City of London Corporation Members to 12 the approval did not specify how the extra places would be allocated between Common Councilmen and Aldermen. It was therefore agreed this should be rectified by recommending an amendment to the Court that 10 places were allocated for the election of Common Councilmen (one of whom shall have fewer than five years' service on the Court at the time of their appointment), with the two remaining places being filled by the Court of Alderman.

Urgent action was taken to enable the proposed amendment to be considered by the Court of Common Council at its meeting on 19 April and in so doing enabling the composition of the Standard's Committee to be settled at the start of the year.

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