



Policy and Resources Committee

Date: THURSDAY, 7 JUNE 2018

Time: 1.45 pm

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

Members:

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

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

John Barradell
Town Clerk and Chief Executive

AGENDA

Part 1 - Public Agenda

1. **APOLOGIES**

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

3. **MINUTES**

To consider minutes as follows:-

- a) To agree the public minutes of the meeting held on 3 May 2018.

For Decision
(Pages 1 - 16)

- b) To note the draft public minutes of the Resource Allocation Sub-Committee meeting held on 3 May 2018.

For Information
(Pages 17 - 20)

- c) To note the draft public minutes of the Projects Sub-Committee meeting held on 16 May 2018.

For Information
(Pages 21 - 30)

- d) To note the draft public minutes of the Public Relations and Economic Development Sub-Committee meeting held on 29 May 2018 (TO FOLLOW).

For Information

4. **WARDMOTE RESOLUTION**

To consider the following Resolution from the Ward of Aldgate and refer it to officers for action, with a report on progress to be provided within three months.

“That this Wardmote asks that the Court of Common Councilmen reconsiders the resolution passed at the Wardmote on 22 March 2017 that this Wardmote deplores the state of broadband connections for both residential and existing business customers and requires the Corporation to take urgent action to address this.”

For Decision

5. **APPOINTMENTS**

Report of the Town Clerk.

For Decision
(Pages 31 - 34)

6. **EX-OFFICIO MEMBERSHIP OF THE POLICY AND RESOURCES COMMITTEE**

Report of the Town Clerk.

For Decision
(Pages 35 - 38)

7. **RENEWABLE ELECTRICITY POLICY AND SOURCING STRATEGY**
Joint report of the Town Clerk, Chamberlain and the City Surveyor.
For Decision
(Pages 39 - 44)
8. **BEECH STREET TRANSFORMATION**
Joint report of the Town Clerk and the Director of the Built Environment.
For Decision
(Pages 45 - 56)
9. **PLASTIC FREE CITY**
Report of the Director of the Built Environment.
For Decision
(Pages 57 - 62)
10. **FUNDING REQUEST FOR FLOOD RISK AND OTHER ENVIRONMENTAL RESILIENCE WORK**
Report of the Director of the Built Environment.
For Decision
(Pages 63 - 66)
11. **CYBER SECURITY STRATEGY**
Joint report of the Commissioner and the Director of Economic Development.
For Decision
(Pages 67 - 80)
12. **PHILANTHROPY STRATEGY**
Report of the Chief Grants Officer & City Bridge Trust Director.
For Decision
(Pages 81 - 94)
13. **LAND TRANSACTIONS: FORMER RICHARD CLOUDESLEY SCHOOL SITE**
Report of the Director of Community & Children's Services.
N.B. – To be read in conjunction with the non-public report at Item 25.
For Decision
(Pages 95 - 100)
14. **REQUEST FOR FINANCE: 2018 PARTY CONFERENCES**
Report of the Director of Communications.
For Decision
(Pages 101 - 104)
15. **LORD MAYOR'S SHOW 2018: FIREWORKS DISPLAY**
Report of Director of Communications.
For Decision
(Pages 105 - 108)

16. **ENGAGEMENT STRATEGY WITH WORLD ECONOMIC FORUM**
Report of the Director of Economic Development.
For Decision
(Pages 109 - 116)
17. **SPONSORSHIP OF THE SOCIAL MOBILITY EMPLOYER INDEX**
Report of the Director of Economic Development.
For Decision
(Pages 117 - 120)
18. **GREEN FINANCE TASKFORCE**
Report of the Director of Economic Development.
For Information
(Pages 121 - 122)
19. **POLICY INITIATIVES FUND AND COMMITTEE CONTINGENCY**
Report of the Chamberlain.
For Information
(Pages 123 - 134)
20. **LOCAL GOVERNMENT ASSOCIATION MEMBERSHIP**
Report of the Town Clerk (TO FOLLOW).
For Decision
21. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**
22. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT**
23. **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.
For Decision

Part 2 - Non-Public Agenda

24. **NON-PUBLIC MINUTES**
To consider non-public minutes of meetings as follows:-
- a) To agree the non-public minutes of the meeting held on 3 May 2018.
For Decision
(Pages 135 - 140)
- b) To note the draft non-public minutes of the Resource Allocation Sub-Committee meeting held on 3 May 2018.
For Information
(Pages 141 - 144)

- c) To note the draft non-public minutes of the Projects Sub-Committee meeting held on 16 May 2018.
For Information
(Pages 145 - 154)
- d) To note the non-public minutes of the Hospitality Working Party meeting held on 17 April 2018.
For Information
(Pages 155 - 160)
- e) To note the draft non-public minutes of the Hospitality Working Party meeting held on 22 May 2018.
For Decision
(Pages 161 - 168)
- f) To note the non-public minutes of the Public Relations and Economic Development Sub-Committee meeting held on 29 May 2018 (TO FOLLOW).
For Information

25. **PROGRESS REPORT: FORMER RICHARD CLOUDESLEY SCHOOL SITE**

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

N.B. – To be read in conjunction with the public report at Item 13.

For Decision
(Pages 169 - 188)

26. **MUSEUM OF LONDON RELOCATION**

Report of the Director of Markets & Consumer Protection.

For Decision
(Pages 189 - 202)

27. **STRATEGIC REVIEW OF THE CITY'S WHOLESALE MARKETS: APPOINTMENT OF AN ACQUIRING AGENT, PROGRAMME DIRECTOR AND PROJECT ACCOUNTANT**

Joint report of the City Surveyor and the Director of Markets & Consumer Protection.

For Decision
(Pages 203 - 210)

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

29. **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

30. **MINUTES**

To consider minutes as follows:-

- a) To agree the confidential minutes of the meeting held on 3 May 2018.

For Decision

- b) To receive the confidential minutes of the Resource Allocation Sub-Committee meeting held on 17 May 2018.

For Information

POLICY AND RESOURCES COMMITTEE **Thursday, 3 May 2018**

Minutes of the meeting of the Policy and Resources Committee held at Committee Rooms, 2nd Floor, West Wing, Guildhall on Thursday, 3 May 2018 at 1.45 pm

Present

Members:

Sir Mark Boleat
Deputy Keith Bottomley
Henry Colthurst
Simon Duckworth
Marianne Fredericks
Christopher Hayward
Deputy Jamie Ingham Clark (Ex-Officio Member)
Deputy Edward Lord
Jeremy Mayhew
Deputy Catherine McGuinness
Andrew McMurtrie (Ex-Officio Member)
Deputy Alastair Moss (Ex-Officio Member)
Alderman The Lord Mountevans (Ex-Officio Member)
Deputy Joyce Nash
Graham Packham (Ex-Officio Member)
Dhruv Patel (Ex-Officio Member)
Alderman William Russell
Deputy Dr Giles Shilson
Jeremy Simons (Ex-Officio Member)
Deputy Tom Sleigh
Sir Michael Snyder
Deputy John Tomlinson
Mark Wheatley
Deputy Philip Woodhouse
Alderman Sir David Wootton

Officers:

John Barradell	- Town Clerk and Chief Executive
Peter Kane	- The Chamberlain
Michael Cogher	- Comptroller and City Solicitor
Paul Double	- City Remembrancer
Paul Wilkinson	- City Surveyor
Carolyn Dwyer	- Director of Built Environment
Vic Annells	- Executive Director of Mansion House & Central Criminal Court
Caroline Al-Beyerty	- Deputy Chamberlain
Damian Nussbaum	- Director of Economic Development
Bob Roberts	- Director of Communications
Simon Murrells	- Assistant Town Clerk
Angela Roach	- Director of Member Services & Assistant Town Clerk

Greg Moore	- Town Clerk's Department
Nigel Lefton	- Director of Remembrancer's Affairs
Eugenie de Naurois	- Head of Corporate Affairs
Rachel Pye	- Markets & Consumer Protection Department
Giles French	- Assistant Director of Economic Development
Simon Rilot	- City Surveyor's Department

1. **APOLOGIES**

Apologies were received from Deputy Doug Barrow, Tijs Broeke, Alderman Peter Estlin, and Alderman Ian Luder.

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

Sir Mark Boleat declared an interest in respect of item 12 by virtue of having previously acted in an advisory capacity for the Centre for European Reform.

Deputy Jamie Ingham Clark declared an interest in respect of Item 25 as a Church Warden of St Lawrence Jewry.

3. **ORDER OF THE COURT OF COMMON COUNCIL**

Members noted the Order of the Court of Common Council of 19 April 2019 appointing the Committee and setting its terms of reference for the ensuing year.

4. **ELECTION OF CHAIRMAN**

The Committee proceeded to elect a Chairman in accordance with Standing Order No. 29. A list of Members eligible to stand was read and Catherine McGuinness being the only Member expressing willingness to serve was duly elected Chairman for the ensuing year and took the Chair.

The Chairman welcomed Mark Wheatley to his first meeting of the Committee. She also thanked outgoing Members Deputy John Bennett, Deputy Wendy Hyde, Wendy Mead and Hugh Morris for their contribution to the work of the Committee.

5. **ELECTION OF DEPUTY CHAIRMEN**

The Committee proceeded to elect its Deputy Chairmen in accordance with Standing Order No. 30. Simon Duckworth, Christopher Hayward and Deputy Tom Sleigh being the only three Members expressing a willingness to serve, all three were duly elected Deputy Chairmen for the ensuing year

6. **MINUTES**

The public minutes of the meeting held on 12 April 2018 were approved.

7. **PUBLIC RELATIONS AND ECONOMIC DEVELOPMENT SUB-COMMITTEE - MINUTES**

The public minutes of the Public Relations and Economic Development Sub-Committee of 24 April 2018 were noted.

Matters Arising – City Corporation’s Position on Brexit

The Chairman referred to the City Corporation’s position on Brexit and the Single Market. She stated that, whilst there were some strongly-held views from all sides, the organisation’s legitimacy and credibility rested on its ability to speak for the financial and professional services sector, as well as for its voters – businesses and residents – and on being able to put forward options based on what was politically possible.

The City Corporation, together with the FRPS sector, had been taking a pragmatic line since the referendum result and had been working with the sector to identify the issues and develop solutions which stay within the Government’s “red lines”. Broad consensus around arguing for “three Ts” - Trade, Transition and Talent - had been achieved.

On Trade, we were calling for the greatest possible level of market access, through the model of mutual recognition proposed by the International Regulatory Strategy Group.

She assured Members that the City Corporation’s position would remain pragmatic and if there was a change in the Government’s position discussions would take place with Members to ascertain a response. She advised that the Director of Economic Development had been asked to organise a briefing with representatives of the FRPS sector so that members of the Committee could engage on the issues directly.

The Chairman concluded by stating that the City Corporation should maintain a flexible and pragmatic approach. Should the Government’s position, the political situation or the industry position change, the matter would be discussed with the Committee as a matter of urgency.

Several Members spoke to endorse the Chairman’s sentiments and the proposed approach. A Member also observed that the interests of financial institutions might soon begin to diverge from those of City Corporation, insofar as the interests of the former were to protect and preserve their business interests, whilst the latter was of course concerned with protecting financial and professional services in London and the UK. The Chairman noted that this subject would remain under close review and that further discussions would take place at various informal Member Briefing sessions.

RECEIVED.

8. BUSINESS RATE PREMIUM

The Committee considered a note from the Police Committee concerning the business rate premium.

Whilst observing that it was appropriate for the Police Committee to raise concerns in relation to funding requirements, it was observed that it was not within the bailiwick of that Committee to specify where such funding should come from.

RECEIVED.

9. **GENDER DIVERSITY**

The Committee considered a resolution from the Public Relations and Economic Development Sub-Committee meeting held on 24 April 2018 concerning gender diversity on the City Corporation's Committees.

A Member observed that there was a significant diversity deficit on the Committee and suggested that a radical solution was required to address this. The possibility of quotas was suggested, with it noted that, whilst controversial, these already existed on the Committee to facilitate representation from both residential and more newly-elected Members of the Court. Several Members spoke to express their opposition to the proposal, suggesting that they would not wish to be considered part of a quota or to have it considered that they had not been elected solely on their own merits.

The increasing diversity of the Court as a whole in recent years was noted, with it suggested that the voting system used for elections to the Committee might perhaps be worth exploring as a potential cause of the discrepancy between the overall Court's composition and representation on Committees. Members also spoke to emphasise the difference between positive discrimination and positive action, with it suggested that increased outreach and engagement activity with City businesses and residents would pay dividends in encouraging a more representative spread of candidates for election to the Court.

The Chairman thanked Members for their comments, observing that there was a proposal to establish a Members' Diversity Working Party at item 10 which would take up this issue. She also made reference to a forthcoming session she would be hosting for female Members, to consider the issue of gender balance and representation more specifically.

RECEIVED.

10. **APPOINTMENT OF SUB-COMMITTEES, WORKING PARTIES AND REPRESENTATIVES ON OTHER COMMITTEES**

The Committee considered a report of the Town Clerk concerning the appointment of the Committee's sub-committees, working parties and representatives on other committees.

It was noted that the terms of reference of the Projects Sub-Committee had been amended last year to as follows; "excluding those within the remit of the Cyclical Works Programme (although these may be called-in by the Projects Sub-Committee), to ensure their delivery within the parameters set by the Resource Allocation Sub-Committee".

In addition, following debate it was agreed that the final sentence of the Terms of Reference of the Housing Delivery Programme Working Group should be amended to add the words "700 on the City Corporation's Housing Revenue Account estates and 3,000 on other sites owned by the City Corporation".

With regard to the Member Diversity Working Party, it was agreed that it would be beneficial to enable the Working Party to appoint up to two external Members, as was the case with the Public Relations and Economic Development Sub-Committee, to provide additional expertise and an external viewpoint. It was also agreed that the Chairman of the Establishment Committee should be an ex-officio Member of the Working Party, given that Committee's responsibilities in respect of equality and diversity matters. In relation to the Working Party's Terms of Reference, it was further agreed that they should be amended to add the words "to represent better its constituency" to the final sentence, as well as to make clear it referred to the Court of Aldermen as well as the Court of Common Council. Finally, Members also agreed that the Working Party should be asked to report back to the Policy and Resources Committee in the autumn.

RESOLVED – That the following be approved:-

1. the appointment, composition and terms of reference of the sub-committees and working parties for the ensuing year as follows:-

a) **Courts Sub-Committee**

- 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 as follows:-

Deputy Edward Lord

- 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

b) **Members Privileges Sib-Committee**

- 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

c) **Outside Bodies Sub-Committee**

- the Chairman and one Deputy Chairman of the Policy and Resources Committee;
- three Members appointed by the Court of Common Council
- one Alderman, appointed by the General Purposes Committee of Aldermen
- four three Members (increased from three) appointed by the Policy and Resources Committee (but not necessarily Members of the Policy and Resources Committee) as follows:-

Henry Colthurst
 Mary Durcan
 Deputy Tom Hoffman
 Jeremy Mayhew

d) **Projects Sub-Committee**

- four Members of the Policy and Resources Committee appointed as follows:-

Deputy Keith Bottomley
 Deputy Jamie Ingham Clark
 Marianne Fredericks
 Andrew McMurtrie

- two Members appointed by the Finance Committee
- together with up to four Members co-opted from the Court of Common Council by the Sub-Committee

e) **Public Relations and Economic Development Sub-Committee**

- The Chairman and Deputy Chairmen of the Policy and Resources Committee
- The Chairman of the Finance Committee
- Past Chairmen of the Policy and Resources Committee (providing they are members on the Grand Committee)
- The Senior Alderman Below the Chair
- The Chairman of the General Purposes Committee of Aldermen
- five Members of the Policy and Resources Committee appointed as follows:-

Deputy Keith Bottomley
 Tijs Broeke
 Deputy Jamie Ingham Clark
 Deputy Edward Lord
 Alderman William Russell

- Together with co-option by the Sub-Committee of up to four Members from the Court of Common Council and up to two external people (the latter should have no voting rights).

f) **Resource Allocation Sub-Committee**

- Chairman of the Policy and Resources Committee (Chairman)
- Chairman of the Finance Committee (Deputy Chairman)
- Deputy Chairmen of the Policy and Resources Committee
- Past Chairmen of Policy and Resources Committee (providing that they are Members of the Committee at the time)
- Chairman of the General Purposes Committee of the Court of Aldermen
- The Senior Alderman below the Chair
- The Deputy Chairman of the Finance Committee
- The Chairman of the Establishment Committee
- six Members of the Policy and Resources Committee appointed as follows:-

Deputy Keith Bottomley
 Henry Colthurst
 Marianne Fredericks
 Deputy Joyce Nash
 Deputy Giles Shilson
 Deputy John Tomlinson

g) **Ceremonial Working Party**

- Chairman of the Policy & Resources Committee
- A Deputy Chairman of the Policy & Resources Committee
- 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 Joyce Nash)
- Two Members with under ten years' service, appointed by the Court of Common Council (Henry Colthurst and Giles Shilson)
- The Remembrancer
- Town Clerk

h) **Culture Mile Working Party**

- The Chairman or his/her representative
- four Members nominated by the Policy & Resources Committee as follows:-

Tijs Broeke
Deputy Michael Cassidy
Jeremy Simons
Deputy John Tomlinson

- 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 Finance 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

i) **Hospitality Working Party**

- Chief Commoner (Chairman)
- Immediate past Chief Commoner*
- Chairman and 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
- four Members to be appointed by the Court of Common Council for specific terms

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

j) **Housing Delivery Programme Working Group**

- the Chairman of the Policy and Resources Committee (or his/her representative – Sir Mark Boleat – also appointed 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)

k) **Members Financial Assistance Working Party**

- 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 or his/her representative
- The Chief Commoner
- The Town Clerk
- two Members appointed by the Policy and Resources Committee from the wider Court.

l) **Members' Diversity Working Party**

- 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 *
- The Chairman of the Establishment Committee
- Six Members appointed by the Policy and Resources Committee from the wider Court
- Together with co-option by the Working Party of up to two external people (with no voting rights).

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

2. Deputy Keith Bottomley be appointed Chairman of the Projects Sub-Committee with Deputy Jamie Ingham Clark being appointed as the Deputy Chairman.

3. **Investment Committee**

8 Members be appointed to serve on the Investment Committee as follows:-

Sir Mark Boleat
Alderman Alison Gowman
Alderman Peter Hewitt
Deputy Tom Hoffman
Andrien Meyers
Deputy Alistair Moss
Dhruv Patel

Deputy Tom Sleigh

4. one Member be appointed to represent the Committee on each of the following:-

Barbican Centre Board – Simon Duckworth

Education Board – Caroline Haines

Freedom Applications Committee – Jeremy Mayhew

Local Development Framework Reference Sub (Planning) Committee
– Dhruv Patel

Audit and Risk Management Committee – Marianne Fredericks

5. Marianne Fredericks and Deputy Joyce Nash be appointed to represent the Committee on the Corporate Asset Sub-Committee and the one remaining vacancy on the Sub-Committee be filled at the next meeting of the Committee.
6. the following representatives be appointed for informal consultation with the Court of Aldermen and the Finance Committee on Mayoralty and Shrievalty Allowances:-

Chairman of Policy & Resources Committee
Chief Commoner
Henry Colthurst

7. the current frequency of meetings of the Committee be endorsed.

11. **NEW WEBSITE DESIGN AND BUILD**

The Committee considered a report of the Director of Communications concerning the design, build and maintenance of a new City Corporation website.

A Member sought clarification as to the proposed scope of the website and the type of procurement envisaged. The Director of Communications confirmed that the intention was to use a “buy not build” approach, so as to avoid the technical complexities and difficulties which were inevitably associated with building bespoke websites. In response to a query concerning the potential for the City’s cultural attractions and institutions to have their own websites, the Director advised that there was a policy and procedure in place in relation to this.

RESOLVED – That the following be approved:-

1. the scoping and procurement of services to deliver a new City of London Corporation website at a total estimated one-off cost of £513,000;

2. moving to a cloud-based hosting and external support model resulting in additional annual revenue costs of £40,000
3. addressing known issues, e.g. Information Architecture (how the site was built and structured), responsiveness (how it displays on mobile devices) and search functionality through the new website design; and
4. the business requirements of the new website being brought back to Public Relations and Economic Sub-Committee and IT Sub-Committee for further comment and consultation before going out to tender.

12. DITCHLEY PARK CONFERENCE

The Committee considered a report of the Director of Communications concerning the proposed sponsorship of the Centre for European Reform's 2018 Ditchley Park Conference, taking place on 16-17 November. This year the Conference would be addressing the topic: *'Will Europe's growth spurt peter out?'*

RESOLVED – That approval be given to the provision of £20,000 from the 2018/19 Policy Initiatives Fund categorised under 'Events' and charged to 'City's Cash' to sponsor this year's Ditchley Park Conference.

13. BATTLE OF IDEAS FESTIVAL

The Committee considered a report of the Director of Communications concerning the proposed sponsorship the 2018 Battle of Ideas festival, organised by the Institute of Ideas.

RESOLVED – That approval be given to the provision of £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.

14. THINK TANK MEMBERSHIPS

The Committee considered a report of the Director of Communications reviewing the City Corporation's membership of various think tanks.

Members debated the balance of think-tanks, particularly in relation to the proposed addition of Open Europe. Following debate, Members were satisfied that the overall membership position reflected a suitably balanced take in respect of Brexit.

The benefits of Whitehall and Industry Group membership were also discussed, with it observed that the Group hosted a wide range of events which might be of interest to Members. The Chairman consequently asked officers to consider ways in which relevant events could be advertised to Members, so as to maximise attendance and the benefits of Whitehall and Industry Group membership to the City Corporation.

RESOLVED – That:-

1. The City Corporation's membership of six think tanks be renewed and two new memberships be approved as set out below, at a total cost of £84,500 (to be met from the 2018/19 Policy Initiatives Fund categorised under events and charged to City's Cash):-
 - Centre for the Study of Financial Innovation
 - Chatham House
 - Institute for Public Policy Research
 - Local Government Information Unit
 - New Local Government Network
 - Whitehall and Industry Group
 - New Financial (as part of the Women in Finance sponsorship)
 - Institute for Fiscal Studies
 - Open Europe
 2. membership of the Legatum Business Forum and the European Policy Forum and Reform be discontinued;
 3. no decision be taken regarding the think tank New Financial as the City Corporation's current membership was attached to the Women in Finance Charter sponsorship; and
 4. a report be submitted to the Public Relations and Economic Development Sub-Committee on the benefits of the City Corporation's membership of the think tanks currently supported.
15. **FUNDING FOR ENFORCEMENT OFFICER FOR CITY'S BRIDGES**
 The Committee considered a report of the Director of Markets and Consumer Protection requesting funding from Bridge House Estate to the cover the cost of an additional temporary dedicated Licensing Officer to undertake enforcement activities on the City's Bridges at a cost of £100,000 over a two-year trial period.

RESOLVED – That:-

1. approval be given to the provision of £100,000 from the Bridge House Estates Fund to fund the cost of a temporary dedicated Licensing Officer to undertake enforcement activities on the City's Bridges for a trial period of two years; and
 2. it be noted that a review would be undertaken prior to the end of the two-year trial period.
16. **FLINT GLOBAL IMPACT REPORT ON ECONOMIC DEVELOPMENT OFFICE ACTIVITY**
 The Committee received a report of the Director of Economic Development concerning outcome of review undertaken by Flint Globe on the impact of the changes implemented by the City Corporation in relation to the promotion and representation of financial and professional services following the 2015 Fraser Review.

RESOLVED – that the report be noted.

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

The Committee received a statement of the Chamberlain on the use of the regarding the Policy Initiatives Fund and Committee’s Contingency for 2018/19.

RESOLVED – That the content of the statement be noted.

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

The Committee received a report of the Town Clerk reporting action taken by the Town Clerk in consultation with the Chairman and Deputy Chairman since the last meeting of the Committee.

RESOLVED – That it be noted that approval was given to the amendment of the Standards Committee’s composition in relation to the allocation of the five additional places agreed by the Court of Common Council at its meeting on 8 March 2018.

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

There was one question:

Chatham House Membership

A Member drew attention to recent changes associated with the corporate membership of Chatham House, observing that there had been insufficient communication with affected Members. It was asked that thought be given to ensuring more transparent decision-making and communication in relation to such changes in future.

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

There were no urgent items.

21. **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. 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.

Item Nos.
22 - 32

Paragraph(s) in Schedule 12A
3, 4 and 5

Part 2 – Non-Public Agenda

22. **NON-PUBLIC MINUTES**

The non-public minutes of the meeting held on 12 April 2018 were approved.

23. PUBLIC RELATIONS AND ECONOMIC DEVELOPMENT SUB-COMMITTEE - MINUTES

The non-public minutes of the Public Relations and Economic Development Sub-Committee meeting held on 24 April 2018 were noted.

24. POLICE ACCOMMODATION STRATEGY: DECANT UPDATE

The Committee considered and agreed a joint report of the City Surveyor, the Chamberlain and the Commissioner of the City of Police concerning the progress and funding of elements of the Police Accommodation Strategy's decant arrangements.

25. ST LAWRENCE JEWRY CHURCH UPDATE - GATEWAY 3/4 ISSUES REPORT

The Committee considered and agreed a gateway 3 / 4 report of the City Surveyor concerning the progress of arrangements for the refurbishment of St Lawrence Jewry Church.

26. PROJECT FUNDING UPDATE

The Committee considered and agreed a report of the Chamberlain concerning the carry forward of the unallocated balances from the 2017/18 City Fund and City's Cash provisions for new schemes and the provision of funding to enable five projects to proceed as follows:-

- Guildhall School New Silk Street Entrance – Feasibility Fees
- St Lawrence Jewry Church Repairs
- West Wing Cloakrooms and Facilities for Members and Visitors – Revised Configuration
- New Corporate Website
- London Wall Car Park Maintenance Works – Fees to evaluate options

27. SAUDI ARABIA: VISION 2030

The Committee considered and agreed a report of the Director of Economic Development concerning Saudi Arabia: Vision 2030.

28. DECISIONS TAKEN UNDER DELEGATED AUTHORITY OR URGENCY POWERS

The Committee received a report of the Town Clerk reporting action taken by the Town Clerk in consultation with the Chairman and Deputy Chairman since the last meeting of the Committee.

29. FLEET STREET ESTATE DEVELOPMENT OPTIONS

The Committee considered and agreed a report of City Surveyor concerning the progress of the Fleet Street estate development opportunity project.

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

A Member referred to the ex-officio positions on the Committee and questioned whether, given the profile and importance of the Bridge House Estates and The

City Bridge Trust, the Chairman of the Trust should also have a reserved ex-officio position. A number of Members supported this.

RESOLVED – That a report on increasing the ex-officio places on the Committee to include the Chairman of the City Bridge Trust be submitted to the Committee for consideration.

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

There were no urgent items.

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

The Committee considered and approved a report of the Director of Economic Development concerning Customer Relation Management and the City Occupiers Database.

33. **EU ENGAGEMENT**

The Director of Economic Development was heard concerning future arrangements for the City Corporation's engagement with the EU and the approach as outlined was supported.

The meeting ended at 3.40 pm

Chairman

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RESOURCE ALLOCATION SUB (POLICY AND RESOURCES) COMMITTEE

Thursday, 3 May 2018

Minutes of the meeting of the Resource Allocation Sub (Policy and Resources) Committee held at Committee Rooms 3&4, 2nd Floor, West Wing, Guildhall on Thursday, 3 May 2018 at 12.00 pm

Present

Members:

Deputy Catherine McGuinness (Chairman)	Deputy Edward Lord
Jeremy Mayhew (Deputy Chairman)	Deputy Tom Sleigh
Henry Colthurst	Sir Michael Snyder
Simon Duckworth	Deputy John Tomlinson
Christopher Hayward	Alderman Sir David Wootton

In Attendance

Deputy Joyce Nash

Officers:

John Barradell	- Town Clerk and Chief Executive
Angela Roach	- Assistant Town Clerk
Carolyn Dwyer	- Director of Built Environment
Peter Kane	- Chamberlain
Paul Wilkinson	- City Surveyor
Damian Nussbaum	- Director of Economic Development
Bob Roberts	- Director of Communications
Vic Annells	- Executive Director of Mansion House and Central Criminal Court
Nigel Lefton	- Remembrancers
Steve Presland	- Built Environment
Caroline Al-Beyerty	- Chamberlains
Simon Rilot	- City Surveyors
Rachel Pye	- Markets and Consumer Protection
Greg Moore	- Town Clerk's
Tina Denis	- Town Clerk's
Emma Cunnington	- Town Clerk's

1. APOLOGIES

Apologies have been received from Sir Mark Boleat and Deputy Jamie Ingham Clark.

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

There were no declarations of interest.

3. **MINUTES**

The public minutes and summary of the meeting held on Thursday 15 March 2018 were approved as a correct record.

4. **ALDGATE HIGHWAY CHANGES AND PUBLIC REALM IMPROVEMENTS**

The Sub-Committee considered a report of the Director of Built Environment concerning Aldgate Highway Changes and Public Realm Improvements and the use of On-Street Parking Reserve (OSPR) to fund the project's construction and that the local risk budgets of Highways and Open Spaces be increased.

Members commented that they looked forward to reading the joint Lessons Learnt report, which would follow in Summer 2018 and be reported to Projects Sub Committee.

Some Members discussed whether costs at the beginning of projects were estimated correctly, but discussion on the whole concluded that the City Corporation had, in general, improved its project management skills.

One Member highlighted how the end project was a significant regeneration project and of high value to the City.

RESOLVED, that:

- The use of OSPR to fund up to £3m of the project's construction be approved, to be off set from the provision set aside for the All Change Bank project; and
- That the revenue implications of the scheme be met by an increase to the annual departmental local risk budgets of Highways (£75k) and Open Spaces (£40k) from the OSPR.

5. **ENFORCEMENT OFFICER FOR CITY'S BRIDGES**

The Sub-Committee considered a report of the Director of Markets and Consumer Protection concerning funding from Bridge House Estate for an additional temporary post to be dedicated to carry out enforcement activities on the City's bridges.

A question was raised regarding the request for a temporary Licensing Officer post rather than a permanent post. An Officer commented that a review of the effectiveness of the role would be carried out within the two-year period before deciding whether to make the post permanent.

RESOLVED, that:

- The funding for a Licencing Officer post be approved 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; and
- It was noted that officers would be undertaking a review prior to the end of the two-year trial period.

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

There were no questions.

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

There were no urgent items of business.

8. **EXCLUSION OF THE PUBLIC**

RESOLVED – That under Section 100(A) of the Local Government Act 1972, that 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

9-13

Paragraph(s) in Schedule 12A

3

9. **NON-PUBLIC MINUTES**

The non-public minutes of the meeting held on Thursday 15 March 2018 were approved as a correct record.

10. **POLICE ACCOMMODATION STRATEGY: DECANT UPDATE REPORT**

The Sub-Committee considered a joint report of the City Surveyor, Chamberlain and the Commissioner concerning the progress on the Police Accommodation Strategy and other areas that needed approvals for the progression of the implementation programme.

11. **ST LAWRENCE JEWRY CHURCH UPDATE - GATEWAY 3/4/ ISSUES REPORT**

The Sub-Committee considered a report of the City Surveyor concerning the Gateway 3 / 4 project on St Lawrence Jewry Church.

12. **PROJECT FUNDING UPDATE**

The Sub-Committee considered a report of the Chamberlain providing Members with an update on the allocation of central funding for projects and included a round-up of the approved allocations from 2017/18 provisions for new schemes.

13. **ALDGATE HIGHWAY CHANGES AND PUBLIC REALM IMPROVEMENTS**

Members received a non-public appendix which was read in conjunction with item 4.

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

There were no questions.

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

There were no other urgent items of business.

Confidential Agenda

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

The Sub Committee considered a report of the Director of Economic Development concerning the reconfiguration of the CRM and COD functions and the transition to and long-term support for City Dynamics.

The meeting ended at 12.26 pm

Chairman

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PROJECTS SUB (POLICY AND RESOURCES) COMMITTEE

Wednesday, 16 May 2018

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

Present

Members:

Deputy Keith Bottomley (Chairman)
Deputy Jamie Ingham Clark (Deputy
Chairman)
Randall Anderson

Christopher Hayward
Deputy Catherine McGuinness
Andrew McMurtrie

Officers:

Peter Lisley	- Town Clerk's Department
Paige Upchurch	- Town Clerk's Department
Sacha Than	- Town Clerk's Department
Rohit Paul	- Town Clerk's Department
Sarah Baker	- Town Clerk's Department
Caroline al-Beyerty	- Chamberlain's Department
Mark Jarvis	- Chamberlain's Department
Sean Green	- Chamberlain's Department
Matt Gosden	- Chamberlain's Department
Dorian Price	- City Surveyor's Department
Mark Lowman	- City Surveyor's Department
Ian Hughes	- Department of the Built Environment
Steve Presland	- Department of the Built Environment
Paul Monaghan	- Department of the Built Environment
Leah Coburn	- Department of the Built Environment
Paul Murtagh	- Department of Community and Children's Services
Gerald Mehrtens	- Department of Community and Children's Services
Angie Rogers	- City of London Police
Martin O'Regan	- City of London Police

1. APOLOGIES

Apologies were received from Nick Bensted-Smith and Marianne Fredericks.

The Chairman introduced the meeting by suggesting that a more comprehensive risk-based approach might be adopted going forward in scrutinising and challenging projects, with value for money and project management being the central responsibilities of the Committee. It was added that thought would be given to the creation of an Academy for Programme & Project Management to assist officers.

The Chairman gave thanks to all former Members who had served on the Sub-Committee and welcomed new Members.

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

Deputy Jamie Ingham-Clark declared a non-pecuniary interest in relation to item 34 by virtue of being a Church Warden of St Lawrence Jewry Church.

Andrew McMurtrie declared a non-pecuniary interest in relation to item 38 by virtue of being the Chairman of the City of London Academies Trust.

3. **APPOINTMENT OF CO-OPTED MEMBERS**

The Town Clerk noted that seven expressions of interest had been received for four vacancies. A ballot was therefore conducted.

RESOLVED – That Karina Dostalova, Anne Fairweather, James Tumbridge and Philip Woodhouse be co-opted on to the Projects Sub-Committee for 2018/19.

The Chairman thanked all Members for their interest in serving on the Sub-Committee.

4. **TERMS OF REFERENCE**

Members considered a report of the Town Clerk setting out the composition and the terms of reference for the Sub-Committee.

RESOLVED – that the terms of reference be noted.

5. **GATEWAY APPROVAL PROCESS**

RESOLVED – that the Gateway Approval Process be noted.

6. **MINUTES**

RESOLVED – That the public minutes and summary of the meeting held on 14 March 2018 be approved as an accurate record.

7. **OUTSTANDING ACTIONS**

Members considered a report of the Town Clerk setting out outstanding actions from previous meetings.

RESOLVED – That Members received an update from the Town Clerk detailing outstanding actions.

8. **GATEWAY 1&2 ISSUE - DOMINANT HOUSE FOOTBRIDGE FUTURE OPTIONS**

Members considered a Gateway 1 & 2 Report of the Director of the Built Environment regarding Dominant House Footbridge Future Options.

RESOLVED – That Members:

- agree the revised budget (an additional £21,257 from the On-Street Parking Reserve) and for investigations to be carried out on the rest of the structure.

9. **GATEWAY 1&2 PROGRESS - THAMES COURT FOOTBRIDGE**

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

- A Member commented that this project was controversial and expressed concern over the potential cost implications. The Chairman noted that Members would have the opportunity to scrutinise the project further when it reached Gateway 5.

RESOLVED – that the report be noted.

10. **GATEWAY 1&2 - 35 VINE STREET S278**

Members considered a Gateway 1 & 2 report of the Director of the Built Environment regarding 35 Vine Street s278.

RESOLVED – That the project be approved to Gateway 3/4 on the Regular route.

11. **GATEWAY 5 ISSUE - ALDGATE HIGHWAY CHANGES AND PUBLIC REALM IMPROVEMENTS**

Members considered a Gateway 5 issue report of the Director of the Built Environment regarding Aldgate highway changes and public realm improvements and the following points were made:

- The Chairman noted that this report had been approved at the City of London Corporation's Resource Allocation Sub (Policy and Resources) Committee in May 2018.
- In response to Members' comments that the project had incurred a high level of costs, the Town Clerk suggested that consideration should be given to what could be done differently when the project reached Gateway 7 as there were important lessons to be learnt. The Chairman suggested a separate meeting take place to ensure the lessons learned would be effective.

RESOLVED – That Members:

- Note the overall project update, and that the City Surveyor's Department would be submitting a report associated with the Pavilion;
- Agree that any remaining funding shortfall, which was not expected to exceed £3M, be met from the OSPR, off set from the provision set aside for the All Change Bank project;
- Approve the increase of annual departmental base budgets for Highways (£75k) and Open Spaces (£40k), from the OSPR, to provide for the revenue implication of the Aldgate project;

- Note that a joint Lessons Learnt report would follow in Summer 2018 and the Gateway 7 report would be provided a year later, as communications and monitoring concluded;
- That a separate meeting take place to review the project post implementation.
- Agree that the gates provided in the enclosure around the extended church garden area would be closed at night time using the City's powers under S.115B of the Highways Act 1980.

12. **GATEWAY 6 PROGRESS - BANK ON SAFETY: SECOND REPORT ON THE PERFORMANCE OF THE EXPERIMENT**

Members received a Gateway 6 progress report of the Director of the Built Environment regarding the Bank on Safety project.

RESOLVED – that the report be noted.

13. **GATEWAY 7 - THE HIVE LEARNING & VOLUNTEER CENTRE, HAMPSTEAD HEATH**

Members considered a Gateway 7 report of the Director of Open Spaces regarding The Hive learning and volunteering centre at Hampstead Heath. Members noted that the report included an example of the new project dashboard. The following points were made:

- The Deputy Chairman extended thanks to workstream leaders and commented that the Programme & Project Management Academy, as mentioned at the beginning of the meeting, would give workstream leaders confidence that the Sub-Committee was supporting them.

RESOLVED – That Members:

- Note the lessons learnt and approved closing the project prior to Gateway 5.

14. **GATEWAY 7 - CITY TRANSPORTATION MAJOR PROJECTS CONSOLIDATED REPORT**

Members considered a consolidated Gateway 7 report of the Director of the Built Environment regarding City transportation major projects.

RESOLVED - That Members:

- Note the report;
- Approve that the projects be closed and the remaining funds returned.

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

There were no questions.

16. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT**
Action taken by the Town Clerk under delegated authority or urgency procedures

The Chairman commented that as some of the information contained within the report of action taken (due to be considered at Item 49) could be reported within the public session, a public report had been revised and circulated to Members and was furthermore tabled for information.

RESOLVED – that the report be noted.

17. **EXCLUSION OF THE PUBLIC**

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

18. **NON-PUBLIC MINUTES**

RESOLVED – that the non-public minutes of the meeting held on 14 March 2018 be approved as an accurate record.

19. **OUTSTANDING ACTIONS**

Members considered a report of the Town Clerk outlining non-public actions arising from previous meetings.

20. **NON-PUBLIC APPENDIX TO ITEM 11 - GATEWAY 5 ALDGATE HIGHWAY CHANGES AND PUBLIC REALM IMPROVEMENTS**

Members considered the non-public appendix to Item 11 (Gateway 5 Aldgate Highway Changes and Public Realm Improvements).

21. **GATEWAY 3/4 - CITY OF LONDON POLICE IP TELEPHONY UPGRADE**

Members agreed to vary the order of items on the agenda so that Item 32 (Gateway 3/4 report of the Chamberlain regarding the Police IP telephony upgrade) was considered next.

22. **GATEWAY 3/4 - DIGITAL INTERVIEW RECORDING SOLUTION**

Members agreed to vary the order of items on the agenda so that Item 35 (Gateway 3/4 report of the Commissioner of the City of London Police regarding a digital interview recording solution) was considered next.

23. **GATEWAY 3/4 - SECURITY PROGRAMME**

Members agreed to vary the order of items on the agenda so that Item 36 (Gateway 3/4 report of the Director of the Built Environment regarding the Security Programme) was considered next.

24. **GATEWAY 4 ISSUE - GREAT ARTHUR HOUSE- NEW CURTAIN WALLING AND WINDOW REPLACEMENT**

Members agreed to vary the order of items on the agenda so that Item 37 (Gateway 4 issue report of the City Surveyor regarding curtain walling and window replacement of Great Arthur House) was considered next.

25. **GATEWAY 4 ISSUE - PROVISION OF ADDITIONAL PRIMARY SCHOOL PLACES AND SOCIAL HOUSING ON THE FORMER RICHARD CLOUDESLEY SCHOOL SITE, GOLDEN LANE, EC1**
Members agreed to vary the order of items on the agenda so that Item 38 (Gateway 4 report of the City Surveyor regarding the provision of additional primary school places and social housing on the former Richard Cloudesley school site) was considered next.
26. **GATEWAY 1&2 - BARBICAN CONCERT HALL STAGE RISERS - (SPIRAL LIFTS)**
Members agreed to vary the order of items on the agenda so that Item 21 (Gateway 1 & 2 report of the Managing Director of the Barbican Centre regarding the spiral lifts of the concert hall stage risers) was considered next.
27. **GATEWAY 1&2 - GUILDHALL SWITCH ROOM ASBESTOS AND LIVE ELECTRICAL EQUIPMENT REMOVAL, AND WATER INGRESS SOLUTION**
Members agreed to vary the order of items on the agenda so that Item 22 (Gateway 1 & 2 report of the City Surveyor regarding Asbestos and live electrical equipment removal, as well as water ingress solution of the Guildhall switch room) was considered next.
28. **GATEWAY 1&2 - WALBROOK WHARF REPLACEMENT ROOF**
Members agreed to vary the order of items on the agenda so that Item 23 (Gateway 1 & 2 report of the City Surveyor regarding Walbrook Wharf's roof replacement) was considered next.
29. **GATEWAY 1&2 - FIRE SAFETY PROJECT (1) EMERGENCY LIGHTING SYSTEMS**
Members agreed to vary the order of items on the agenda so that Item 27 (Gateway 1 & 2 report of the Managing Director of the Barbican Centre regarding emergency lighting systems) was considered next.
30. **GATEWAY 1&2 - ART GALLERY 2019 - CYCLICAL & FIRE PRECAUTION WORKS**
Members agreed to vary the order of items on the agenda so that Item 28 (Gateway 1 & 2 report of the Managing Director of the Barbican Centre regarding Art Gallery 2019 – cyclical & fire precaution works) was considered next.
31. **GATEWAY 1/2/3/4 - TENANTS' AND LANDLORD'S ELECTRICAL SERVICES TESTING AND SMOKE DETECTOR INSTALLATION**
Members agreed to vary the order of items on the agenda so that Item 29 (Gateway 1 – 4 report of the Director of Community and Children's Services regarding tenants' and landlords' electrical services testing and smoke detector installation) was considered next.

32. **GATEWAY 3 - CITY FUND - REFURBISHMENT AND EXTENSION OF NEW LIVERPOOL HOUSE, 15/17 ELDON STREET, LONDON EC2M**
Members agreed to vary the order of items on the agenda so that Item 30 (Gateway 3 report of the City Surveyor regarding the refurbishment and extension of New Liverpool House) was considered next.
33. **GATEWAY 3 - CANDLEWICK HOUSE, 116-126 CANNON STREET, LONDON, EC4 - BRIDGE HOUSE ESTATES**
Members agreed to vary the order of items on the agenda so that Item 31 (Gateway 3 report of the City Surveyor regarding Candlewick House) was considered next.
34. **GATEWAY 3/4 ISSUE - ST LAWRENCE JEWRY CHURCH**
Members considered a Gateway 3/4 report of the City Surveyor regarding St Lawrence Jewry Church.
35. **GATEWAY 1&2 - GUILDHALL ART GALLERY CLOAKROOM AND LAVATORIES REFURBISHMENT**
Members agreed to vary the order of items on the agenda so that Item 24 (Gateway 1 & 2 report of the City Surveyor regarding the Guildhall Art Gallery cloakroom and lavatories refurbishment) was considered next.
36. **GATEWAY 1&2 - GUILDHALL COMPLEX AND WALBROOK WHARF SUB-METERING REPORT**
Members agreed to vary the order of items on the agenda so that Item 25 (Gateway 1 & 2 report of the City Surveyor regarding the Guildhall complex and Walbrook Wharf sub-metering) was considered next.
37. **GATEWAY 1&2 - LONDON WALL CAR PARK JOINTS AND WATERPROOFING**
Members agreed to vary the order of items on the agenda so that Item 26 (Gateway 1 & 2 report of the Director of the Built Environment regarding London Wall car park joint and waterproofing) was considered next.
38. **GATEWAY 3/4 CURVE GALLERY PROJECT PHASE 2**
Members agreed to vary the order of items on the agenda so that Item 33 (Gateway 3/4 report of the Managing Director of the Barbican Centre regarding the Curve Gallery project) was considered next.
39. **GATEWAY 7 - LONDON BRIDGE STAIRCASE**
Members considered a Gateway 7 report of the Director of the Built Environment regarding London Bridge Staircase.
40. **GATEWAY 7 - CITY'S ESTATE - 53 NEW BROAD ST., MAJOR REFURBISHMENT OF OFFICE BUILDING**
Members considered a Gateway 7 report of the City Surveyor regarding City's Estate, 53 New Broad Street Major Refurbishment.
41. **GATEWAY 7 - BODY WORN VIDEO**
Members considered a Gateway 7 report of the Commissioner of City of London Police regarding Body Worn Video.

42. **GATEWAY 7 - BODY WORN VIDEO - TACTICAL FIREARMS GROUP (TFG)**
Members considered a Gateway 7 report of the Commissioner of City of London Police regarding Body Worn Video – Tactical Firearms Group (TFG).
43. **GATEWAY 7 - FROBISHER LEVEL 4 BARBICAN CENTRE**
Members considered a Gateway 7 report of the Managing Director of the Barbican Centre regarding Frobisher Level 4 Barbican Centre.
44. **GATEWAY 7 - HIGHAMS PARK LAKE**
Members considered a joint Gateway 7 report of the City Surveyor and Director of Open Spaces and Heritage regarding Highams Park Lake.
45. **BUILDINGS PROGRAMME (HOUSING PROJECTS) - RED, AMBER AND GREEN**
Members considered a report of the Director of Community and Children's Services that provided an update on red, amber and green projects on the Buildings Programme.
46. **HIGHWAYS AND PUBLIC REALM PROGRAMME - GREEN, AMBER AND RED**
Members considered a report of the Director of Built Environment that provided an update on red, amber and green projects on the Highways and Public Realm Programme.
47. **OPEN SPACES PROGRAMME - RED, AMBER AND GREEN**
Members considered a report of the Director of Open Spaces and Heritage that provided an update of red, amber and green projects on the Open Spaces Programme.
48. **TOWN CLERK'S PROGRAMME - RED, AMBER AND GREEN**
Members considered a report of the Town Clerk that provided an update on red, amber and green projects on the Town Clerk's Programme.
49. **ACTION TAKEN BY THE TOWN CLERK UNDER DELEGATED AUTHORITY OR URGENCY PROCEDURES**
Members considered a report of the Town Clerk detailing action taken under delegated authority or urgent procedures since the last meeting.
50. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**
There were no questions.
51. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT AND WHICH THE COMMITTEE AGREE SHOULD BE CONSIDERED WHILST THE PUBLIC ARE EXCLUDED**
There were two items of urgent business considered in the non-public session.

The meeting closed at 11.05 am

Chairman

Contact Officer: Paige Upchurch / paige.upchurch@cityoflondon.gov.uk

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Committee(s): Policy and Resources Committee	Date(s): 7 June 2018
Subject: Appointments to Committees, Sub-Committees and Working Parties	Public
Report of: The Town Clerk	For Decision
Report author: Greg Moore – Principal Members’ Services & Committee Manager	

Summary

At the 3 May 2018 meeting of the Policy and Resources Committee, it was agreed that two new Working Parties should be established, viz. the Members’ Diversity Working Party and the Financial Assistance Working Party. As part of their establishment, it was agreed that a number of vacancies on each would be opened up to the wider Court for expressions of interest, with appointments to be made at the 7 June 2018 Policy and Resources Committee meeting. This report sets out the nominations received and asks Members to consider appointments accordingly.

In addition, this report outlines two vacancies on the Investment Committee which need to be filled, as well as one on the Outside Bodies Sub (Policy and Resources) Committee.

Recommendation(s)

Members are asked to consider the various appointments to be made.

Main Report

Members Financial Assistance Working Party (MFAWP)

1. At its April 2018 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.
2. Subsequently, the Committee approved the creation of a Members Financial Assistance Working Party at its May meeting, with its terms of reference being *“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.”*
3. The composition of the Working Party was agreed as follows:
 - 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 or his/her representative
 - The Chief Commoner
 - The Town Clerk
 - two Members appointed by the Policy and Resources Committee from the wider Court.
4. The **two** places for appointment from amongst the wider Court were advertised and the following expressions of interest have been received:
- Sophie Fernandes
 - William Upton
5. Members are therefore asked to consider the appointment of two Members to the Working Party.
- Members' Diversity Working Party**
6. 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 and, recently, more in-depth work has been undertaken in relation to the potential remuneration of Members and possible changes to the timing of committee. 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 a number of suggestions made.
7. To help shape some of these ideas it was agreed that the Members' Diversity Working Party should be established, with its terms of reference being: "To consider and make recommendations to help promote the merits of standing for office as a Member to enhance the diversity of the Court of Common Council, to represent better its constituency".
8. The composition was agreed 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 *
 - The Chairman of the Establishment Committee
 - Six Members appointed by the Policy and Resources Committee from the wider Court
 - Together with co-option by the Working Party of up to two external people (with no voting rights).

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

9. The **six** places for appointment from amongst the wider Court were advertised and the following expressions of interest have been received:

- Munsur Ali
- Rehana Ameer
- Tjis Broeke
- Henry Colthurst
- Mary Durcan
- Emma Edhem
- Anne Fairweather
- Alison Gowman
- Ann Holmes
- Shravan Joshi
- Dhruv Patel

10. Members are therefore asked to consider the appointment of six Members to the Working Party.

Investment Committee

11. Fourteen Members of the Investment Committee are elected by the Court. In addition to this, the Policy and Resources Committee appoints **eight** Members to serve on it from amongst all Members of the Court.

12. Two of the Members appointed to serve as Policy representatives at your last meeting were subsequently elected to longer-terms by the Court of Common Council. This followed two Court vacancies having arisen unexpectedly, as a consequence of resignations from the Committee. The two affected Members are Alderman Peter Hewitt and Andrien Meyers.

13. There are therefore two vacancies to be filled by the Policy and Resources Committee. Expressions of interest have been sought from the wider Court and the deadline for nominations is 5 June. Your Committee will be advised of the position after this time and asked to make appointments accordingly.

Outside Bodies Sub-Committee

14. As with the two aforementioned Investment Committee vacancies, a vacancy has arisen on the Outside Bodies Sub-Committee as a consequence of Deputy Tom Hoffman (previously a P&R appointee) having subsequently been elected to a full term by the Court of Common Council.

15. Again, expressions of interest have been sought and Members will be advised in advance of the meeting as to the position and whether a ballot is required.

Conclusion

16. Members are asked to consider the various vacancies set out in respect of the Members Financial Assistance Working Party, the Members' Diversity Working Party, the Investment Committee and the Outside Bodies Sub-Committee, and make appointments accordingly.

Greg Moore

Town Clerk's Department

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Committee(s): Policy and Resources Committee	Date(s): 7 June 2018
Subject: Ex-officio Membership on the Policy and Resources Committee	Public
Report of: The Town Clerk	For Decision
Report author: Greg Moore – Principal Members’ Services & Committee Manager	

Summary

At the 3 May 2018 meeting of the Policy and Resources Committee, it was suggested that thought should be given to the composition of the Committee in respect of ex-officio Membership. This suggestion was made with particular reference to the potential inclusion of the Chairman of the City Bridge Trust Committee, given the increasing profile and strategic importance of this area of the City Corporation’s activities.

Currently the ex-officio places on the Policy Committee are as follows:-

- Lord Mayor;
- the Chief Commoner;
- Chairmen of nine committees (see paragraph 4);
- Deputy Chairmen of the Finance and Investment Committees; and,
- Any Member who has a seat in Parliament.

This report outlines the existing ex-officio Chairmen who serve on the Committee and invites Members to consider whether a further place should be allocated to the Chairman of the City Bridge Trust Committee.

This report responds directly to the proposal regarding the Chairman of the City Bridge Trust Committee raised at the previous meeting. It does not explore whether a case should be made for Chairmen of other committees, nor address the wider question of ex-officio membership in general and the relative merits of existing or prospective ex-officio membership.

Recommendation(s)

It is recommended that, given the financial scale of the City Bridge Trust and the strategic significance of its work to the City Corporation, consideration be given as to whether the Chairman of the City Bridge Trust Committee should also have an ex-officio place on the Policy and Resources Committee.

Main Report

Background

1. At the May 2018 meeting, Members suggested that consideration should be given to the ex-officio membership of the Committee. This was with reference to the increasing profile of the City Bridge Trust, with it suggested that it would be sensible for the Chairman of the City Bridge Trust Committee to become an ex-officio Member of the Policy and Resources Committee.
2. The most recent wholesale examination of the Committee's ex-officio appointments was undertaken in 2011, when a thorough review took place to ensure that the ex-officio appointments were the right ones for present day needs.
3. As a consequence of that review, additional places were reserved for the Chairmen of the Investment and Culture, Heritage & Libraries Committees, as well as for the Deputy Chairman of the Investment Committee.
4. This report does not re-visit that review, nor assess the merits of other potential additions to the Committee. Neither does it assess the continued membership of existing ex-officio Members.
5. There may well be other Chairmen who feel that it would be appropriate for their Committee to be represented on Policy and Resources through ex-officio membership. Indeed, the Chairman of the Board of Governors of the Guildhall School of Music & Drama has suggested that an ex-officio place should be reserved for the Chairman of that Committee, in view of the City's increasing strategic focus in respect of culture and the Culture Mile specifically, of which the Guildhall School is a key partner. Ex-officio places are currently reserved on Policy and Resources for both the Chairmen of the Culture Heritage & Libraries Committee and Barbican Centre Board.
6. Should Members wish to explore the option to add further ex-officio Chairmen to the Committee, it is suggested that it would be more prudent to undertake a more holistic and measured review, rather than seek to assess additional individual suggestions on an *ad hoc* basis.

Current Position

7. The full composition of the Committee is set out at Appendix 1. Currently, ex-officio places on the Committee are reserved for:
 - i) Nine Members who serve on by virtue of being Chairman of a particular Committee, viz.:
 - Finance
 - Planning & Transportation
 - Port Health & Environmental Services
 - Police
 - Community & Children's Services

- Establishment
 - Barbican Centre
 - Investment
 - Culture, Heritage and Libraries
- ii) Two Members who serve by virtue of being Deputy Chairman of a particular Committee, viz.:
- Finance
 - Investment
- iii) The Rt. Hon. The Lord Mayor
- iv) The Chief Commoner
- v) Such Members who have seats in Parliament (*N.B. - Two Members serve in this capacity at present*).

The Rationale for Ex-Officio Places for Committee Chairmen

8. Ex-officio places were introduced for Committee Chairmen to ensure that Committees with strategic remits and responsibilities (and in most cases significant budgets) are able to play a part in the policy setting process.
9. The award of ex-officio places provides a mechanism for key representatives of those committees to influence our policy decisions and our strategic direction. All ex-officio Members on the Policy and Resources Committee have full voting rights, including for the election of Chairman and Deputy Chairman.
10. As mentioned earlier in the report, nine Committee Chairmen currently have a reserved place on the Policy and Resources Committee and each represent areas of significant strategic or operational importance for the City Corporation.
11. It is prudent to keep under review these ex-officio appointments to ensure that Committees with significant remit and responsibilities are able to play a part in the policy setting process. For example, in 2011, culture had become an area which was becoming increasingly prominent and which also had substantial resource implications – thus, the inclusion of the Chairman of the new Culture Heritage & Libraries Committee.

Proposal

12. The role of the City Bridge Trust (CBT) has changed significantly in recent years. CBT now supports the Social Investment Board, managing the potential and actual social investments within BHE through the Head of Charity Finance and Social Investment; the delivery of the Central Grants Programme through the Central Grants Unit; the development of a philanthropy strategy, encompassing all the City Corporation's philanthropic activity; and the management of the pan-City Corporation charities database.

13. In addition, the Chief Grants Officer & CBT Director, together with key members of his staff, increasingly engages on behalf of the City Corporation with major stakeholders within the voluntary sector, including through representative bodies, and with government stakeholders at national, regional and local levels.
14. The recent promotion of the Chief Grants Officer & CBT Director to a Senior Management position also reflects the growing corporate importance of a strong City Bridge Trust, and that department's strategic significance.
15. As a consequence, the City Bridge Trust has become an ever-more important area of the City Corporation's overall portfolio. Serious consideration should therefore be given as to whether an ex-officio position on the Policy and Resources Committee should be set aside for the Chairman of the CBT Committee, to bring the position in line with that for other committees of similarly high strategic importance.
16. It should be noted that this report deals only with the Chairman of the City Bridge Trust Committee and does not consider whether a case could be made for other Chairmen.
17. Should Members wish to give consideration to additional appointments, or the ex-officio membership of the Committee more generally, it is suggested that the Committee agrees to a holistic review being undertaken (rather than making *ad hoc* or iterative changes on a piecemeal basis). This would facilitate a more strategic approach to your deliberations.
18. It should be noted that the final approval of the Court of Common Council would be required in respect of any changes to the Policy and Resources Committee's composition.

Conclusion

19. Members are asked to consider whether the composition of the Policy and Resources Committee should be amended to include the Chairman of the City Bridge Trust as an ex-officio Member, in view of the increasing strategic importance of Bridge House Estates and the charitable activities undertaken by the City Bridge Trust.

Greg Moore

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Meeting	Date
Policy and Resources Committee	7 June 2018
Subject	Public
Renewable Electricity Policy and Sourcing Strategy	
Report of	
Town Clerk, Chamberlain and City Surveyor	
Report Author	For Decision
Chris Bell, Commercial Director; James Rooke, Energy Manager and Kate Smith, Head of Corporate Strategy & Performance	

Summary

The City of London Corporation ('the Corporation') currently spends approximately £12.6m per annum on energy supply across its portfolio. The newly awarded Energy Buying and Management Service contract presents an opportunity to leverage this investment to better effect; using it to create a positive impact and improving financial resilience through the sourcing of renewable electricity.

This paper proposes a new Renewable Electricity Policy: that the Corporation will source 100% renewable¹ electricity from 2018 onwards.

It is proposed that this be realised through a Renewable Electricity Sourcing Strategy that involves three parallel workstreams: (A) on-site generation, (B) off-site generation and (C) certified renewable electricity. This combined approach aims to provide energy resilience, carbon reduction, reputational benefits, cost certainty and the opportunity to make long term savings on energy commodity costs.

Recommendation

That Members:-

- Approve the proposed Renewable Electricity Policy & Sourcing Strategy.
- Approve a budget of £25,000 from Policy Committee contingency for the implementation of the Renewable Electricity Policy in 2018-19.
- Approve a permanent increase in the baseline budget of up to £50,000 per annum from 2019/20 onwards to fund the renewable electricity premium, subject to the approval of the Corporate Asset Sub Committee

Main Report

Background

1. The renewable electricity referred to in this report only relates to the imported electricity associated with our energy supply contract and is totally separate from energy supplied by the Citigen CHP Unit, which is powered by natural gas.
2. The Corporation's approximate current spend through our energy supply contract is £12.6m per annum (approximately £11.4m electricity, £1.2m gas) across the portfolio of housing, schools, markets, investment properties, open spaces facilities and other corporate buildings.

3. Renewable electricity was not stipulated as part of the previous energy supply contract. There is now the opportunity to source 100% renewable electricity to better align with the Corporation’s responsible business aspirations and this should be reviewed as a policy decision.
4. Research and soft market testing was undertaken by City Procurement and City Surveyors over 18 months to address this issue. Responsible procurement mechanisms were then used to ensure that the Corporation would have the opportunity to source renewable electricity as part of the new energy contract. It was found that it was possible and offered a range of benefits.

Methodology: Renewable Energy Policy & Sourcing Strategy

5. The proposed Renewable Electricity Policy & Sourcing Strategy is based on the findings of this research, industry intelligence, market testing and supplier evaluation responses within the energy buying and managed service tender.

Renewable Electricity Policy: The City of London Corporation will source 100% renewable electricity from October 2018 onwards.

It is proposed that the Strategy be comprised of three parallel workstreams. Appendix 1 provides more detail about the benefits and limitations of each approach, justifying the use of all three in combination.

Renewable	Electricity	Sourcing	Strategy:
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6. **On-site [Workstream A]:** Generating a relatively small proportion (~1%+) of renewable electricity on Corporation sites, using up front funding that is paid back through savings in imported electricity. Key benefits include:
 - long-term cost savings
 - Reduced grid reliance
 - a visible demonstration of commitment to sustainable development
7. The Corporation already generates renewable electricity at various sites; currently ~0.1% total energy. Installations include photovoltaic (PV) panels, some of which were granted up-front costs through the internal Energy Efficiency Loan scheme² (EEL), but the number of additional viable sites are limited. Also, the current thresholds set by the EEL limit the competitiveness of renewables installations over energy efficiency projects. Lastly, the EEL has historically been under-utilised by departments who have the opportunity to bid.
8. **Next steps:** No immediate action required: some renewables projects are already being funded by the EEL. An additional ring-fenced fund for installations would increase the number of projects if this route is elected as a priority. The proportion of on-site generation could also be increased in the longer term when a wider range of viable innovative technologies can be exploited. The investigation into these initiatives is being led by Dept. Built Environment.

9. **Off-site [Workstream B]:** Sourcing a more significant proportion of renewable electricity through investment in external generation. A likely mechanism would be to use Power Purchase Agreements (PPAs)³; long term (20-25 year) agreements designed to provide the following benefits:
- Financial resilience: protection against price volatility and the potential to make long term cost savings. Whole sale and non-commodity costs are set to go up year on year for the foreseeable future.
 - Additional renewable energy added to the grid, contributing to domestic energy resilience i.e. ‘additionality’.
 - If just 5% of electricity were sourced in this way, it would allow the Guildhall to be publicised as a flagship edifice run on “zero carbon” electricity.
 - A proportionate reduction in carbon emissions associated with imported electricity and help meet internal Carbon Descent Plan targets.
 - Enhanced reputation associated with an innovative initiative, providing a demonstrable and defensible commitment to carbon reduction
10. **Next steps:** A Transformation Fund bid will be prepared to make a business case for commissioning an expert consultant to research, analyse and present all viable options for the Corporation to invest in off-site renewable energy.
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11. **Certified [Workstream C]:** The remaining proportion of renewable electricity will be secured by purchasing Renewable Energy Guarantees of Origin (REGOs) associated with our imported supply. This is certifiable renewable electricity that is already available on the market and can be bought for a small centrally funded premium. This would incur a maximum cost premium of an estimated £50,000 per annum, off-set by the main benefit:

- An immediate gain in recognition and reputation, especially if the Corporation chose to join leading Square Mile businesses in e.g. RE100⁴.

Next steps: Policy & Resources Committee are asked to endorse the allocation of an estimated £50k a year for four years from Oct 18 – Sept 22 to fund the purchase of REGOs in support of the Corporation’s Corporate Plan commitment to the Responsible Business⁵ agenda. It is proposed that the funding for this initiative is sought from Policy Committee contingency for the remainder of 2018-19 and by means of a permanent increase in the baseline budget of up to £50,000 per annum from 2019/20 onwards. There is a strong wish to avoid passing on costs to low income households and small businesses, or individual departments as this would involve disproportionately onerous consultation and administrative burdens.

Corporate and Strategic Implications

12. Ambitious international and national targets have been set for increasing the proportion of renewables into the energy mix, supporting climate change mitigation and energy resilience⁵. As a result, many organisations are buying renewable energy through various mechanisms as part of their commitment to responsible business principles.

13. The Corporation aims to support a thriving economy in the UK, as well as a flourishing society and outstanding environments. In order to do this, the Corporate Plan has identified a key outcome that 'Businesses are trusted and socially and environmentally responsible.' Following from this outcome, a new Corporate Responsible Business Strategy is being developed which aims to bring coherence between our outward role as a champion for responsible business in the UK and our internal actions in response to a variety of global sustainability issues. This strategy also supports a range of existing and emerging Corporation sustainability policies and strategies⁵.

Conclusion

14. The Corporation makes a substantial annual expenditure on energy across its operational and investment portfolios. Ratifying a new Policy on sourcing 100% renewable electricity and using the proposed Sourcing Strategy represent key mechanisms to achieve a positive impact, secure long-term cost certainty, open up the opportunity to make long term cost savings and align expenditure more closely to the Corporate Plan outcomes. Furthermore, the Corporation is an active leader in responsible business and needs to ensure coherence between its outward messaging and internal commitments and policy.

Quick Reference

1. Renewable electricity is that which does not represent a net consumption of resources, including that derived from wind, hydro, tidal and solar power. It does not include 'low carbon' electricity such as nuclear or that generated by Combined Heat and Power (CHP).
2. Energy Efficiency Loan scheme (EEL) – a fund of £2.5m total, used to fund invest-to-save projects internally, with departments bidding for a share of the £500k available per year over 5 years through an established process. Proposals for energy efficiency improvements or new renewable energy installations are assessed by a group of cross-departmental representatives. Energy savings are used to pay back the initial loan.
3. Power Purchase Agreements (PPAs) vary but could involve a power company establishing a renewable energy installation and selling or 'sleeving' the power back to the Corporation. There could be options for the Corporation to invest in the installation directly and obtain (at least partial) ownership of an asset and sell the renewable energy back to itself, or have a third party raise the debt and buy the renewable energy through them as part of a long-term (20-25 year) arrangement where the price would be pegged just below a stable index such as the Retail Price Index (RPI).
4. RE100 is a collaborative, global initiative uniting more than 100 influential businesses committed to 100% renewable electricity, working to massively increase demand for - and delivery of renewable energy. Companies signed up: <http://there100.org/companies>.
5. A new Corporate Responsible Business (RB) Strategy is being developed which aims to bring coherence between our outward role as a champion for responsible business in the UK and our internal actions in response to a variety of global sustainability issues. It supports various outcomes in the Corporate Plan, especially Outcome 5. 'Businesses are trusted and socially and environmentally responsible' and Outcome 11. 'We have clean air, land and water and a thriving and sustainable natural environment'. This Strategy also supports a range of existing and emerging Corporation sustainability policies and strategies (*Carbon Descent Plan, Responsible Procurement Strategy, Climate Change Mitigation Strategy etc.*) as well as emerging and current regional, national and international targets (*Mayor of London's Environment Strategy, UK Clean Growth Strategy, UK Climate Change Act, UK Promotion of the Use of Energy from Renewable Sources Act., UN Sustainable Development Goals, UNFCCC COP21 - Paris Agreement*)

Appendix 1

	[A] On site: Use of on-site generation (small scale)	[B] Off site: Investment in off-site renewable installations (large scale)	[C] Certified: Renewable Energy Guarantees of Origin (REGOs)
Definition	Installations on site e.g. solar panels supplying renewable energy to the site and selling excess to the national grid.	Investment in new installations such as wind/solar farms or energy storage facilities. The usual mechanism is a Power Purchase Agreement (PPA)	Certifiable renewable electricity that is already available on the market, can be bought for a small premium and attributed to clients by ring-fencing.
Benefits	Small carbon reduction. After payback, free energy supply for the lifetime of the equipment. Visible to public, which demonstrates RB commitments.	Significant reduction in carbon emissions. Drives additional demand for UK renewables and as such domestic energy resilience. Cost certainty as supply price pegged to a stable index rather than volatile energy prices. Cost savings outweigh one off expenditure on consultant.	Demonstrate immediate commitment to RB ⁵ , improved offering to IPG tenants, can join e.g. RE100 ⁶ . The Guildhall could be a flagship “zero carbon” electricity building - The reputational benefits outweigh the cost premium.
Limitation	Some capacity restrictions (~1% total energy supply) due to roof access, listed status, SSSIs & AONBs, future building use uncertainties	These strategies can be complex and are long term in nature (20-25 years), necessitating a specialist resource. Availability of large-scale installations to invest in, with approved planning permission etc. are relatively rare.	It presents an ongoing cost and does not have the effect of driving additional demand for UK renewables. Gas REGOs (as opposed to electric) are not yet viable in terms of affordability or availability.
Risk mitigation	Proposals presented as part of an approved process to a group of dept. representatives who weigh up each case in terms of payback periods etc.	Investment risk - mitigated by commissioning a specialist as part of a competed procurement. Financial risk – Although savings would still be made, they would decrease as non-commodity costs increase relative to commodity costs. In the unlikely event of an energy price crash, savings wouldn't be achieved.	Cost risk - Our contractor will determine the exact price premium before we have to commit to buying REGOs, so we will be able to opt in or out depending on known cost.
Costs	Long term cost savings once the payback period has been reached.	It is intended that the cost of a specialist consultant (~£40k) will be mitigated by long term cost savings offered by the PPA or similar investment opportunity.	£50k p/a premium on top of £12.m current total energy spend, or around 0.4% on top of future spend.
Timeline	Ongoing – current and pipeline projects supply ~0.1% of total energy. Total capacity is currently max. ~1%, more in the longer term with innovation.	Proposed investment to start at the end of 2018 or beginning of 2019 depending on options, maturity of new development, timescale of approval process etc.	October 2018 when energy supply contract goes live (after having been forward purchased on our behalf in May/June 2018)

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Agenda Item 8

Committees:	Dates:	
Policy and Resources Committee	07/06/2018	
Subject: Beech Street Transformation	Issue Report: Complex	Public
Report of: Town Clerk Director of the Built Environment Report Author: Simon Glynn	For Decision	
<p><u>Summary</u></p> <p>Culture Mile seeks to redefine the City of London as a global leader in both commerce and culture, where creativity is the most valuable currency. This initiative represents a significant opportunity to deliver transformative change in a way that meaningfully improves and enriches people’s lives.</p> <p>Beech Street is the main access route for visitors to the Barbican Centre from the west, and forms part of a critical east-west axis (including West Smithfield, Long Lane and Silk Street) along which some of the major cultural destinations (the new Museum of London at West Smithfield, the Barbican Centre and the Guildhall School of Music and Drama) are located. The Barbican Exhibition Halls 1 and 2 are located on the northern side of Beech Street.</p> <p>The property vision is to refurbish these buildings into modern and attractive accommodation suitable for retail, cultural and learning uses, creating brand new frontages onto Beech Street that will fundamentally change the vibrancy, activity and experience of this street.</p> <p>Essential to maximising the success of the property refurbishment will be the widening of the northern footway along Beech Street to provide generous pedestrian space adjacent to new retail, cultural and learning frontages.</p> <p>Finally, the vision for Beech Street also includes a vastly changed look and feel of the street through more vibrant treatment of the walls and roof of the covered road, enhanced lighting and opportunities for public art and way-finding. Overall, the experience of being in Beech Street will be much improved.</p> <p>In presenting this vision for Beech Street, initial research, consultation and investigation has been undertaken. Assessment of the Barbican Exhibition Halls has identified viable commercial options for the management of new retail, cultural and learning spaces. In transportation and public realm terms, an eastbound traffic closure of Beech Street, together with a widening of the northern footway would result in the smallest area of impact on the traffic network and supports the vision for property refurbishment. Establishing the feasibility of restricting traffic in Beech Street is critical in determining the viability of the overall programme.</p>		

The work to date has identified the opportunities for property refurbishment and transportation and public realm enhancement. To deliver this exciting transformation, Members' endorsement for the overall vision is required. Departments leading on the individual workstreams will now need to set out for Members their proposed programmes for delivery and the ways in which these work-streams will be coordinated effectively into a single cross-departmental programme.

To maximise the efficiency of delivery and reduce risk, each work-stream will be progressed within a single programme (Beech Street transformation programme). The appointment of a programme manager to coordinate these work-streams is desirable but an appointment will only be made once Members have greater certainty regarding the viability of the property, transportation and public realm changes.

Two reports will now be prepared for the next Committee cycle; one in relation to the transportation and public realm changes and one in relation to the property refurbishment; both reports will be subject to Member approvals through the project gateway process. Phase Two of the current Barbican Estate maintenance project (podium waterproofing works), will continue for now in accordance with the programme last reported to the relevant Committees.

Recommendations

Members are recommended to:

- Approve the vision for the transformation of Beech Street.
- Approve the development of Gateway reports; those relating to transportation and public realm and those relating to property refurbishment, which are subject to Member approvals through the project gateway process.

Main Report

1. Vision	<p><u>Vision for Culture Mile</u></p> <p>Culture Mile seeks to redefine the City of London as a global leader in both commerce and culture, where creativity is the most valuable currency. This initiative presents a significant opportunity to deliver transformative change in a way that meaningfully improves and enriches people's lives.</p> <p>The City of London Corporation, together with the Barbican, Guildhall School of Music & Drama, London Symphony Orchestra and Museum of London, are working together to create a major destination for culture and creativity in the Square Mile with creative exchange, cultural collaboration and learning at its core.</p> <p>This transformation is beginning and Culture Mile, which stretches just under a mile from Farringdon to Moorgate, will take 10-15 years to fully develop.</p> <p>Over the next decade and beyond, the five partners, led by the City of London Corporation, will transform the area through:</p>
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- better transport links with the arrival of Crossrail
- improving their offer to audiences with imaginative collaborations, outdoor programming and events.
- improved links between venues and major enhancements to the streets and wider public realm which will enliven the area as Culture Mile expands and flourishes.

Crossrail will be transformative for this area. Nearly 1.5 million additional visitors a year are expected from late 2018 as Crossrail opens new Elizabeth Line stations at Farringdon, Moorgate/ Liverpool Street and the North-South Thameslink line is also upgraded. Farringdon interchange will provide direct access to three major London airports with journey times from Heathrow around 30 minutes; it will be the only station where Underground, Thameslink and Crossrail all interlink and will be one of the busiest stations in the UK making the area more connected than ever.

Three building projects, the new Museum of London, the transformation of Beech Street and the proposed new Centre for Music are envisaged within Culture Mile and their success would make a significant contribution.

The City and its partners are just at the start of this long term 10-15 year project. By 2028, the outcomes for Culture Mile, as expressed in the draft Culture Mile Strategy are that:

- People enjoy spending time in the area and participating in activities that enrich their lives
- People have equal access to creative, cultural and learning activities, to develop their skills and experiences – making them more socially and economically mobile and included.
- Visitors, learners, businesses and residents engage and collaborate positively with us to transform the area and realise the aims of Culture Mile.
- Culture Mile is delivered in an economically and environmentally sustainable way.

Vision for Beech Street

Beech Street is the main access route for visitors to the Barbican Centre from the west, and forms part of a critical east-west axis (including West Smithfield, Long Lane and Silk Street) along which some of the major cultural destinations (the new Museum of London at West Smithfield, the Barbican Centre and the Guildhall School of Music and Drama) are located. Beech Street already has a similar footfall to a successful retail high street and pedestrian usage of the route will increase following the opening of the new Crossrail stations. Beech Street will become an important connector between these transport links.

	<p>The Barbican Exhibition Halls are located on the north side of Beech Street. These venues have been modified over the years and are currently used for a range of back-of-house activities and commercial lettings. The vision, however, is to comprehensively refurbish these buildings into modern and attractive retail, cultural and learning accommodation. This will create brand new frontages onto Beech Street that will fundamentally change the vibrancy, activity and experience of this street. The Mayor of London’s Cultural Strategy has identified the importance of property assets in cultural districts which, through careful physical redevelopment and equally careful leasing and management, can play a major role in defining the character of cultural districts. The use and appearance of these assets influences the overall experience of people in the area, which is vital in encouraging visitors to visit, remain and return. The opportunities in Beech Street are a microcosm of those opportunities referenced in the Mayor’s Cultural Strategy, as well being key to the overall success of Culture Mile.</p> <p>Complementary to the property refurbishment will be the widening of the northern footway along Beech Street to provide generous pedestrian space adjacent to new retail, cultural and learning frontages. This footway widening will require the removal of the current eastbound vehicular lane. Beech Street will therefore provide for westbound vehicular movement only. Air pollution within the street remains a significant problem and the partial removal of traffic will be an important step towards reducing traffic emissions and creating a more pedestrian-friendly environment.</p> <p>In addition, the re-design of Aldersgate Street junction will improve safety and encourage pedestrian movement, particularly east-west. Finally, the vision for Beech Street also includes a vastly changed look and feel of the street through more vibrant treatment of the walls and roof of the covered road, enhanced lighting and opportunities for public art and way-finding. Overall, the experience of being in Beech Street will be much improved.</p>
<p>2. Work to date</p>	<p><u>Work to Date</u></p> <p>In presenting this vision for Beech Street, initial research, consultation and investigation has been undertaken.</p> <p><u>Barbican and Golden Lane Area Strategy (2015)</u> This Strategy involved extensive consultation with residents and other stakeholders. The majority of respondents expressed a desire to see changes to Beech Street. Air pollution was consistently identified as a major negative factor of the area, and improvements in this regard were strongly encouraged. The removal of traffic and pedestrianisation of Beech Street also emerged as a common theme.</p>

Culture Mile Look and Feel Strategy (draft, due 2018)

In addition, recent work to develop a Look and Feel Strategy for Culture Mile has identified four key aims in delivering public realm change; to create a culture spine, to take the best cultural experiences within the institutions into the public domain, to encourage discovery and exploration of hidden gems in the area, reinforcing greener and more reflective spaces and, for the area to be easily recognisable as Culture Mile through the adoption of innovative and responsive approaches to place-making. Beech Street forms a key part of the east-west axis through Culture Mile, which has been identified as the 'culture spine'.

Property Feasibility Study

In 2016 a Beech Street Property Feasibility Study was undertaken to assess the architectural, structural and commercial implications of introducing units for retail, cultural and learning uses along the frontages of Beech Street. The study explored the viability of such proposals and whether these would result in a level of change that is beneficial for the wider area.

Two specific approaches were considered:

- A commercial approach – seeking to maximise income from the retail and cultural and learning spaces that could be provided
- An alternative approach – requiring Corporation and Barbican active management of the letting of these spaces to be in a strong position to respond to opportunities and the strategic priorities of Culture Mile as it develops.

Gross annual rental forecasts for each approach have been estimated at £1.3m (commercial) and £1.1m gross of operating costs (alternative), however these approaches represent points on a spectrum of rental value that could be rebalanced depending on strategic priorities and business need. Based on this initial research, both approaches appear financially viable, however the 'alternative' approach would more strongly support the vision for Culture Mile and the aims of the draft Culture Mile Look and Feel Strategy.

Potential layout options for a refurbished Barbican Exhibition Hall 1 and 2 have been assessed as part of the Property Feasibility Study. All options require further consideration and further details will be presented in a separate report on property matters to the relevant Committees.

Another consideration for the property refurbishment will be the physical condition of the Barbican Exhibition Halls in relation to structural integrity, drainage, ventilation and other mechanical and electrical matters. Recent on-site observations have indicated that

these elements may require significant improvement as part of the comprehensive refurbishment.

High level traffic modelling

An initial, preliminary impact analysis (using the Transport for London (TfL) ONE Model for Central London) was produced in 2016 as part of a study to identify the geographical area that would be affected (i.e. the area to which traffic reassigns) by different options relating to the restriction or removal of traffic from Beech Street.

The options for testing were:

- Option 1- An eastbound closure of Beech Street to vehicles;
- Option 2 - A westbound closure of Beech Street to vehicles;
- Option 3 - A full closure of Beech Street in both directions.

Option 1 to close Beech Street eastbound would allow the footway on the northern side of Beech Street to be significantly widened with the least amount of change to Aldersgate Street junction and would maximise the potential for retail and other uses within the refurbished Barbican Exhibition Halls.

The output from the analysis shows that each of these three scenarios would cause a significant reassignment of traffic within the City (particularly on London Wall and Moorgate) and onto the TfL Network (Old Street) and streets of neighbouring boroughs.

As expected, Option 3 had the widest area of impact with traffic implications across most of the Square Mile, and into the London Boroughs of Islington and Hackney.

The area of traffic reassignment between Options 1 and 2 varied significantly, with an eastbound closure of Beech Street affecting a smaller area than a westbound closure, though still affecting TfL and LB Islington streets.

The impact areas are presented visually in Appendix 1.

Whilst the scope of the area of impact is now understood, the scale or severity of the impact on individual junctions is yet to be determined. For Option 1, which affects the smallest geographic area, it is estimated that traffic in the area will need to be reduced by approximately 20% to limit the impact to streets within the City. As a comparison, both the Aldgate and Bank on Safety schemes required much lower levels of traffic reassignment and their impact was contained within the City. A greater understanding of the impact of changes to traffic movement in Beech Street on the resilience of the street network is also required.

	<p>This scale of change to Beech Street would present a significant challenge for the City Corporation and would require a step-change in the Corporation’s approach to managing traffic, including the process by which the City obtains necessary approvals from Transport for London (TfL) and the London Borough of Islington. Both TfL and LB Islington have parallel aspirations to reassign traffic from Old Street roundabout and Clerkenwell Road, with impacts likely to be felt within the City.</p> <p>The proposals for an eastbound closure and northern footway build out must be caveated with two specific concerns. Firstly, detailed traffic analysis and the impact on the resilience of the network may be found to be such that the necessary approvals from TfL can not be obtained. Secondly that the northern footway widening will be subject to confirmation following detailed surveys to establish that the sub-structure is able to safely take the additional loading.</p> <p>In summary, an eastbound closure would result in the smallest area of impact on the traffic network and would support the ambition to transform the Barbican Exhibition Halls. A west-bound closure would have greater traffic impact and would not be able to support the desired property changes on the northern side of Beech Street. Full pedestrianisation would have the largest area of impact on the traffic network, whilst supporting the desired property changes.</p>
<p>3. Summary of Issue</p>	<p><u>Summary of Issue</u></p> <p>The work to date has identified the opportunities for property refurbishment and transportation and public realm changes in Beech Street. To deliver this exciting transformation, a single vision, endorsed by Members, is required for the property and public realm in Beech Street. Departments leading on the individual workstreams will need to set out for Members their proposed programmes for delivery and the ways in which these work-streams will be coordinated effectively into a single cross-departmental programme.</p>
<p>4. Proposed way forward</p>	<p><u>Proposed Way Forward</u></p> <p>There are three main areas of work in delivering transformation in Beech Street:</p> <ul style="list-style-type: none"> • Transportation and Public Realm – the delivery of changes in Beech Street, including statutory processes, Traffic Management Act scheme approval from TfL, structural assessment, highway re-design, changes to the walls and roof of Beech Street, lighting and public art. • Property – the refurbishment of the Barbican Exhibition Halls in Beech Street and associated structural and M&E improvements

	<ul style="list-style-type: none"> • Barbican Estate Maintenance – works including the podium waterproofing above Beech Street to enable the subsequent refurbishment of the Barbican Exhibition Halls. <p>An indicative programme to deliver each of these work areas will be provided in the proposed reports on transportation and public realm and on property refurbishment as described in Recommendation Two.</p> <p>Clearly these work-streams have significant inter-dependencies. To maximise the efficiency of delivery and reduce risk, each work-stream will be progressed within a single programme (Beech Street transformation programme). The appointment of a programme manager to coordinate these work-streams is desirable but an appointment will only be made once Members have greater certainty regarding the viability of the property and public realm changes.</p> <p>To this end, further detailed investigation, including the production and testing of a detailed traffic model, is required regarding the full impact of an east-bound traffic closure in Beech Street on the wider transport network and on network resilience, both inside and outside the City boundary. In addition, the integrity of the structures above, to the side and below Beech Street are not fully known and need to be determined at an early stage. These investigations, the details of the next steps required, together with the proposed funding approach, will be set out in separate gateway reports on the transportation and public realm changes and on the property refurbishment. Officers propose to liaise with Chamberlains regarding the funding approach to be set out for each workstream. The highways and public realm and the property refurbishment workstreams will be managed as stand-alone projects initially, albeit coordinated in due course by a programme manager.</p>
<p>5. Next steps</p>	<p><u>Next Steps</u></p> <p>Two reports will be prepared for the next Committee cycle; one in relation to the transportation and public realm changes and one in relation to the property refurbishment and will be received by the relevant Spending Committees. The existing Barbican Estate maintenance project, in relation to the waterproofing around Beech Street, will continue for now in accordance with the programme last reported to the relevant Committees.</p>
<p>6. Funding</p>	<p><u>Funding</u></p> <p>The cost envelope for the Beech Street transformation programme is estimated at £30m. This includes £12m for transportation and public realm changes and £18m for property</p>

	<p>refurbishment. The podium water-proofing project is separately funded and has previously been approved by Members. The funding approach will be different for each work-stream and will be described in detail in the separate reports proposed. Officers are instructed to liaise with Chamberlains regarding the funding approach to be set out for each workstream.</p>
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Appendices

Appendix 1	Indicative geographic areas of impact in relation to Beech Street traffic changes
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Contact

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Committee(s):	Date:
Port Health and Environmental Services Committee (for information)	22 May 2018
Public Relations and Economic Development Sub (Policy & Resources) Committee (for decision)	29 May 2018
Policy & Resources Committee (for decision)	7 June 2018
Subject: Plastic Free City	Public
Report of: Carolyn Dwyer – Director DBE	For Decision
Report author: Carolyn Dwyer – Director DBE	

Summary

In January 2018 the Port Health and Environmental Services Committee agreed the commencement of a high-profile project in 2018 with the aim to reduce single use plastics within the Corporation and across the City of London.

This report details the progress that has been made so far on developing the project, the various workstreams that have been identified, and the next steps to ensure the successful delivery of these workstreams.

Recommendations

Members of the Public Relations and Economic Development Sub Committee and Policy and Resources Committee are asked to:

- Agree a high-profile project in 2018 with the aim to reduce single use plastics across the City Corporation and wider City of London.
- Support the various workstreams detailed in the report.
- Note the funding approach for the project.
- Agree branding.

Members of the Port Health and Environmental Services Committee are asked to note the report.

Main Report

Background

1. Reliance on single use plastics is a key environmental issue that must be tackled to diminish the climate change impact of the production of plastics in large quantities and the resulting plastic pollution. The issue has increased in profile over recent months and coverage in Blue Planet II has dramatically increased public awareness. The City Corporation has a responsibility to encourage the reduction of single use plastics and ocean plastic litter.
2. The City Corporation is in an excellent position to lead by example and help businesses and individuals reduce their use of single use plastics where alternative solutions exist.

Current Position

3. In January 2018 the Port Health and Environmental Services Committee agreed the commencement of a high-profile project in 2018 with the aim to reduce single use plastics in the Corporation and encourage businesses across the Square Mile to do likewise. This campaign will require a collaborative approach across the City Corporation and with businesses, workers and residents to create the behaviour changes necessary to reduce single use plastics consumption and litter across the City.
4. A working group with representatives from across the City Corporation, chaired by the Director of the Built Environment, has been convened to further develop ideas, oversee the project, and engage support from all areas of the organisation.
5. Initial meetings have been held with the communications agency Barley Communications, who worked on the successful “Square Mile Challenge”, to ensure maximum launch coverage. A separate design process has begun for the branding and identity of the project as shown in Appendix A.
6. The following campaign elements and workstreams have been identified to ensure the successful delivery of the project.

Workstreams

7. **Pledge for businesses to reduce single use plastics:** Businesses will be asked to pledge to reduce their consumption of single use plastics, such as straws, bottles, cups, single use coffee pods, cutlery and utensils, sachets, food and takeaway containers, plastic bags, and individual food wraps. As the pledge is voluntary it will initially focus more on assisting businesses reach their goals and share their stories and successes, rather than policing their achievements. Pledged businesses will be listed on the Plastic Free City website and given a certificate and window sticker to publicise the campaign.
8. Alongside pledged businesses the website will feature guidance and resources for individuals and business to assist in reducing single use plastics, share individuals and businesses stories and good practice, along with links to other useful and informative web resources. Upon registration businesses will be asked, where possible, to identify their current annual use of these products to quantify the amount of single use plastic removed by the project. Businesses will initially be approached through current schemes, such as the Clean City Awards Scheme and the Clean Streets Partnership, along with asking others to register interest on the webpage via the launch.
9. The City Corporation will address its own use of single use plastics with a review of where they are currently used within the organisation and plans put in place to remove or replace with alternatives. A working sub group has been set up with representatives from the City Surveyors department as they manage most of the buildings, City Procurement to ensure that these requirements are met by key contractors and suppliers and Cleansing to provided waste management advice. This will also require clear messaging and enforcement from all Senior Management, support for which was agreed at Summit Group in February 2018.
10. **Developing a refill culture across the City:** There is a proposed programme for ten new water refill points across the Square Mile to be installed over the next two

years. These points, in addition to the six drinking fountains that already exist, will be mapped and locatable on the City website and on the established nationwide Refill mobile app.

11. The project will work with Refill to sign up a large number (circa 200) of businesses to be registered as water refill points. This will include many licensed premises in the Square Mile, who are currently required to provide water on request. It is also envisaged that many businesses signing the pledge will be encouraged register as Refill points where possible. Whilst the nationwide Refill app will be the main way to find refill points, the project will also look at updating this information on to other resources, such as the Metropolitan Drinking Fountain & Cattle Trough Association's Find A Fountain application.
12. **Campaigns to change behaviour:** As a substantial amount of litter that gets into the oceans starts as litter on land, an essential part of dealing with this problem is by reducing littering in general. To raise awareness of the damage caused by plastic litter getting into the Thames the project will run a highly visible and impactful campaign along the riverfront and the bridges over the summer. This will also be beneficial in enhancing the enjoyment of the environment along the riverfront. Officers will also work with schools to promote the campaign messages as well as supporting Thames foreshore litter picks, in association with Thames21.
13. One of the easiest ways individuals can reduce their use of single use plastics is by increasing their use of reusables. As part of the project there will be a campaign to promote the use of reusable products, not just for water and cups, but food stuffs too, that seeks to normalise and increase their use across the City. It is envisaged we can work with some major food retailers to accept and promote reusable food containers in store, along with promoting this practice at food stalls, markets, and canteens.
14. The launch for the project is intended for June 2018. This will fit with the launch of the new Corporate Plan and demonstrates how the City Corporation is actioning some of the plans key aims around positively impacting people and the environment. Throughout the year we intend to maintain the high profile of the project with planned announcements for newsworthy stories, which might include a competition to design a new fountain, or the installation of a new fountain at the site of the first ever municipal drinking fountain (1867 at Holborn Viaduct). Along with this updates on the amount of plastic reduced by the pledge and the numbers of businesses participating.
15. Consideration is being given to including policies within the new Local Plan that will require new developments to make provision for water bottle refill sites and the project will also look at the possible regulatory powers the City Corporation (and other Local Authorities) have to reduce the amount of single use plastics across the Square Mile, either through licensing or planning regulation.

Corporate and Strategic Implications

16. Section four of the new Corporate Plan sets the aim for the City to positively impact people and the environment by championing responsible practices to improve economic, social and environmental outcomes. This project also shows the City Corporation leading by example; demonstrating our own commitment and

achievements as well as encouraging other organisations and individuals to make responsible choices.

Implications

17. A full funding strategy is currently being investigated but it is anticipated that funding and resources for most of the project workstreams will be met from existing budgets, or where applicable, from an application for funding from the Priorities Investment Pot. It is anticipated that some of the funding for the water refill points and drinking fountains (some of which may be within planned street scene projects) will be met Section 106 funds where possible.

Conclusion

18. The current focus on ocean litter presents an opportunity for the City Corporation to position itself as a leading force in sustainable behaviour and provide assistance, encouragement and guidance to residents, workers and businesses about how they can contribute to reducing their consumption of single use plastics.

Appendices

- Plastic Free City – Identity and Brand Design

Carolyn Dwyer

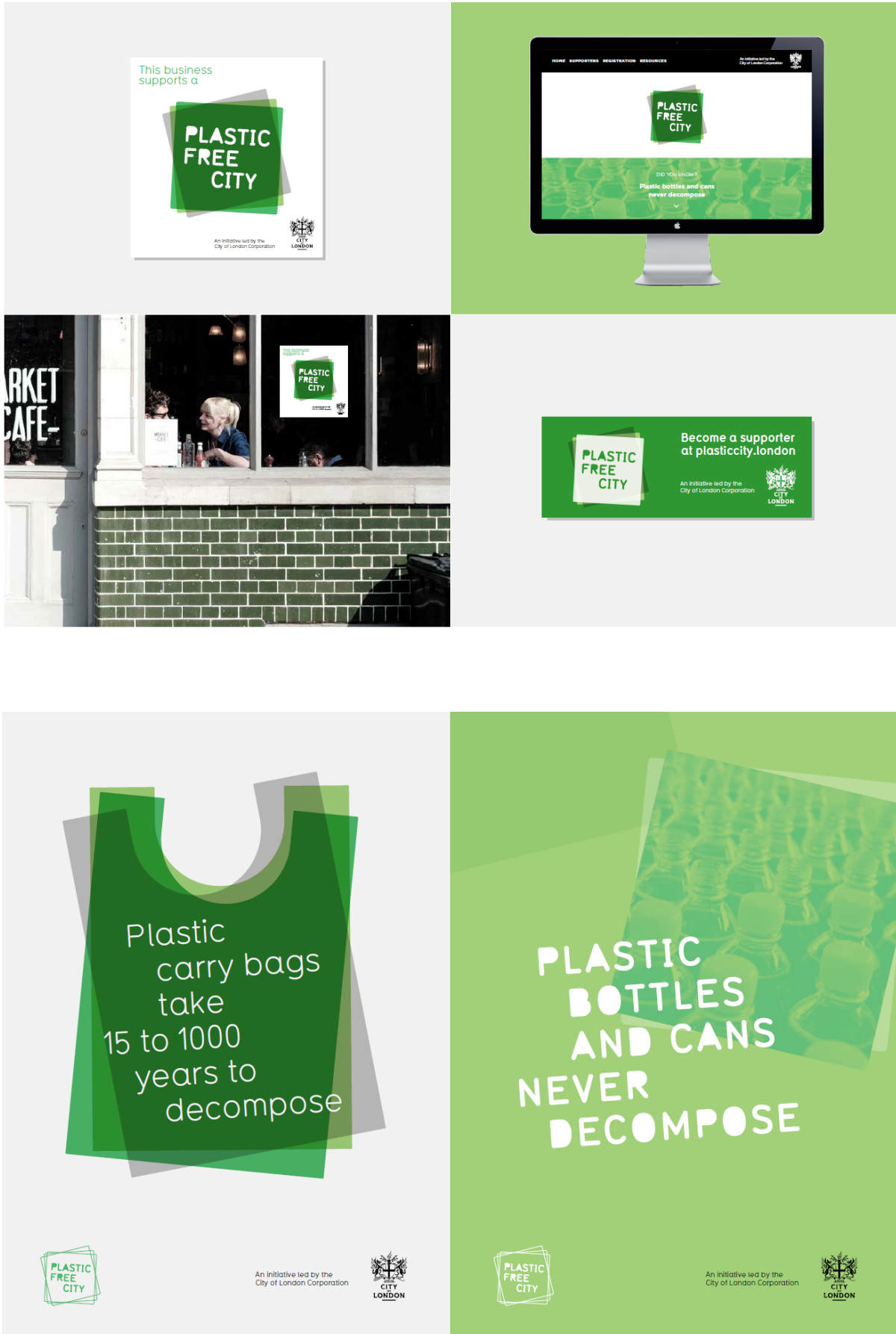
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Appendix A - Plastic Free City – Identity and Brand Design



Committee(s):	Date(s):
Finance Committee – For decision	05/06/2018
Policy and Resources Committee – For decision	07/06/2018
Subject:	Public
Funding Request for Flood Risk and Other Environmental Resilience Work During 2018/19 and 2019/20	
Report of:	For Decision
Carolyn Dwyer, Director of the Built Environment	
Report author:	
Paul Beckett, Policy & Performance Director, DBE	

Summary

Managing flood risk is a statutory duty of the City of London Corporation as the Lead Local Flood Authority for the City of London. The Government accepted that this was a new burden resulting from the Flood and Water Management Act (2010) and until 2015/16 made a specific grant to local authorities to cover this additional cost. The Government has stated that it will maintain this grant funding at the same level in real terms until 2020 but, to increase local government financial flexibility, subsequent grants have been received as part of the local government financial settlement (Revenue Support Grant). The Government has stated that flood risk grants will be identified as visible lines in the settlement, and that this visibility will help support vital work undertaken to manage flood risk locally, striking the right balance between flexibility and clarity over expected levels of flood risk investment.

This report is seeking an allocation of part of the Government grant received to undertake flood risk management and other activities to improve the City’s resilience to flooding in accordance with the statutory responsibilities under the 2010 Act. In particular, the funding will enable the City Corporation to make further progress on actions required by its City of London Local Flood Risk Management Strategy 2014. The funding bid is for £122,000 each year for 2018/19 and 2019/20. The funds will be principally used to continue with Sustainable Drainage System statutory assessments for all major developments, to fund a new fixed term post to hasten the preparation of Local Flood Risk Management Plans for specific parts of the City, and to improve future resilience of the City at a time of rapid social, economic, environmental and technological change.

Mitigating local flood risk through the preparation and implementation of appropriate flood risk management strategies and Sustainable Drainage System projects will increase the City’s resilience and its attractiveness as a world leading international financial and business centre. Not undertaking this work will increase the local flood risks with potentially serious personal safety, commercial and reputational consequences if the worst were to happen.

Recommendation(s)

Members are recommended to:

- Approve a resource base increase of £122,000 funded from the Finance Committee contingency in 2018/19 and from the non-ring-fenced new burdens flood risk

management element of Government Grant in 2019/20 for future resilience work in the City including measures to reduce the risk and impact of flooding.

- Finance Committee approval is subject to confirmation by Policy and Resources Committee.

Main Report

Background

1. High profile flooding incidents during the past decade led to the Government reviewing national flood management arrangements. This resulted in the Flood and Water Management Act (2010) giving new powers and responsibilities to local authorities which have been introduced in stages. Each local authority was made the 'Lead Local Flood Authority' for its local area with responsibilities to assess local flood risks and to prepare strategies for mitigating those risks.
2. The City of London Corporation is the Lead Local Flood Authority for the City of London and the responsibilities of this new role are overseen by the Planning and Transportation Committee. Many departments have a role to play in managing flood risk and the work is coordinated through an officer group led by the Dept. of the Built Environment. DBE's planning service have led on key tasks such as the preparation and review of statutory flood risk assessments to improve our understanding of the flood risk the City faces. The conclusion was that the City is at relatively low risk of most types of flooding but some parts of the City are at relatively higher risk of surface water flooding during and after heavy rainfall.

Current Position

3. The statutory flood risk assessments informed the preparation and adoption of the City's Local Flood Risk Management Strategy (2014) which includes a new commitment to prepare Local Flood Risk Management Plans for those parts of the City that have a relatively higher flood risk. DBE's District Surveyor's division has also led on a new statutory task of assessing new major development applications for their flood risk mitigation measures (Sustainable Drainage Systems - SUDS). Such resilience activities have been funded to date by ring-fenced 'new burdens' Government grant but that source has recently been merged into the non-ring-fenced local government financial settlement. Therefore there is now a need to use some of the non-ring-fenced Government Grant to fund further progress on flood risk and related environmental resilience matters.

Options

4. The City Corporation is already committed to preparing Local Flood Risk Management Plans for relatively higher risk areas in accordance with its adopted City of London Flood Risk Management Strategy. The 'new burdens' funding being sought will enable these Management Plans to be prepared during 2018-2020 and will also enable Sustainable Drainage System statutory assessments to be carried out for all major developments. Both actions will be in fulfilment of statutory duties under the Flood and Water Management Act 2010. In addition some funding is proposed to progress wider sustainability aims including climate change mitigation and adaptation initiatives.

5. Not funding these ‘new burdens’ in the way proposed will delay preparation of Local Flood Risk Management Plans for relatively higher risk parts of the City until alternative funds are identified. This could adversely affect the resilience of those areas and their ability to recover quickly after the event. It could adversely affect people who live or work in such areas and the operation of local businesses.

Proposals

6. Existing staff resources within DBE’s planning service and the previously ring-fenced Government Grant have been used to date to oversee preparation of the flood risk assessments, the management strategy and SUDS statutory assessments. However further funding is now needed to sustain the SUDS statutory assessments and to provide additional temporary dedicated staff and consultancy support to progress the required Local Flood Risk Management Plans. The new temporary fixed term post (to end March 2020) will be line managed by the existing Senior Sustainability Officer, who has responsibility for flood risk work within DBE. Additional work is also needed on environmental sustainability and resilience in order to address climate change implications.
7. Key components of the proposed additional funding are summarised in Table 1 below. They comprise funding for SUDS statutory assessments, funding for a new temporary resilience officer post to focus on the preparation and implementation of local flood risk management plans, expansion of existing sustainability and environmental resilience activities, and funding for consultancy support with flood risk management plan preparation, consultation and other resilience issues.

Table 1: Proposed Additional Funding for Environmental Resilience

Purpose	2018/19	2019/20
Sustainable Drainage System consultation assessments	£30,000	£44,000
Future resilience officer post (20 months fixed term to March 2020)	£32,000	£48,000
Expansion of existing sustainability and resilience activities	£10,000	£10,000
Consultancy support re flood risk, greening and resilience	£50,000	£20,000
Total	£122,000	£122,000

Corporate & Strategic Implications

8. Flood risk mitigation and other environmental resilience work will help deliver the aims and outcomes of the Corporate Plan 2018-2023 and the emerging Responsible Business Strategy. In particular, environmental resilience will advance Outcome 1 that ‘people are safe and feel safe’. Sustainable drainage projects and other greening projects will also contribute to the delivery of Outcome 11 ‘clean air, land and water and a thriving and sustainable natural environment’ and to Outcome 12 ‘spaces are secure, resilient and well-maintained’.

Financial Implications

9. The additional resources required to deliver essential flood risk mitigation measures and meet the City’s statutory duties as the Lead Local Authority for flood risk in the City of London cannot be met from within the Director’s existing local risk resources.
10. The Chamberlain has been consulted on this proposal and the risk was recognised in the Medium Term Financial Strategy. The allocation of £122,000 each year

during 2018/19 and 2019/20 for future resilience work in the City will enable this important work to progress in a timely manner. The amount proposed has been related to City-specific resilience projects and temporary staffing needs as set out in paragraph 7, Table 1.

11. The proposed funding allocation of £122,000 is within the non-ring-fenced funds identified for flood risk and Sustainable Drainage (SUDS) matters in the local government financial settlement (Revenue Support Grant) which are £137,000 in 2018/19 and £140,000 in 2019/20.
12. As no specific funding allocation was made in the 2018/19 estimates, it is requested that the funding pressure is met from the Finance Committee contingency and an allocation is made in 2019/20 from the Government Grant non-ring-fenced flood risk and SUDS provision.

Health Implications

13. Flooding could adversely affect the health and wellbeing of those who live or work in areas that have a potential flood risk due to the flood itself or exposure to resultant pollution. The proposed flood risk mitigation work would provide some reassurance that measures are being taken to reduce the risk and to mitigate its effects.

Conclusion

14. The new burdens placed on the City of London Corporation by the Flood and Water Management Act (2010) need additional funding for the role of 'Lead Local Flood Authority' for the City of London to be carried out. The Government has provided additional funding, initially as specific grant from DCLG and DEFRA, and since 2016/17 as visible lines in the local government financial settlement (Revenue Support Grant). Although this funding is no longer provided separately, it is intended that it will still be available where justified to fund the expected level of investment in environmental resilience including local flood risk management. Approval of this funding bid will enable the City Corporation to continue to meet its responsibilities as a Lead Local Flood authority and to strengthen the City's resilience in response to climate change.

Appendices - None

Background Papers

- City of London Local Flood Risk Management Strategy 2014.
- City of London Strategic Flood Risk Assessment update 2017

For both see <https://www.cityoflondon.gov.uk/services/environment-and-planning/sustainability/Pages/Flood-risk-in-the-square-mile.aspx>

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Committees:	Date:
Police Committee	24 May 2018
Finance Committee	5 June 2018
Policy and Resources Committee	7 June 2018
Court of Common Council	21 June 2018
Subject:	Public
Cyber Security Strategy	
Report of:	For Decision
Commissioner of the City of London Police	
Director of Economic Development	
Report authors:	
Charlie Morrison, Simon Horner	

Summary

The City of London’s financial and professional services (FPS) industry faces a unique cyber threat, and as a sector designated as Critical National Infrastructure, there is a need to enhance its protection from future attack.

The City of London Police (CoLP) is an active, experienced player in this space, and now seeks to build on its expertise to develop and implement a new initiative, ‘Cyber Griffin’. Modelled on its successful ‘Project Griffin’, it will help the Square Mile’s FPS sector better self-protect itself against cyber-attack.

Being cyber secure as a financial services centre, is also essential if we are to maintain our competitive position. Other financial centres are launching initiatives of their own. We must use our own unique assets to create the strongest offer to businesses to help them be more cyber secure.

CoLP and the Economic Development Office (EDO) of the City of London Corporation (Corporation) therefore propose to partner to develop and deliver a cyber strategy incorporating:

- the Cyber Griffin initiative, which will include expert briefing, training and scenario planning to help businesses in the Square Mile defend against cyber-attack;
- a cyber security incident response exercise developed by the University of Bristol (Bristol) as well as tailored research;
- bespoke products and advice from the Global Cyber Alliance (GCA); and
- stakeholder liaison, promotion, and project management by EDO to optimise implementation of the strategy.

Recommendations

- 1) Policy and Resources Committee to agree in-principle to support and approve the cyber strategy.
- 2) Finance Committee to agree to uplift the City of London Police budget for the amount of £870k for 2018/19, and EDO’s budget for the amount of £55k.

- 3) Resource Allocation Sub Committee are asked to approve an increase to the base budget of the City of London Police of £450k and EDO's budget for £55k, for 2019/20 for the initial launch and piloting of Cyber Griffin (over two years), to be drawn from City's Cash.
- 4) Police Committee to note the cyber strategy and provide a recommendation to support it to P&R and Finance Committee.
- 5) Note that pending the initial success of Cyber Griffin, CoLP and EDO will present a business case to seek long-term funding, to continue to deliver the strategy, beginning in 2020/21 Budget.

Links to the Corporate Plan

This proposal primarily maps to Outcome 12 of the Corporate Plan – Our spaces are secure, resilient and well-maintained. In particular, this links to the theme of building resilience to natural and man-made threats ['fraud and cybercrime'] by strengthening, protecting and adapting our infrastructure, directly and by influencing others under the aim of shaping outstanding environments.

This proposal also supports the CoLP Corporate Policing Plan 2018-2023 – Developing a world class digital policing environment, supporting safety by design and leading the delivery of a safe place to live, work and visit.

Main Report

Background

1. Recent cyber-attacks, including Wannacry and NotPetya, demonstrated the growing threat of cyber-crime posed to the UK. A recent Government survey showed 43% of UK businesses identified cyber security breaches or attacks in the last 12 months, representing 42% of micro/small businesses and 65% of medium/large businesses.¹
2. The costs of cyber-crime are significant. In the year ending March 2016, City of London businesses lost over £45 million due to online crime based on National Fraud Intelligence Bureau records.² In 2011, the Government estimated cyber-crime undertaken for financial gain cost the UK economy £27 billion every year, although the real impact is likely to be much greater.³ Although the effect on citizens and Government is considerable, most of the impact is borne by business.
3. The financial services sector is the most vulnerable to cyber-attack. IBM X-Force reported that in 2016, the average financial services client organisation monitored

¹ Department for Digital, Culture, Media & Sport, Ipsos MORI and University of Portsmouth, *Cyber Security Breaches Survey 2018*, https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/701840/CSBS_2018_Infographics_-_General_Findings.pdf (accessed 2 May 2018).

² City of London Police, 'Over £45 million lost by businesses in the City of London to online crime in the last year', *City of London Police* [website], 13 June 2016, <https://www.cityoflondon.police.uk/advice-and-support/fraud-and-economic-crime/nfib/nfib-news/Pages/Over-45-million-lost-by-businesses-in-the-City-Of-London.aspx>, (accessed 2 May 2018).

³ Cabinet Office and Detica, *The Cost of Cyber Crime: A Detica report in partnership with the Office of Cyber Security and Information Assurance in the Cabinet Office*, February 2011, https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/60943/the-cost-of-cyber-crime-full-report.pdf (accessed 3 May 2018).

by IBM Security Services experienced 65% more attacks than the average client organisation.⁴

4. These figures reflect the need for proactive, robust cyber defence to protect the City's FPS sector, which has been designated as Critical National Infrastructure.
5. CoLP is already developing the City of London's cyber resilience and now proposes to build on this extensive expertise to develop and implement a cyber strategy incorporating:
 - A. the Cyber Griffin initiative (see [8] to [11] below);
 - B. a cyber security incident response exercise developed by the University of Bristol (Bristol) as well as tailored research (see [12] below);
 - C. GCA developed technical and subject matter specific products and materials, customised for the FPS sector (see [13] to [14] below); and
 - D. an EDO resource to manage implementation (see [15] to [16] below).
6. Following the two-year pilot, CoLP and EDO anticipate the strategy, particularly the Cyber Griffin model, will eventually be scaled beyond the Square Mile – across London, the UK and beyond. Ultimately the strategy will grow the City of London's brand as a global leader in cyber innovation, as well as creating opportunities to monetise it directly.
7. The pilot scheme, to be funded for two years, will focus delivery within the Square Mile. Development of the strategy beyond the two-year pilot and beyond the Square Mile will be subject to a business case and funding strategy later in 2019/20.

A. Cyber Griffin

8. Cyber Griffin will be implemented using the Project Griffin delivery model and will aim to prepare the Square Mile's business community for cyber-attacks by focusing on effective defence. Further detail about the Project Griffin initiative is at Annex 1.
9. Cyber Griffin will offer the following key services for free to businesses in the Square Mile:
 - **Base Line Briefing:** monthly open attendance briefings designed to build defender skills in key areas.
 - **Base Line Incident Response:** including table-top exercises developed by Bristol, in which cyber security decision making is evaluated and red flag exercises which examine readiness in real time response conditions and teach key police decision making skills.
 - **Cyber Advisory Group:** an assembly of senior professionals in cyber security, which meets regularly to advise third parties on best practice and appraise new approaches to cyber-threats.

⁴ Ponemon Institute LLC and Accenture, *2017 Cost of Cyber Crime Study*, October 2017, https://www.accenture.com/t20171006T095146Z_w_us-en/acnmedia/PDF-62/Accenture-2017CostCybercrime-US-FINAL.pdf#zoom=50 (accessed 3 May 2018).

10. CoLP expects significant demand from businesses in the Square Mile for the services offered by Cyber Griffin because in CoLP's experience:
 - cyber security is a leading business concern, but the area is experiencing an extreme shortfall in cyber security personnel;
 - cyber security support is extremely expensive, so access to the free services offered by Cyber Griffin is likely to be popular; and
 - the Cyber Griffin services were developed by consulting with businesses on their priority needs and as a result, some businesses have already signed up to the services to be offered. It is anticipated that, as the initiative is publicised, others are likely to share this interest.
11. By offering its services for free, Cyber Griffin will allow businesses in the Square Mile to:
 - to train their staff on key cyber security areas every year;
 - access the latest local and global intelligence while building inter-industry ties and closing intelligence gaps through knowledge pooling; and
 - improve the efficiency and quality of their cyber incident responses.

Further detail about the content, delivery and impact of the Cyber Griffin programme is at Annex 2.

B. *Bristol University incident response exercise and research*

12. As part of the Base Line Incident Response exercise, Cyber Griffin will offer a premium table-top simulation exercise. Bristol University will be engaged to:
 - develop the new table-top exercise, building off its successful 'Decisions and Disruptions' cyber security incident response exercise, to help organisations simulate and ultimately plan for an unfolding attack at board level and within teams; and
 - use insights from its analysis of the exercise to prepare presentation materials to support CoLP briefings, generate practitioner reports, and develop academic articles to inform the wider community about how best to respond to future attacks.

Further detail on the Bristol offering is at Annex 2.

C. *GCA*

13. GCA, a not-for-profit entity founded by CoLP, the New York District Attorney and the Centre for Internet Security, is focused on uniting global communities against cyber risk.
14. Under the cyber strategy, GCA will amplify its engagement with the City of London's FPS sector by producing a suite of tailored products and services. These technical and subject matter specific materials will support the frontline training delivered through Cyber Griffin and will include:

- online best practice guides and other material, which could be co-branded by GCA and the City of London Corporation;
- cyber workshops and webinars; and
- a business ‘toolkit’ targeted at FPS suppliers and customers, including cyber good practice advice and tools to enhance cyber protection.

Further detail about GCA’s offering is at Annex 3.

D. EDO

15. The Cyber Griffin proposal supports the aim of the Government’s National Cyber Security Strategy for 2019 to 2021 to make the UK secure and resilient to cyber threats by equipping citizens and businesses with the knowledge and ability to defend themselves against cyber-attack. EDO can engage with its government contacts to ensure continued alignment on cyber outcomes. EDO can also provide strategic, communications and project management support to help grow the Cyber Griffin brand and promote uptake by businesses through EDO’s extensive network of senior professionals.
16. As Cyber Griffin develops as a service and as a brand, EDO can continue to support its growth beyond local service delivery, to wider markets in London, the UK and overseas.

Funding request

A. Cyber Griffin

17. The Cyber Griffin programme is currently only supported by one CoLP staff member, which severely limits the reach of the initiative.
18. CoLP therefore requests funding to engage and train additional officers to roll out Cyber Griffin and enable the purchase of necessary IT equipment. The funding requested for this element of the strategy is:
 - **£400,000** to recruit five Cyber Security Advisers (CSAs) at Constable or Private Constable level to deliver the Cyber Griffin programme (further detail on the role of CCTAs is at Annex 2);
 - **£245,000** for a full suite of training for the five new and one existing CSAs officers; and
 - **£20,000** for IT equipment,
 amounting to a total of **£665,000**.

B. Bristol incident response exercise and research

19. CoLP requests one-off funding of **£105,000**⁵ for Bristol to provide the table-top exercise and research for Cyber Griffin outlined at [12] above. CoLP will own the intellectual property this generates.

⁵ This estimate is provisional, and subject to finance approval from Bristol.

C. GCA

20. CoLP requests one-off funding of **£150,000** for the GCA to provide the materials supporting Cyber Griffin outlined at [13] to [14] above.

D. EDO resource

21. EDO requests a dedicated Grade E Policy Advisor. The estimated gross salary for this resource is **£55,000**.

E. Total

22. The following table outlines the total funding requested:

Item	Funding request	Funding request
	2018/19	2019/20
	£'000	£'000
Five CSAs, training and equipment	665	400
Bristol wargame and research	55	50
GCA	150	-
EDO resource (estimated gross salary including pension and national insurance costs)	55	55
Total	925	505

23. The funding strategy for this Cyber Griffin pilot is to increase the City of London Police's local risk budget and EDO's local risk budget, from City's Cash for the amounts set out in the table above. This budget will be ring-fenced to provide the Cyber Griffin trial.

Governance and Reporting

24. The success of the cyber strategy, for the duration of the pilot program, will be measured by the number of businesses that successfully complete the Cyber Griffin programme. Running at full capacity, for year 1, we could service up to 100 businesses with the Cyber Griffin program, not including those who simply receive the briefing.
25. We also want to ensure that we deliver a product of the highest quality, so we will survey those businesses, at the time of completion of the Cyber Griffin programme, and six months after, to measure what difference it has made to their confidence in cyber security. This survey has already been designed and tested.
26. To report against progress for the strategy, we will set up a joint steering group co-chaired by EDO Director and the Police Commissioner, with P&R Chair, Police Committee Chair, and one additional member from each committee.
27. A further business case will then be presented to assess the performance of the trial period and seek any further funding required on an ongoing basis, incorporating alternative funding sources and/or monetarisation, during 2019/20 to

fund the ongoing operation of Cyber Griffin from 2020/21 should the pilot be extended into business as usual.

Corporate and strategic implications

28. In addressing the emerging cyber threats facing the City of London, this proposal directly contributes to the achievement of a number of outcomes from the Corporation's Corporate Plan. By building resilience within the City to 'fraud and cybercrime' the proposal primarily maps to Outcome 12 – Our spaces are secure, resilient and well-maintained, under the theme of 'build resilience to natural and man-made threats by strengthening, protecting and adapting our infrastructure, directly and by influencing others'.
29. This proposal also enables the Corporation to assert national leadership and advise internationally on the fight against cyber-crime, helping to promote the City's world class legal and regulatory framework. This maps to Outcome 6 – We have the world's best legal and regulatory framework and access to global markets.
30. It also ensures the City remains a global hub for FPS innovation by supporting businesses in preparing for technological transformation of the economy and because participation in Cyber Griffin could be a competitive advantage for City firms (Outcome 7 – We are a global hub for innovation in financial and professional services, commerce and culture). Recent research indicates some firms are already considering how their cyber investment could be a value-add for their customers, either as a market differentiator or the basis for enhanced security-based products and services.⁶
31. More broadly, the proposal will help maintain the competitiveness of the City's FPS offering, when faced with the innovative cyber protection initiatives being launched by its competitors. For example, Mayor de Blasio of New York City recently launched NYC Secure, which includes a free smartphone app which issues warnings when suspicious activity is detected on mobile devices and new protections for the public WiFi network, becoming the first city to provide such services for free (Outcome 9 – We are digitally and physically well-connected and responsive, Outcome 10 – We inspire enterprise, excellence, creativity and collaboration and Outcome 1 – People are safe and feel safe).

Conclusion

32. CoLP seeks to emulate its success with Project Griffin in combatting the cyber threat currently facing the City of London's FPS sector. The proposed strategy, combining the people-focused Cyber Griffin initiative backed by cutting edge table-top exercises and data analysis, and GCA's product offering, represents a holistic approach to deterring and defending against cyber-attacks. By partnering with CoLP, EDO can amplify the positive impacts on the City's cyber environment.
33. The initiatives in the proposed strategy will enable FPS businesses in the Square Mile to build their cyber readiness and resilience through free access to innovation, cyber advice, products, services and skills.

⁶ TheCityUK and Marsh, *Governing Cyber Risk: a guide for company boards*, 25 April 2018, <https://www.thecityuk.com/assets/2018/Reports-PDF/Governing-cyber-risk-report.pdf> (accessed 2 May 2018).

34. Ultimately, this model is designed to be scalable beyond the Square Mile to wider London, the UK and the rest of the world. This will contribute to the creation of a globally significant brand in cyber security, cementing the City's position and enhancing its reputation as a leader in this vital field.

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Annex 1: Background

1. In 2004, the City of London Police (CoLP) faced sustained terror threats. The City was a high value target and a terrorist incident would have been likely to overwhelm police resources. The situation forced a change in police approach and resulted in the launch of 'Project Griffin' in April 2004. The initiative was designed to help the financial sector better self-protect against terror threats.
2. Essentially, Project Griffin seeks to recruit the community to combat the terror threat. CoLP's highly trained Counter Terrorism Security Advisers (CTSAs) educated City workers on counter terrorism measures, trained security staff working in the City to support CoLP critical incident responses and established lines of communication to make the community CoLP's 'eyes and ears'.
3. Project Griffin's extraordinary success at developing a community-based protection network has resulted in the model being adopted nationally and overseas.
4. The National Counter Terrorism Security Office (NaCTSO) has since developed a complementary programme, 'Project Argus', a multimedia simulation posing questions and dilemmas for participants working in syndicates. Project Argus aims to raise firms' awareness of the terrorist threat and provide practical advice on preventing, handling and recovering from an attack. The initiative highlights the importance of being prepared and having necessary plans in place to help safeguard staff, visitors and assets.
5. The successful implementation of Projects Griffin and Argus relied on the expertise of CTSAs, who are specially trained and tasked by NaCTSO. CTSAs' high level of technical knowledge, has enabled them to deliver effective counter terrorism briefings, advice and presentations to participants and to develop innovative new counter terrorism techniques, such as behaviour detection. CTSAs remain the backbone of CoLP's successful counter terrorism projects.
6. CoLP's experience with Project Griffin suggests a community-based approach will be more effective at promoting cyber resilience in the City of London than current efforts focused on media campaigns and non-technical briefings to audiences on invitation.

Annex 2: Cyber Griffin

A. Overview and impact

1. The Cyber Griffin programme encompasses three operational deliverables – base line briefing, base line incident response and a Cyber Advisory Group – underpinned by a team of specialist Cyber Security Advisers (CSAs) to run these services.
2. Cyber Griffin will be implemented using the Project Griffin delivery model (see Annex 1) and will aim to prepare the Square Mile’s business community for cyber-attacks by focusing on effective defence. It will involve the deployment of a comprehensive cyber briefing and training agenda, including a table-top exercise developed by the University of Bristol.
3. While initially restricted to businesses in the Square Mile, CoLP’s Project Griffin experience suggests the strategy could, over time, be reproduced and scaled in the wider London area, the UK and ultimately at a global level.
4. Such a cohesive, well-rounded, strategic response to the cyber threat could position the City of London at the forefront of the global response to cyber-terrorism, a first adopter of innovative, cyber defence initiatives and a safer and more attack-ready ecosystem in which to do business.
5. Key stakeholders – including the National Cyber Security Centre (NCSC), the Department for Digital Culture Media and Sport, HM Treasury, Bank of England, cyber security product and service providers, Royal Holloway University London and Queens University Belfast – have expressed support.
6. A failure to develop the City of London’s cyber security offering will risk the financial and professional services (FPS) sector remaining more vulnerable to cyber-attacks than it otherwise would be, and unable to respond as effectively in the event of an attack. The City will also languish behind other jurisdictions in growing a cyber ecosystem as part of its financial services offer.

B. Operational deliverables

7. Cyber Griffin will offer a comprehensive cyber training suite to businesses, comprised of:
 - **Base line briefing:** monthly open attendance briefings designed to build defender skills in key areas. The briefings would be based on NCSC’s ‘10 Key Areas of Cyber Security’ (2017), applying a modular approach which provides a standard level of education and allows attendees to be certified when they attend a core briefing.
 - **Base line incident response:** an exercise comprising three grades, including an informal consultation in which companies discuss their procedures and readiness with trained officers, table-top exercises in which cyber security decision making is evaluated (see [10] to [13] below), and red flag exercises which examine readiness in real time response conditions and teach key police decision making skills.

- **Cyber Advisory Group:** an assembly of senior professionals in cyber security, including but not limited to police officers, which meets regularly to advise third parties on best practice and appraise new approaches to cyber-threats, thereby assisting businesses and sharing knowledge.
8. These services will be delivered by CoLP's CSAs. Like Project Griffin's Counter Terrorism Security Advisers, CSAs will be given advanced technical training from a range of sources, to enable them to deliver these services to a high standard.
 9. CSA training will be delivered on a continual basis, to ensure CSAs remain at the forefront of the evolving cyber threat environment. This extensive training reflects the importance of CSAs to building the credibility of the programme.

C. Premium training tools, research and analysis

10. As part of the Base Line Incident Response exercise, Cyber Griffin will offer a premium table-top simulation exercise.
11. The University of Bristol (Bristol) will be engaged to:
 - develop the new table-top exercise, building off its successful 'Decisions and Disruptions' cyber security incident response exercise, to help organisations simulate and ultimately plan for an unfolding attack at board level and within teams; and
 - use insights from its analysis of the exercise to prepare presentation materials to support CoLP briefings, generate practitioner reports, and develop academic articles to inform the wider community about how best to respond to future attacks.
12. Bristol's Cyber Security Group has a long track record of collaborating with law enforcement on cyber security issues. The group combines academic rigour with real world impact. It recently worked with the FALCON unit of the London Metropolitan Police, which adopted the Decisions and Disruptions wargame to educate business leaders on how to protect their companies from cyber-attacks.
13. The Bristol initiative will include:
 - engaging Professor Awais Rashid, head of the Bristol Cyber Security Group, to commit 2.5% of his time to the project over 24 months;
 - engaging Dr Ben Shreeve to work on the initiative at 40% capacity over 24 months;
 - designing, testing and running multiple iterations and conducting rigorous analysis to determine the effectiveness of the new table-top exercise;
 - travelling to CoLP for development of the table-top exercise and data collection;
 - transcribing recordings from the exercise for subsequent analysis; and
 - disseminating results at national and international conferences.

D. Outcomes

14. In the first year of the programme, it is expected Cyber Griffin will have:

- CSAs will have completed their initial specialist training giving them the required skills to deliver Cyber Griffins three operational deliverables, although they will not yet be deemed experts.
- Regular, well attended, cyber threat briefings will be in place and accessible to anyone who works in the Square Mile.
- The first grade of the base line incident response deliverable will be in place, allowing any business in Square Mile to consult with a trained officer to establish the best practice business planning required before an effective cyber incident response can be achieved.
- The second grade of the base line incident response deliverable will be in place, with CSAs regularly running a table-top exercise designed to teach business executives key cyber incident response concepts.
- The third grade of the base line incident response deliverable will be in development. Exercises designed to test business incident response readiness in live time with training on police decision making and logging will have been created.
- The Cyber Advisory Group deliverable will be in place, comprising of experts chosen for their representation of different areas of cyber security and chaired by CoLP. The Group will be available to provide businesses in the Square Mile with reliable, neutral specialist advice.

15. If the programme is supported for four years it is expected CSAs will be leading experts in their field, new incident response exercises (underpinned by Bristol research) will have been created and delivered and the three operational deliverables and the training required to achieve them will be able to be packaged and scaled outside the City of London.

Annex 3: Global Cyber Alliance

1. Global Cyber Alliance (GCA), a not-for-profit entity founded by CoLP, the New York District Attorney and the Center for Internet Security, is focused on uniting global communities against cyber risk across sectors, implementing concrete solutions to mitigate and eradicate systemic cyber risks, and measuring and transparently reporting on the effect of its efforts.
2. GCA now has 206 members, including Barclays, BT and Verizon, across 23 countries. It has provided cyber advice to over 20,000 businesses in the UK alone via its partners.
3. GCA's current offering includes free public access to:
 - **DMARC:** an email system configuration and domain name system (DNS) record which assures users of the sender's authenticity, thereby eliminating email spoofing; and
 - **Quad9:** an internet immune system that stops users from accessing known criminal and malware sites by using DNS to block attacks, and which was recently deployed on New York's public wi-fi network.
4. Under the cyber strategy, GCA will amplify its engagement with the City of London's FPS sector by producing a suite of tailored products and services:
 - tailored website content for EDO, CoLP and GCA;
 - online best practice guides and other material, which could be co-branded by GCA and the City of London Corporation;
 - cyber workshops and webinars;
 - regular cyber themed events;
 - media and social media publications;
 - tailored online and offline video assets;
 - a pilot in collaboration with EDO on a Smart Cities 'Internet of Things' offering; and
 - a business 'toolkit' targeted at FPS suppliers and customers, including cyber good practice advice and tools to help businesses enhance their cyber protection.
5. CSAs will use GCA's tailored materials as part of their awareness-raising and training under Cyber Griffin, supported by GCA technical and subject matter experts as required.
6. GCA's cyber-defence products and services complement Cyber Griffin's people-focused, capability-building defence and deterrence activities. Together, they will provide a holistic cyber solution for businesses in the Square Mile.
7. CoLP Commissioner, Ian Dyson QPM, has expressed CoLP's conviction that mass deployment of GCA solutions across the UK and the world will have a significant impact on the reduction of cyber-crime and fraud.

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Committee:	Date:
Policy and Resources Committee – For decision Court of Common Council – For information	07/06/2018 21/06/2018
Subject: Philanthropy Strategy	Public
Report of: David Farnsworth, Chief Grants Officer & Director of City Bridge Trust	For Decision
Report author: Fiona Rawes, Head of Philanthropy Strategy	

Summary

This paper presents the draft Philanthropy Strategy for your consideration and approval, together with the underpinning rationale. The strategy is set in the context of the City Bridge Trust's (CBT's) charitable funding strategy for 2018-2023, "Bridging Divides", and the City of London Corporation (City Corporation)'s Corporate Plan (2018-2023). The strategy recommends that the City Corporation should combine its efforts with CBT to role model, support and raise awareness of higher impact and/or higher value philanthropy¹ to enable individuals and communities to thrive, especially those experiencing disadvantage and marginalisation.

Details of proposed next steps are also included in this paper.

Recommendations

Members are asked to:

- a) Note the approach to the development of the strategy;
- b) Comment on and approve the strategy; and
- c) Subject to the comments made by this Committee, approve the proposed next steps and the timetable for their implementation.

Main Report

Background

1. The City Corporation and its associated charities enjoy a proud track record of philanthropy, donating around £55 million per annum² to charitable causes of which c.£20 million per annum is given through CBT, alongside significant investments in open spaces, culture and for broader charitable purposes.
2. It has also developed a volunteering strategy aimed at embedding a positive volunteering culture within the City Corporation, with clear and consistent practices, which support volunteers and their beneficiaries to flourish in the Square Mile, London and beyond. The volunteering strategy has been closely aligned with the philanthropy strategy throughout its development, and will build on the strong

¹ The giving of money, time, skills and assets by individuals, businesses, trusts and foundations

² CoLC Responsible Business Survey Key Findings and Recommendations B Lab UK 31st March 2017

volunteering programmes in place across a range of departments, not least Open Spaces, and ensure a clear and consistent proposition for our volunteers, whether corporate or external.

3. Beyond its giving commitments, the City Corporation also fundraises for a range of projects and initiatives.
4. The City Corporation also provides advice and encouragement about corporate philanthropy through the Responsible Business team in the Economic Development Office ('EDO'), albeit as a minor part of a much broader, and evolving, responsible business agenda.
5. A range of charities who are hosted by, and enjoy a close association with, the City Corporation are also active in this space including CBT, Heart of the City, The Lord Mayor's Appeal and the 50 or so grant making charities which are part of the Central Grants Programme managed by CBT.
6. Appendix 1 provides more detail on the current position
7. The opportunity was taken in 2015 to commission an independent review into the effectiveness of the various strands of work supported by CBT and to make recommendations for CBT's future strategic direction in this arena.
8. Rocket Science undertook this review and it was presented to CBT Committee in July 2016. The report included a recommendation to appoint a Head of Philanthropy Strategy to develop and deliver a new, joint philanthropy strategy for The City Corporation and CBT in order to align their efforts and maximise their impact.
9. In October 2017, Fiona Rawes joined as the Head of Philanthropy Strategy and initiated a strategic review which drew on the Rocket Science findings alongside further internal and external consultation, and analysis of CBT and the City Corporations' operating context.
10. Resourcing to date for the development of this strategy has been limited to Fiona, with strong support from the City Corporation Strategy and Performance team and the Chief Grants Officer. Additional communications and volunteering resource has been costed and signed off by the City Bridge Trust committee part of which will support the strategy's implementation.
11. At this stage, it is not anticipated that significant additional resourcing will be required to implement the strategy, however the detail will be worked through and costed up as part of the implementation planning process over the summer. In particular, we may need to ensure that we have dedicated capacity to better track, monitor and evaluate the philanthropy taking place across the City Corporation in order to fully maximise the opportunity this strategy presents.

External Context

12. The need to encourage more philanthropic giving is perhaps greater now than it has been for some time. In the context of Brexit, a shrinking state and significant public-

sector funding cuts, there is much uncertainty about what the future holds for London and the UK, and the organisation and funding of civil society within it.

13. The last few years have been a time of considerable reputational challenge for charities. Intensive news coverage of governance shortcomings (e.g. Kid's Company), data protection and fundraising (e.g. the misreported story relating to Olive Cooke) and inappropriate behaviour (e.g. The President's Club/Oxfam/Save the Children) continue to reverberate. Questions have been raised around the impartiality/effectiveness both of the Charity Commission and the umbrella bodies for the sector, and public trust in charities has been compromised.
14. Charities therefore need to demonstrate impeccable governance, conduct, programming and impact measurement if they are to maximise their potential to attract significant philanthropy. Many powerful commentators exhort improved collaboration between charities; a challenge which is played back to funders who often fail to demonstrate sufficient collaboration and alignment around their funding processes, choices and learning.
15. These challenges for the sector come at a time when its work has never been more necessary, not least in London where the picture is of increasing inequality³. Figures from the London Poverty Profile show that 50 per cent of London's wealth is owned by the richest 10 per cent of households, while the bottom 50 per cent own just 5 per cent.⁴ After housing costs, 27 per cent of Londoners live in poverty, a figure six percentage points higher than the rest of England. In two East London wards – Bethnal Green, Poplar and Limehouse – more than half of children now live in poverty.⁵
16. Though much of the breadth of need in London can be framed in terms of either poverty, inequality or housing, these factors are often inseparably linked. In particular, changes in the nature of employment and an increase in the cost of housing have resulted in a stark rise in the number of households experiencing in-work poverty. For many Londoners, employment is no longer a guarantee of financial security, with in-work poverty rising by 50 per cent over the past decade. Today, 58 per cent of Londoners in poverty live in a working family
17. Notwithstanding these challenges, by comparison to the rest of the country, London enjoys significant opportunities. Following the Second World War, in which its population and its economy shrank, London has re-established itself as perhaps the world's leading global capital – an economic, but also a cultural and intellectual super-power, attracting migrants, visitors and investors from the UK and around the world. The capital now generates around a quarter of the UK's wealth and closer to a third of its tax takes. Much of the UK's 'soft power' – its influence around the

³ Travers, Bosetti, Sims, Housing and Inequality, Centre for London

⁴ Trust for London, London Poverty Profile, 2017

⁵ <http://www.endchildpoverty.org.uk/more-than-half-of-children-now-living-in-poverty-in-some-parts-of-the-uk/>

world – is exercised through London. And its wealth, cosmopolitanism, youth and creative vitality can make it a very exciting place to live and visit.

18. But if London’s success has brought benefits, it has also brought great challenges. The capital has long played an outsized role in the economic and cultural life of the UK, but perhaps never more so than today; the vote for Brexit has widely been interpreted as at least in part a vote against London’s increased dominance.
19. Within this context, the need for “intelligent” Philanthropy is acute and yet in some senses the Philanthropic Market is dysfunctional, with many donors responding to popular causes rather than the issue-based and/or funding ‘cold spots’ whether in London or further afield. Whilst there are heartening new initiatives which are driving greater co-ordination and transparency across the Philanthropic market, there is a perennial challenge in persuading Philanthropists to balance head with heart, and to ensure they have the data available to enable them to do so.
20. According to CAF’s UK Giving 2018, Philanthropy has slightly increased, albeit as a result of fewer donors giving more. There is a reduction in donors notwithstanding an increasing range of thoughtful and creative approaches –often harnessing technological advances and the big data revolution - to attract, retain and develop philanthropists across a range of ages and demographics.

The approach

21. Within this context, we have adopted a collaborative approach to the development of this strategy, consulting with
 - a range of senior external stakeholders⁶
 - Members and Senior Officers including the Chief Officers’ Group and the Summit Group.
 - Key internal teams and associated charities (including Heart of the City and the Lord Mayor’s Appeal).
22. The external consultation reveals that, whilst CBT and the City Corporation have much to be proud of in terms of the breadth and depth of the philanthropy they generate and support, both organisations could do more to realise their unique and combined potential.
23. Common themes emerged around the unique positioning of the City Corporation and its associated charities, the need for greater alignment and coherence across the different workstreams and asks, and the scope for deeper strategic partnerships – whether with independent funders or with businesses - around key issues and localities. This feedback also echoes the findings of the more comprehensive review undertaken by Rocket Science in 2016.

⁶ *Esmee Fairbairn Foundation, Big Lottery, Charities Aid Foundation, Association of Charitable Foundations, Centre for London, The Mayor’s Fund, The Mayor’s Philanthropy Strategy team, Harvey McGrath, Matthew Bowcock, The Philanthropy Collaborative, the Marshall Institute for Philanthropy, Trust for London, Islington Giving, London’s Giving, UBS, Linklaters, Bloomberg, City Responsible Business Network (the City Network Group).

24. Businesses commented, in particular, on a lack of coherence around the 'offer' from the City Corporation and its associated charities in the responsible business space, with myriad different campaigns and requests of varying quality and impact. Whilst the City Corporation and its associated charities have distinct identities, business experience the output as part of the same portfolio, albeit with discrete component parts, and are thirsty for more coherence, co-ordination and quality.
25. The City Corporation's convening power and political neutrality is perceived as very useful for businesses, and CBT enjoys significant convening power as a leading funder of London's charities. There is therefore scope both for the City Corporation and CBT to play a leadership role around cross-sector programmes e.g. major investment around a particular theme/locality with matched funding from key businesses and other trusts and foundations. However, the City Corporation would need to ensure real differentiation in such proposals to those posited by its associated charities, in order to avoid competing with/cannibalising them.
26. Your Head of Philanthropy Strategy used this external feedback to generate a first draft of the proposed strategy which was then tested with key internal teams and partner charities. Common themes from the feedback were as follows:
 - Ensure that the strategy has an inspiring and aspirational Vision and Mission.
 - Ensure that the outcomes underpinning the Vision and Mission are tangible and measurable and that any gains/deficits emerging are clearly attributable to our engagement.
 - Support philanthropy which is pioneering, whilst also identifying and building on what works.
 - Recognise the assets and value of civil society organisations, not least in the management of volunteer time and skills.
 - Frame potential relationships between businesses, government and civil society as highly mutually reinforcing.
 - Remain sensitive to the power imbalance which can exist between philanthropists and recipients and design a strategy which mitigates for this robustly.
 - Any CBT/City Corporation investment to support social mobility should recognise the imbalance in the social mobility benefits for people in London versus the rest of the UK and seek to contribute to a national uplift.
27. Questions were also raised by internal teams around the governance of this strategy, not least the impact for associated charities such as Heart of the City and The Lord Mayor's Appeal (TLMA) who have separate boards, priorities and fundraising imperatives.
28. Finally, there was useful debate on the value in promoting philanthropy regardless of what it focused on (ie 'cause agnostic') vs promoting philanthropy with a clear social purpose, with a strong preference in favour of the latter, and support for tackling inequality and/or social mobility in particular.

29. This feedback has been taken into consideration in the draft strategy presented.

Proposed scope

- 30. **Scope of the strategy:** this is a pioneering approach, generating an overarching strategy which binds the relevant elements of The City Corporation’s Corporate Plan with CBT’s “Bridging Divides” strategy and aligns much more explicitly with those of related charities such as TLMA and Heart of the City.
- 31. It is proposed that **the term of this Philanthropy strategy** should align with that of the Corporate Plan and the ‘Bridging Divides’ Strategy i.e. from the point of approval in 2018 to March 2023.
- 32. Appendix 2 sets out the ‘what’ of the strategy. The ‘how’ will be developed through an implementation planning exercise in time for consideration by this Committee in November.
- 33. **Approvals process:** the approach in Appendix 2 has been approved by the City Bridge Trust committee but, as this is a strategy which straddles both CBT and the City Corporation, we will also require the approval of the Policy and Resources Committee to proceed to next steps.

Corporate & Strategic Implications

- 34. The strategy will directly support the City Corporation’s Corporate Aim to “contribute to a flourishing society”.
- 35. It will contribute to the following outcomes within the Corporate Plan, and has been developed in close liaison with the authors of the related strategies outlined below to ensure alignment. In particular, it will reinforce the aspirations of the City Corporation’s Social Mobility Strategy given its explicit intention “to contribute to an increase in social mobility”.

Corporate Plan outcomes	Philanthropy Strategy Sub outcomes related to Corporate Plan outcomes 3 & 5	Links to other City Corporation strategies
People have equal opportunities to enrich their lives and reach their full potential (outcome 3).	High impact philanthropy is role modelled by the City Corporation and CBT, contributing to a reduction in inequality and/or an increase in social mobility	Volunteering, Social Mobility, Employability strategies
Businesses are trusted and are socially and environmentally responsible (outcome 5)	Higher impact and/or higher value philanthropy is generated from others as a result of the City Corporation and CBT’s support for the philanthropic infrastructure	Responsible Business strategy
	Key audiences are better equipped to generate higher impact and/or higher value philanthropy as a result of CoLC	Responsible Business strategy

	and CBT's awareness-raising activities about it.	
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36. The strategy will also support CBT's Vision for London to be a city where individuals and communities, especially those experiencing disadvantage and marginalisation, can thrive by removing the challenges and barriers that they experience.

Risks and mitigations

37. The risks and mitigations in relation to this draft strategy are summarised below. It should be noted that the operational and reputational risks already captured through the CBT contribution to the central risk register⁷ are also relevant.

Risks	Mitigations
Competing senior level agendas re how the City Corporation's philanthropic money or that of the charities to which it is trustee should be spent, and what is meant by "high impact" philanthropy.	<p>Apply the usual City Corporation and Bridge House Estates governance and approval processes to ensure appropriate checks and balances in place.</p> <p>Secure agreement to using these criteria (or an adapted version of them) to inform decision making around broader philanthropic investments across the City Corporation</p> <p>Ensure any revisions to the CBT strategic initiatives funding criteria are mindful of this strategy.</p>
Lack of engagement and resourcing for the City Corporation colleagues to undertake the measurement required to track the impact of this strategy eg volunteering inputs, philanthropic spend and impact etc.	<p>Engagement of Summit Group and Chief Officers Group in the development of the implementation plan for this strategy and, through them, their teams to ensure implementation proposals are feasible.</p> <p>Work with the City Corporation Strategy & Performance team and the CBT Head of Impact and Learning to ensure measurement is co-ordinated, proportionate and aligned.</p>
Lack of alignment with related charities eg those supported by the Central Grants Programme, TLMA, Heart of the City, results in mixed messaging to external audiences re what constitutes high impact philanthropy.	<p>Engagement with the boards of these charities where relevant to ensure alignment with this strategy.</p> <p>Monthly round table with EDO, CBT, HotC and TLMA to ensure alignment around strategy and associated plans.</p> <p>Development/refinement of a coherent philanthropy communications narrative and key messages for target audiences supported by the relevant City Corporation and CBT communications leads.</p>

⁷ <H:\WP\JENNY\CoL Business\Risk Management\BHE Risk Register Report to CBT - 2016-17 JF-DF-KA amends.docx>

<H:\WP\JENNY\CoL Business\Risk Management\Copy of BHE risk register to CBT 2016-17.xlsx>

Safeguarding risks when implementing the the City Corporation volunteering strategy.

Drawing on the expertise of DCCS, ensure that the City Corporation and CBT's safeguarding policies and procedures are aligned, implemented effectively and that all volunteer safeguarding processes are fit for purpose.

Next steps:

- 38. Subject to approval of the strategic proposals outlined in Appendix 2, a detailed implementation plan will be developed, consulted on and brought back to the CBT committee and Policy and Resources Committee for approval. The plan will set out, inter alia, sub outcomes and measures (aligned with Corporate Plan outcomes) and demonstrate how activities align with the Corporate Plan outcomes.
- 39. The sequencing and timing of this approval process is as follows:

City Bridge Trust Committee	24 th October
Policy and Resources Committee	15 th November

- 40. Thereafter, the successful execution of the implementation plan would be monitored through an implementation group for which the SRO would be David Farnsworth and the Delivery Lead would be Fiona Rawes. Implementation group membership will be determined by the activities planned and who is best placed to execute them.

Conclusion

- 41. This strategy sets out an exciting opportunity to build on the combined expertise, assets and networks of the City Corporation and City Bridge Trust, creating an overarching plan to maximise their collective potential in London, the UK and Internationally. By bringing the different teams together, and joining the dots across their work, we have a pivotal opportunity to build on our significant and longstanding track record of philanthropy and play a leadership role in ensuring both that our own philanthropy, and that which we support and inspire in London, the UK and internationally, achieves a greater impact in enabling individuals and communities, especially those experiencing disadvantage and marginalisation, to thrive.

Appendices

- Appendix 1 – Philanthropy currently undertaken by the City Corporation and its associated charities
- Appendix 2 – the Strategic approach

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Philanthropy currently undertaken by the City Corporation and its associated charities

1. The City Corporation and its associated charities enjoy a proud track record of philanthropy, donating around £55 million per annum¹ to charitable causes of which c.£20 million per annum is given through CBT, alongside significant investments in open spaces, culture and for broader charitable purposes.
2. It is also developing a volunteering strategy aimed at embedding a positive volunteering culture within the City Corporation, with clear and consistent practices, which support volunteers and their beneficiaries to flourish in the Square Mile, London and beyond. This will build on the strong volunteering programmes in place across a range of departments, not least Open Spaces, and ensure a clear and consistent proposition for our volunteers, whether corporate or external.
3. Beyond its giving commitments, the City Corporation also fundraises for a range of projects and initiatives.
4. The City Corporation also provides advice and encouragement about corporate philanthropy through the Responsible Business team in the Economic Development Office ('EDO'), albeit as a minor part of a much broader, and evolving, responsible business agenda.
5. A range of charities who are hosted by, and enjoy a close association with, CoLC are also active in this space. CoLC is the Corporate Trustee of Bridge House Estates ('BHE').
 - Its charitable funding arm City Bridge Trust ('CBT') is the largest independent funder in London. It gives around £20m p.a., with grants to over 500 organisations in management at any one time, spanning every London Borough.
 - CBT also manages BHE's £20m social investment fund, achieving a social as well as a financial return.
 - CBT also runs the Central Grants Programme which ensures robust governance of the City of London's other grant making functions. The Programme currently funds around 50 charities to the tune of c£500,000 (which is likely to increase to around £800,000 this year).
6. CBT has launched its five year strategy 'Bridging Divides' for 2018-2023 following extensive consultation with civil society organisations across London. A preliminary analysis of the underlying asset base of BHE suggests there is scope to increase the value of its charitable funding, with the value and legality of the potential uplift currently being assessed.

¹ CoLC Responsible Business Survey Key Findings and Recommendations B Lab UK 31st March 2017

7. Heart of the City is an independent charity hosted in EDO with the Lord Mayor as its co-president. It has a strong reputation as the convenor of the largest SME Responsible Business Network in the UK, and provides advice and guidance on corporate giving, staff fundraising and volunteering as part of this broader responsible business agenda, supported by c.90 expert businesses.
8. The Lord Mayor's Appeal ('TLMA') is an independent charity which fundraises a significant sum each year for nominated charities and also has a growing range of campaigns to raise awareness and change corporate behaviour around its four pillars (inclusiveness, health, skills and fairness). City Giving day is a notable addition to the philanthropic mix and TLMA have recently secured the agreement of Birmingham City Council to pilot an equivalent day locally on the same date.
9. Cultural partners such as the Barbican, Museum of London, Guildhall School of Music and Drama and the London Symphony Orchestra also undertake significant fundraising and encourage volunteering, with this fundraising activity only set to increase. The CoLC's independent schools also have strong fundraising functions to generate bursaries, building improvements etc.
10. The Livery give away c£45m p.a. and are involved in extensive volunteering, generating an impressive contribution to the overall total of giving across the City.
11. The strong traditions and current practices of giving across the City and Livery Companies are amplified in speeches, press work and broader messaging undertaken by the Chairman of Policy and Resources, the Lord Mayor and the Chairman of the City Bridge Trust.
12. In summary, there is a broad portfolio of philanthropic activity across the CoLC and its associated charities whether focused on the giving of money/time/talent/assets, advising on what good philanthropy looks like as part of a broader responsible business portfolio, or actively soliciting philanthropy. A more detailed snapshot is set out on the next page.

The City Corporation philanthropic activity: a snapshot

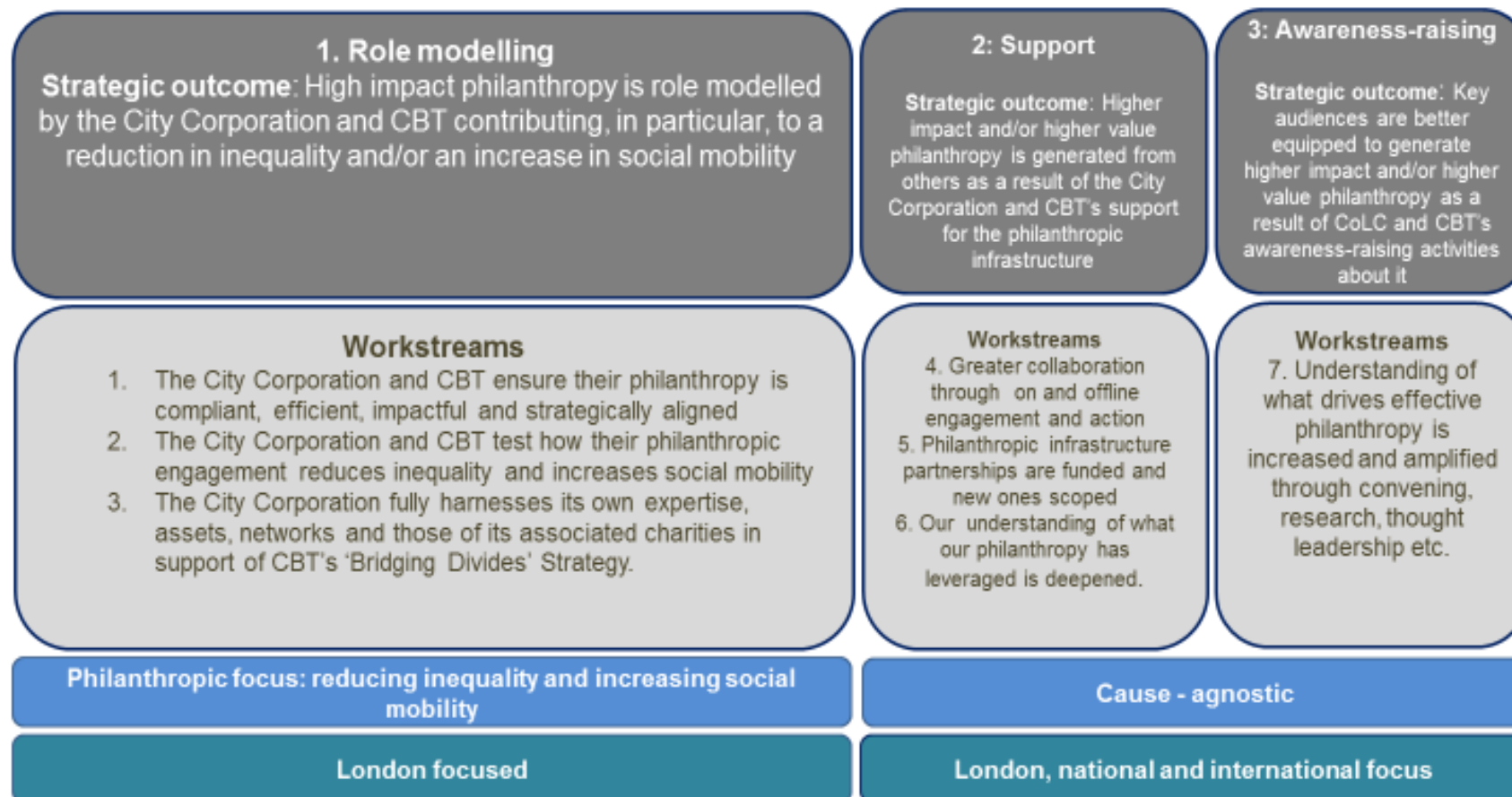
Giving by the City Corporation /its associated charities	Supporting external stakeholders to give
<p>Giving of money</p> <ul style="list-style-type: none"> • Academy Sponsorship • Bursaries to our private schools • Cultural investment e.g. Barbican, Guildhall School of Music and Drama, Museum of London etc • Investment in open spaces • Emergency relief donations • CBT grants programme • CBT Social investment programme • Central grants programme • Gifts to nominated charities from The Lord Mayor’s Appeal • Livery Giving • 	<p>Technical advice and support for business around Philanthropy</p> <ul style="list-style-type: none"> • Heart of the City Advice and support to business around effective Community Engagement (including giving, fundraising and volunteering) <p>[Additional advice and support around the broader responsible business agenda e.g.</p> <ul style="list-style-type: none"> • Power of Diversity • This is me • Future ready • EDOs emerging leaders programme etc]
<p>Giving of money, time and talent to not for profit orgs</p> <ul style="list-style-type: none"> • Staff Volunteering with our schools, libraries, open spaces etc • Staff volunteering in support of Funder Plus for CBT grantees • Staff volunteering for non COLC-brokered causes • Staff payroll giving • Staff fundraising 	<p>Supporting Business/others to volunteer</p> <ul style="list-style-type: none"> • Support for City residents and others to volunteer with CoLC and CBT charities (inc. Open Spaces) • Support for other volunteering brokers e.g. ELBA, City Brokerage, Beyond Me, etc
<p>CoLC in kind support to not for profit orgs</p> <ul style="list-style-type: none"> • Office space • Back office support e.g. HR/IT/Finance • Events space, shared platforms etc 	<p>Amplifying Giving</p> <ul style="list-style-type: none"> • Speeches, press and broader messaging from LM, CPR, Chairman/Director CBT, • Dragon Awards (as part of the broader Responsible Business agenda) • City Giving Day • Qualitative and quantitative research of FPS giving
<p>CoLC fundraising</p> <ul style="list-style-type: none"> • Open Spaces • DBE 	<p>Fundraising by the City Corporation’s associated charities</p> <ul style="list-style-type: none"> • The Lord Mayor’s Appeal • Cultural offer - Barbican, Guildhall School of Music and Drama Centre for Music, Museum of London etc • Heart of the City membership fee and broader fundraising • School fundraising

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Appendix 2: Philanthropy Strategy

Vision: Individuals and Communities, especially those experiencing disadvantage and marginalisation, thrive as a result of higher impact and higher value Philanthropy*.

Mission: the City Corporation and CBT contribute to higher impact and higher value Philanthropy through our role modelling in London and our support and awareness-raising in the UK and internationally.



* The giving of money, time, skills and assets by individuals, businesses, trusts and foundations

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Committee(s):	Date(s):
Policy and Resources Committee	07/06/2018
Community and Children’s Services Committee	08/06/2018
Education Board	19/07/2018
Subject:	Public
Land Transactions - Former Richard Cloudesley School Site	
Report of:	For Decision
Director of Community and Children’s Services	
Report author:	
Gerald Mehrtens, Director of Academy Development	

Summary

This report is to be read by Members with the Non-public Progress report on this Agenda regarding the development of the former Richard Cloudesley School Site and adjoining land (“the Site”) for the purpose of a new primary school, 66 affordable housing units, and related development (“the Development”). This report seeks authority for land owned by the London Borough of Islington (“LBI Land”) to be acquired by the City of London Corporation (“the City”) and for related land transactions required for the City to implement the Development on the Site.

Recommendations

1. That **Policy and Resources Committee** authorise the acquisition of the freehold title in the LBI Land for the purpose of a new primary Academy and social housing, and with workshops to be located beneath part of the social housing.
2. That **Community and Children’s Services Committee** resolve that the adjoining City’s Land (other than the Housing Airspace) is no longer required for the purpose for which it was acquired and held
3. That **Policy and Resources Committee** authorise the appropriation of the City’s Land from housing purposes to the City in its general corporate capacity for education purposes [other than the Housing Airspace which will remain held for housing purposes]
4. That **Policy and Resources Committee** and **Education Board** authorise the grant of a leasehold interest of the all the LBI Land and City Land on which the school is to be constructed to the City of London Academies Trust
5. That, in relation to functions within their respective Terms of Reference, **Policy and Resources Committee, Community and Children’s Services Committee** and **Education Board** authorise the Director of Children’s and Community Services to conclude negotiations and final terms of the acquisitions and disposal in accordance with the principles set out in this report, to take any other steps as required in connection with any related documentation and associated transactions as may be necessary to complete the steps at recommendations 1 to 4 and to implement the Development in accordance with the principles in this report, and to instruct the City Solicitor to enter into all necessary legal documents.

Main Report

Background

1. As reported to Community and Children's Services Committee in April 2018, planning applications for the provision of a new primary school and 66 social housing units on the Site were approved by LBI's Planning Committee on 1 March 2018 and by the City's Planning and Transportation Committee on 26 March 2018, subject to Section 106 obligations, planning conditions, and GLA approval.
2. This report is to be read by Members with the Non-public Progress report on this Agenda which provides an update on the Development. This report sets out the property transactions required in connection with implementation of the Development and seeks authority for their completion, if the recommendations in the progress report are agreed.

The Site

3. The Site is made up of the former Richard Cloudesley School (RCS) which is in LBI's freehold ownership ("the LBI Land"), and adjacent garages, adult education centre, and adjoining land that forms part of the Golden Lane Estate (GLE) and which are in the City's ownership ("the City's Land"). The LBI Land and the City's Land are shown on the first plan annexed to this report (marked the "Existing Site Breakdown" plan).
4. The amalgamation of the LBI Land with the City's Land and the "swaps" between housing and education purposes allows for the layout of the Site to be rationalised so that it can accommodate a new education facility and new social housing, and increases the amount of social housing which can be delivered.
5. The consent of the SoS for Education was required for LBI to dispose of its part of the Site to the City. The SoS gave consent on 30 October 2017 for the land to be transferred to the City for the school.

The Transactions & Terms

The Transfer of the LBI Land to the City

6. It is proposed that the freehold interest in the LBI Land be acquired by the City (in its general corporate capacity) for the purposes of the new school, and with social housing (and workshops beneath) to be provided on part of the Site. Social housing will also be constructed above the school access and will occupy the "Housing Airspace" (see the second plan annexed to this report marked "Proposed Site Breakdown").
7. The key terms on which the LBI Land is to be transferred to the City, and the covenants to which the City will be bound, are broadly as follows:
 - Nil consideration to be paid by the City to LBI for the LBI Land.
 - Amalgamation of the City's Land and the LBI Land is required, to allow for optimum use of the Site
 - The City to pay for development of the social housing using S.106 affordable housing contributions and Right to Buy receipts and to be responsible for construction of the social housing (with a contribution being made by LBI)

- The City to be responsible for construction of the school, with a specified and capped construction cost to be funded by the Education and Skills Funding Agency (but the City to be responsible for funding any additional cost). LBI to have nomination rights to 50% of the new social housing units

Appropriation

8. The City's Land is part of the GLE and was acquired and is held for housing purposes, with part being paved, part containing garages, and part occupied by the former Adult Education Centre building (see Plan) (See two areas shown shaded grey on "Existing Site Breakdown" plan).
9. The City's Land is part of the GLE and was acquired and is held for housing purposes, with part being paved, part containing garages, and part occupied by the former Adult Education Centre building (see Plan) (See two areas shown shaded grey on "Existing Site Breakdown" plan).
10. The paved area does not serve any specific purpose other than for pedestrian passage and there is adequate land available to provide access to all adjoining areas of the GLE. Only two of the garages are occupied. These are used by drivers resident on GLE who require parking in the vicinity of the estate due to mobility issues. Consultation has taken place and alternative parking provision is being made for these two residents. The Adult Education Centre has been re-located to the Community Centre and the City Business Library.
11. Having regard to the above arrangements it is considered that the City's Land is not required for the purpose for which it was acquired and held. Therefore, it is proposed that the City's Land (excluding the Housing Airspace) be appropriated to the City in its general corporate capacity for education purposes. The appropriation is to be subject to the "replacement" housing land (on which the new social housing is to be constructed) being provided to the City through the acquisition of the LBI Land. It is proposed that the appropriation take place contemporaneously with the transfer of the LBI Land to the City. Given the provision of replacement housing land the Chamberlain is satisfied no payments are required to account for the appropriation.
12. Grant of Lease to the City of London Primary Academy Trust
It is proposed that following its acquisition of the LBI Land and the appropriation of the City's Land for education purposes, the City will grant a leasehold interest in all that land on which the school is to be constructed (excluding the airspace to be occupied by the new social housing) to the City of London Academies Trust.
13. The key terms on which the City will assign the lease are as follows:
 - The lease is for a term of 125 years
 - Nominal annual rent
 - Tenant's right to break every 25 years with SoS approval
 - Premises to be used for education and ancillary uses
 - Tenant to insure

Implications

14. Legal Implications – Section 12 of the City of London (Various Powers) Act 1949 provides that where land is no longer required for the purpose for which it was originally acquired it may be appropriated for any other purpose for which the Corporation is authorised to acquire land, and the accounts of the Corporation shall be adjusted as may be necessary. The Corporation is authorised to acquire land for education purposes (under Section 531 Education Act 1996). Paragraph 11 of this report addresses the relevant criteria for appropriation. All other legal implications are dealt with in the body of the report.
15. Financial Implications – the appropriate accounting adjustments will be required to reflect the fair value of any donated assets within the transactions.

Conclusion and Reasons for Recommendations

16. The transactions the subject of this report are an integral element of the arrangements which need to be put in place to allow the Development to proceed and the social benefits of the Development to be realised.

Appendices

- Existing Site Breakdown Plan and Proposed Site Breakdown Plan

Background Papers

Provision of affordable homes and additional nursery and primary school places, Community and Children's Service Committee, 13 December 2013

Provision of additional primary school places and social housing on the former Richard Cloudesley school site, Community and Children's Service Committee, 18 November 2016

Former Richard Cloudesley School Site, Community and Children's Service Committee, 11 May 2018

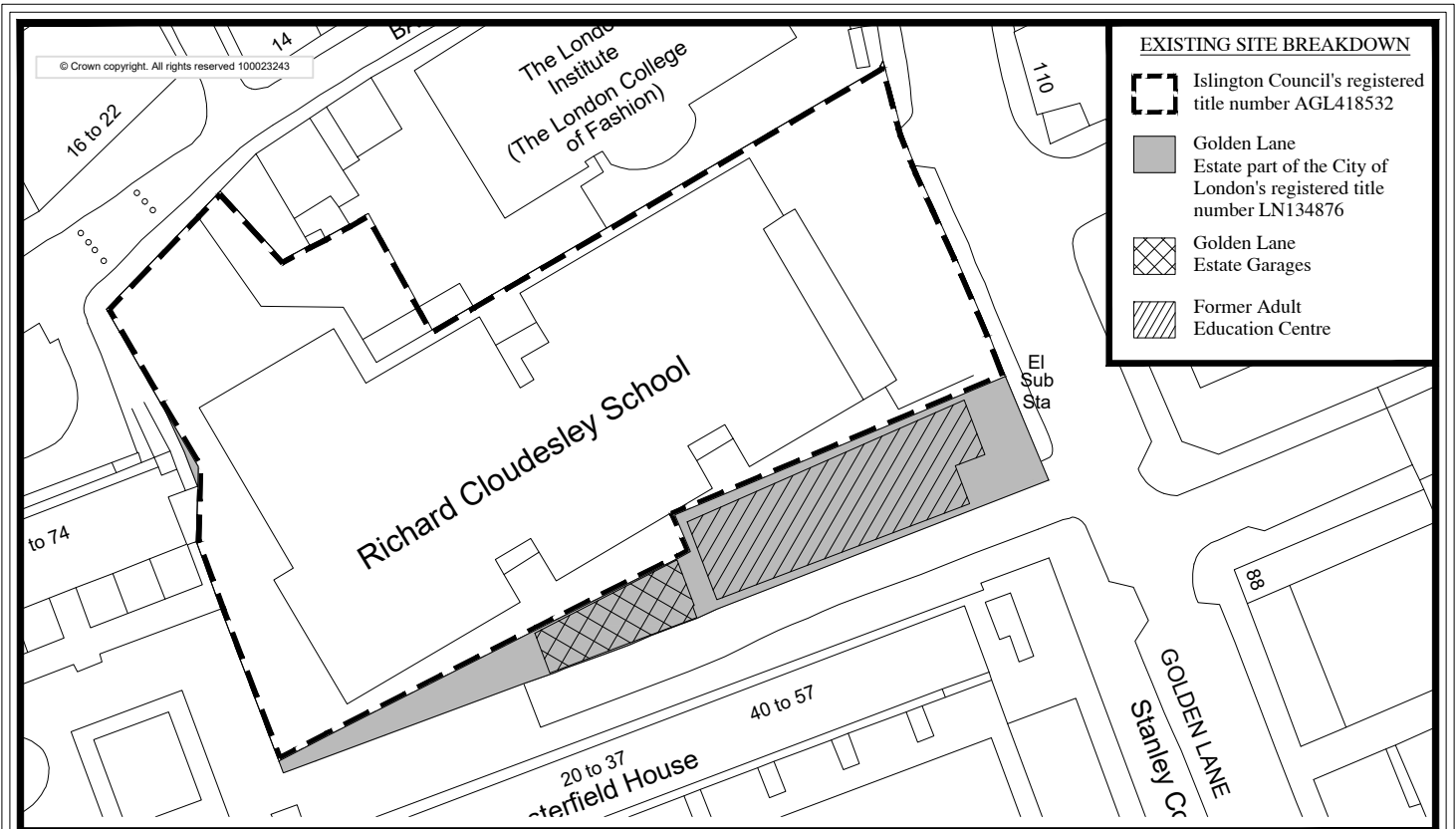
Gateway 4C Report, Provision of Additional Primary School Places and Social Housing on the Former Richard Cloudesley School Site, Golden Lane, EC1, Community and Children's Service Committee, 11 May 2018

Gerald Mehrtens





Director of Academy Development,
Department of Community and Children's Services

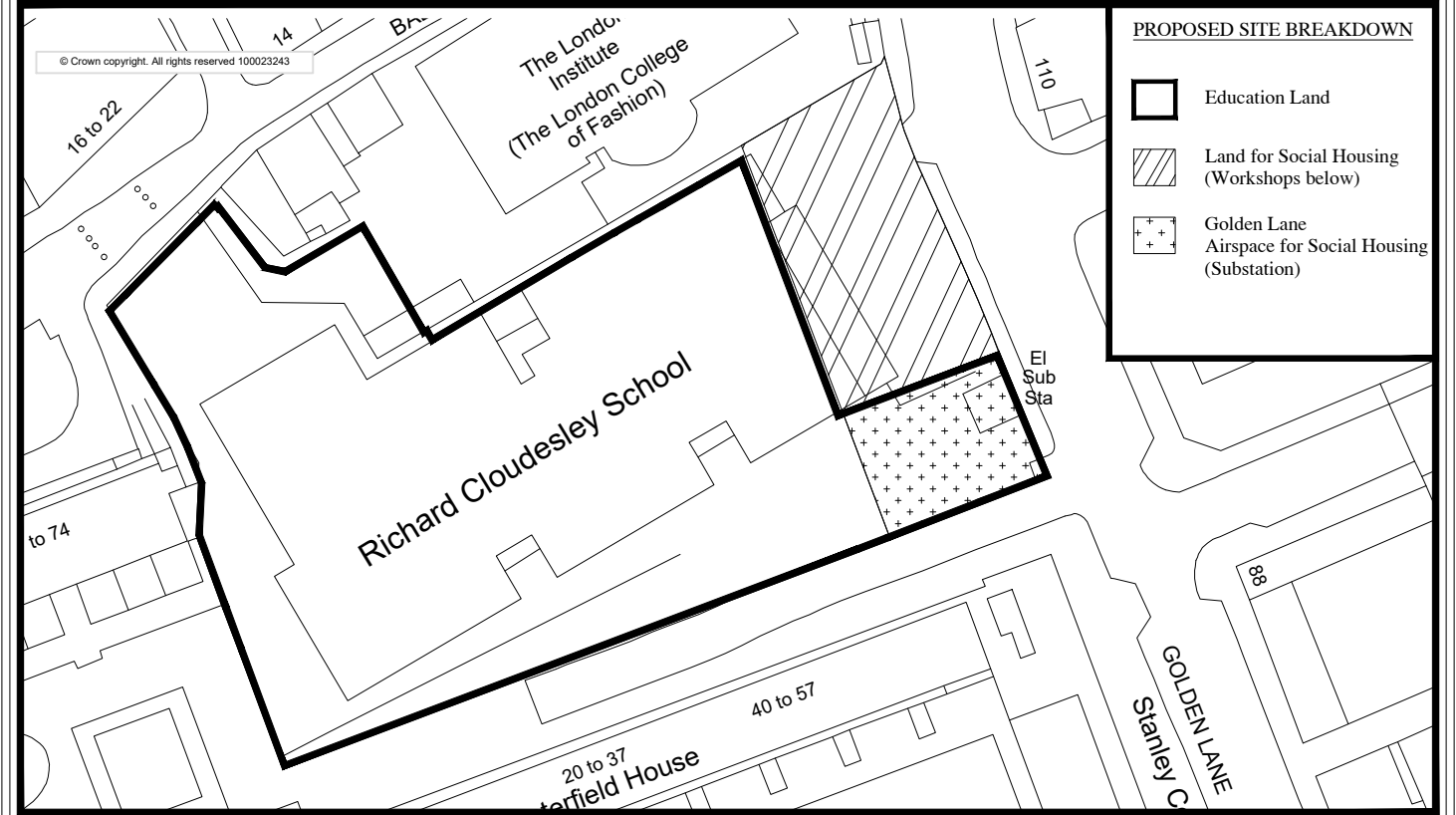
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EXISTING SITE BREAKDOWN

-  Islington Council's registered title number AGL418532
-  Golden Lane Estate part of the City of London's registered title number LN134876
-  Golden Lane Estate Garages
-  Former Adult Education Centre



PROPOSED SITE BREAKDOWN

-  Education Land
-  Land for Social Housing (Workshops below)
-  Golden Lane Airspace for Social Housing (Substation)


Address :	
Former Richard Cloudesley School London EC1	
Title :	
Committee Plan (Land Transactions)	
Drawing No :	
5-C-40597 -01	
Pro code	UPRN



CITY OF LONDON

P.G. Wilkinson BSc MSc MRICS
City Surveyor

CITY SURVEYOR'S DEPARTMENT
Corporate Property Group :
Plans & Land Use Section

Print Scale :	1 : 1 @ A3	
Date :	May 2018	
Drawn by :	KT	
Notes :		
Rev:		

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Committee(s): Policy and Resources Committee	Date(s): 07 June 2018
Subject: Request for finance: 2018 Party Conferences	Public
Report of: Bob Roberts, Director of Communications	For Decision
Report author: Jan Gokcen, Corporate Affairs Officer	

Summary

Every year the City of London Corporation delivers a programme of strategic political engagement at the political party conferences.

This report presents Members with the finalised format of City Corporation activities at 2018 party conferences, as presented to the Public Relations and Economic Development Sub-Committee on 29 May 2018, and also asks Members to approve funding for the City Corporation’s think tank partnerships at Liberal Democrat, Labour and Conservative party conferences, the total sum being **£38,100**.

This figure will cover events which the City Corporation will host in partnership with think tanks at Liberal Democrat, Labour and Conservative party conferences, the details of which can be found below.

Recommendation

Members of the Policy and Resources Committee are asked to:

- note the City Corporation’s planned activity at 2018 party conferences, as presented to your Public Relations and Economic Development Sub-Committee, and set out at Appendix 1;
- agree to provide funding for the City Corporation’s partnerships, the total sum being £38,100, with the four think tanks listed below at Liberal Democrat, Labour, and Conservative party conferences:
 - i) Social Market Foundation
 - ii) The Fabian Society
 - iii) Centre for Policy Studies
 - iv) Chatham House
- agree to visit the question of providing funding for partnership(s) at the Scottish National Party conference once the necessary details have been released.

Main Report

Background

1. At the 26 February 2018 meeting of the Public Relations and Economic Development (PRED) Sub-Committee, Members agreed to the City Corporation’s presence at Liberal Democrat, Labour party, Conservative, and Scottish National Party conferences, as well as the format of engagement at each

event. This was ratified by the Policy and Resources Committee at its 15 March 2018 meeting.

2. At the aforementioned PRED Sub-Committee meeting, Members also agreed that the City Corporation's continued presence at these party conferences provided the organisation with key opportunities for strategic engagement on matters of high importance to the City Corporation's various policy interests and initiatives.

2018 Programmes

3. To ensure that these opportunities for strategic engagement are maximised, officers have brokered partnerships with prominent think tanks, working to bring senior figures of industry and government together at City Corporation events at Liberal Democrat, Labour, and Conservative party conferences.
4. In the previous two years the City Corporation has also attended and hosted events at the Scottish National Party conference. The details of the Scottish National Party conference are yet to be finalised, and as such the City Corporation's activities have yet to be arranged.
5. The City Corporation's think tank partner for a private roundtable at the Liberal Democrat party conference will be the Social Market Foundation.
6. The City Corporation's think tank partner for a private roundtable at the Labour party conference will be the Fabian Society.
7. The City Corporation's think tank partners for a private roundtable and open fringe event at the Conservative party conference will be Centre for Policy Studies and Chatham House respectively.
8. In addition, the City Corporation will partner with the trade association UK Finance for both the Labour and Conservative party conferences' private dinners. UK Finance represents approximately 300 of the leading firms providing finance, banking, markets and payments-related services in or from the UK. Members of UK Finance vary in size, are located throughout the United Kingdom and operate across a range of areas, providing UK Finance with an extensive network and wealth of expertise in an area of prime concern to the City Corporation.
9. The full programme of events is outlined for Members information at Appendix 1.

Funding Request

10. The following section outlines the amount of funding necessary for each of the respective think tank partnerships:

2018 Liberal Democrat Party Conference, 15-18 September 2018, Brighton:

Private Roundtable event – Monday 17 September

Theme: Fintech

Think Tank Partner: Social Market Foundation

Cost: £9,100 + VAT

2018 Labour Party Conference, 23-26 September, Liverpool:

Private Roundtable event - Monday 24 September

Theme: Culture as a driver of growth

Think Tank Partner: The Fabian Society

Cost: £9,000 + VAT

2018 Conservative Party Conference, 30 September – 03 October, Birmingham:

Private Roundtable event - Monday 1 October

Theme: Brexit and regulation

Think Tank Partner: Centre for Policy Studies (CPS)

Cost: £8,000+ VAT

Open Fringe – Date tbc

Theme: Trade

Think Tank Partner: Chatham House

Cost: £12,000 + VAT

2018 Scottish National Party Conference, dates and locations TBA, activity TBC

Corporate & Strategic Implications

11. Proactive engagement and focused relationship-building in partnership with think tanks at party conferences will enhance our visibility, enable us to contribute effectively to policy debates, and maximise opportunities for wider strategic engagement on matters of high import to the City Corporation's various policy interests and initiatives.

Financial Implications

12. It is proposed that the required funding of £38,100 is drawn from your Policy Initiatives Fund 2018/19, categorised under the 'Events' and charged to City's Cash. The current uncommitted balance available within your Committee's 2018/19 Policy Initiatives Fund amounts to £391,941 prior to any allowance being made for any other proposals on today's agenda.

Conclusion

13. Partnering with the four listed think tanks at 2018 party conference season will strengthen the City Corporation's political engagement programme, facilitate effective contributions to public policy debates, and maximise opportunities for strategic engagement.

Jan Gokcen

Corporate Affairs Officer, Town Clerk's Department

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Appendix 1

In chronological order, plans for the 2018 party conference season are as follows:

2018 Liberal Democrat Party Conference, 15-18 September 2018, Brighton:

Private Roundtable event – Monday 17 September

Theme: Fintech

Think Tank Partner: Social Market Foundation

Dinner – Monday 17 September

Venue: The Dome, Hotel du Vin, Monday 17 Sept

Accommodation: Hotel du Vin

2018 Labour Party Conference, 23-26 September, Liverpool:

Private Roundtable event - Monday 24 September

Theme: Culture as a driver of Growth

Think Tank Partner: The Fabian Society

Dinner – Monday 24 September

Venue: Royal Liver Building, Monday 24 Sept.

Partner: UK Finance

Accommodation: Malmaison

2018 Conservative Party Conference, 30 September – 03 October, Birmingham:

Private Roundtable event - Monday 1 October

Theme: Brexit and regulation

Think Tank Partner: Centre for Policy Studies (CPS)

Dinner – Monday 1 October

Venue: Birmingham Town Hall

Partner: UK Finance

Open Fringe – Date tbc

Theme: Trade

Think Tank Partner: Chatham House

Accommodation: Malmaison

Scottish National Party Conference, dates and locations TBA, activity tbc

Committee(s):	Date(s):
Policy and Resources	7 June 2018
Subject: Lord Mayor’s Show, 2018 – Fireworks Display	Public
Report of: Director of Communications Report Author: Sheldon Hind	For Decision

Summary

On 17 March 2016, the Policy & Resources Committee agreed to support a public fireworks display following the Lord Mayor’s Show in years 2016, 2017 and 2018. Members agreed a budget of £125,000 per annum for delivery, however last year expenditure exceeded this amount by £9,066 due to additional security measures required.

It is highly likely that the agreed fireworks budget for this year will also be exceeded as similar security measures will be needed. It therefore appears timely to review the appropriateness of a fireworks display, and instead to consider whether there are alternative ways to enhance the visitor attraction for the Show which could create a ‘platform’ on which to build in future years.

This report examines whether the fireworks should be retained this year; whether they be cancelled; or whether they be cancelled and funding for them channelled into another form of display that would reflect well on the Show and continue to draw audiences.

Recommendations

The Committee is asked to agree that:

1. The fireworks are cancelled for this year’s Lord Mayor’s Show regardless of other alternatives being explored.
2. The fireworks funding of £125,000 (City’s Cash) already agreed be reallocated to deliver a light display around Bank Junction - subject to the grant of relevant regulatory approvals given the nature and location of the proposed display, and subject to full funding for the project being identified.
3. That authority be delegated authority to the Town Clerk to agree the final proposal in consultation with the Chairman and Deputy Chairman of the Policy and Resources Committee, the City’s Remembrancer, the Director of the Built Environment and the Chamberlain, and to instruct the Comptroller and City Solicitor to enter into all necessary legal documents.

Main Report

The fireworks display

1. The fireworks take place after the Lord Mayor's Show at 5.15 pm. It is a 10-minute display fired from a barge towed by a tug, stemming the tide between Blackfriars Bridge to the east and Waterloo Bridge to the west at the point between HQS Wellington moored on the north embankment and the ITV Tower on the South Bank.
2. The event is free to the public, with spectators congregating on Victoria Embankment, Blackfriars Bridge, the pedestrian areas of the South Bank and Waterloo Bridge. To facilitate safe viewing, road closures are put in place to stop traffic on Victoria Embankment, Blackfriars Bridge and Waterloo Bridge. Last year some closures had to remain much later than in previous years because of additional security measures on Waterloo Bridge. Roads did not fully reopen until 8pm (around two hours longer than previously) causing significant traffic congestion, particularly within Westminster where the majority of viewing takes place. The City of Westminster and Transport for London expressed their concerns about the congestion and disruption caused. If the event takes place again, both delivery partners will seek reassurance from the City Corporation that disruption is minimised before consenting to the Temporary Traffic Regulation Order, without which road closures cannot be put in to effect.
3. Anecdotal evidence suggests limited public recognition of the connection between the fireworks and the Show, and that both events attract different audiences. It also suggests the fireworks are associated more with City Hall than the City Corporation. The location of the fireworks is within Westminster's boundaries, and whilst consideration has been given to moving it to another venue closer to the City, e.g. in the vicinity of Tower Bridge, there is insufficient viewing area for the anticipated crowd numbers, estimated to be around 100,000. In addition to costs associated, in particular with crowd management and security, there is also an increasing amount of officers' time involved in the planning process.
4. The fireworks nevertheless continue to be popular and cancellation might attract negative publicity, therefore alternative proposals have been considered.

Proposal

Light display at Bank Junction

5. Following previous successful examples of light shows both in Guildhall Yard and the Beech Street tunnel, options have been examined for a similar display in the area in front of Royal Exchange at Bank Junction. It has been suggested that this be built around a single beam of light near the London Troops War Memorial that would signify the centenary of the end of the First World War and link with Remembrance Sunday which takes place the day after the Show. It is anticipated that the display would operate continuously for a number of hours after dusk (and possibly over a number of days) and would therefore not involve the same crowd and risk management considerations arising from a 10 minute fireworks display. It is anticipated that certain elements would be visible in the immediate vicinity, but also that the beam of light would be visible from outside the City.

6. The Pageantmaster has been in contact with a number of companies to develop proposals and competitive quotes for a temporary network of digital multimedia projections on the surrounding architecture of Bank Junction. Such work would be carried out in collaboration with City Corporation officers if deemed logistically feasible but would be subject to any statutory restrictions around access, listed building consent and any other regulatory and risk management issues. It would also be subject to the full funding being identified. Members should be aware that this may not be deliverable if costs or logistics prove unworkable.
7. Funding would be accommodated by that already agreed for the fireworks with any additional costs met by the Lord Mayor's Show Ltd. The Director of the Built Environment has also agreed to explore other funding options if felt prudent (and subject to relevant approvals).

Financial and Risk Implications

8. Risk management for delivery of significant public events, such as a public fireworks display, is anticipated to remain a significant and costly undertaking for this year, and the budget of £125,000 which has been allocated from City's Cash will not cover these increased costs for Show Day fireworks in 2018. Therefore, should there be fireworks, funding required to address and mitigate such event risks and management costs would need to be identified.
9. The alternative proposal of a light display would not have the same risk implication. It could also be seen to provide greater value for money to the City Corporation and potentially open the experience to different groups of the public. As it would be set up within the City it is expected this would reduce the impact on our neighbouring boroughs.
10. There is no possibility of meeting the proposed financial support from existing local risk resources, because it would entail substantial one-off expenditure for which no provision has been made in the Communications or other local risk budgets. It is therefore proposed that this Committee agree to the transfer of £125,000 funding allocated for fireworks this year to the provision of a light display in the Bank Junction area subject to the conditions set out at paragraph 6 above; and approval of the final proposal by Town Clerk under delegated authority.

Post Event Review

11. Officers will review any new activity and present a report to Members for consideration for future Lord Mayor's Shows.

Bob Roberts

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Committee: Policy and Resources	Date: 7 June 2018
Subject: City of London Corporation – Engagement Strategy with World Economic Forum (WEF)	Public
Report of: Damian Nussbaum, Director of Economic Development	For Decision
Report author: Michael Chapman, International Regulation Manager	

Summary

The World Economic Forum (WEF) is an independent non-profit organisation dedicated to improving global economic and social conditions on a global scale. It is well known for its annual meeting held in January in Davos, Switzerland. This is a forum attended by business, political, policy making and other leaders to discuss current economic and social issues, problems, ideas and possible solutions.

Through the work of the Economic Development Office (EDO) the Corporation is now able to develop a more formal relationship with the World Economic Forum (WEF). As a leading global networking and policy platform, the activities of WEF are aligned with the City Corporation’s three strategic Corporate Objectives for 2018 - 2023:

- a. Growing the economy - WEF provides an opportunity to promote the City as an international centre for financial and professional services, strengthening access to key global markets.
- b. Shaping the City of the Future - by sharing and learning with WEF stakeholders and global connections, ensuring the City remains a hub for innovation and enterprise.
- c. Supporting an inclusive society - working with WEF to make sure that the City has the right combination of skills and talent across its workforce and businesses work with integrity and are responsible for their actions.

To maximise the opportunities arising from joint working, it is recommended we develop a three-year rolling engagement strategy with WEF through EDO. This strategy will focus on areas of mutual interest and through identifying ‘touch points’ for engagement, such as the WEF Annual Meeting in Davos; the WEF Annual Innovation Summit in China and by drawing on the Corporation’s strong convening powers, to facilitate WEF meetings and events here in London.

The planning and delivery of the engagement strategy involves both the policy and political leadership of the Policy and Resources Chair (CPR) with the business engagement and trade promotion side of the Lord Mayor’s (LM) annual overseas programme. Combining the activities of the LM and CPR provides a more holistic proposition for the WEF.

Recommendation(s)

Members are asked to decide the following:

- Approve the policy of a three-year rolling engagement strategy with the WEF.
- Approve the attendance of both the CPR and the LM at the WEF Annual Meeting in Davos; attendance at a WEF event in another priority market and the Corporation hosting of a WEF meeting/event in the City (note: the LM's attendance at WEF meetings will be covered by MVAC 2018 – 2019 and subsequent participation up to 2021)
- Approve an annual budget for the next three years from the 2018/19, 2019/20 and 2020/21 Policy Initiatives Fund amounting to £35,000, £36,500 and £38,000 respectively, categorised under 'Promoting the City' and charged to City's Cash.
- Agree that EDO will report back to the Committee on the outcomes of the WEF Annual Meeting Davos 2019 and all other Corporation/WEF meetings and/or events.

Main Report

Background

1. WEF is an independent international non-profit organisation committed to improving the state of the world by engaging business, political, academic and other leaders of society to shape global, regional and industry agendas. WEF employs over 600 people. Its headquarters are in Geneva, Switzerland, with additional offices in New York, Beijing and Tokyo. The WEF is funded through corporate partners. Professor Klaus Schwab founded the Forum in 1971.
2. WEF aims to do this by bringing together what it calls public and private "stakeholders" - in the main, heads of state, business, academia and society - and providing them with a space to discuss shared interests and problems. To shape the global debate, WEF currently operates 14 System's Initiatives or workstreams. The System's Initiative on *Shaping the future of Financial and Monetary Systems* - is of key importance to the work of the Corporation, covering issues related to Innovation; FinTech and Cyber-risk. Other System Initiatives with a strong cross over to the work of the Corporation include: Digital Economy; Gender; Trade; Long-Term Investing and Infrastructure; and Social Mobility.
3. Drawing on the Forum's global platform for engagement, insight and impact, WEF has launched a new Centre for Entrepreneurship and Innovation and a Global Centre for Cybersecurity. The WEF Centre for the Fourth Industrial Revolution based in San Francisco, has a focus on the challenges and opportunities presented by advanced technologies in the economy and society while the Skills Gap Project aims to create global and national platforms to address current skills gaps and to reshape education and training for the future and includes work on the financial services sector.
4. WEF holds four major annual meetings, these include:
 - (i) the WEF Annual Meeting, held in Davos-Klosters, Switzerland, that shapes global, regional and industry agendas at the beginning of the calendar year;
 - (ii) the Annual Meeting of the New Champions, the Forum's annual meeting on innovation, science and technology, which is held in the People's Republic of China;

- (iii) the Summit on the Global Agenda, held in the United Arab Emirates, brings together the world's leading knowledge community to share insights on the major challenges facing the world today; and
 - (iv) the Industry Strategy Meeting that brings together Industry Strategy Officers to shape industry agendas and explore how industries can shift from managing change to pioneering change.
5. By far the most notable of these events is the WEF Annual Meeting in Davos. Over time, Davos has become the global policy exchange platform, unmatched in its ability to engage leaders from business, government, international organisations, civil society and academia, to debate, in an open and informal environment, key global priorities.
 6. Invitations to Davos are aimed at individuals and not organisations - large delegations are discouraged, and invites are not transferable within organisations. The ethos of Davos is all about connecting people and engaging in smart, flexible and solution-oriented thinking; no issues are too big or too complex to be discussed and innovative solutions and new ideas to global problems are encouraged. Davos presents an excellent opportunity for the Corporation to raise its profile at the international level.
 7. At the invitation of the WEF Executive Chairman, the LM and EDO Director, were invited to attend the 2018 WEF Annual Meeting in Davos. The overall theme of the 2018 Annual Meeting was *Creating a Shared Future in a Fractured World* and Annex A provides a summary of the outcomes of that visit.
 8. Participation at the Annual Meeting clearly illustrated that Davos was a great opportunity for the Corporation to engage in key regulatory and policy discussions and to foster deeper relationships with the policy makers, regulators and businesses from key priority markets – the US, China, Hong Kong, Singapore, Japan, Switzerland, India, Saudi Arabia/UAE and the Commonwealth.
 9. Over the five-day period of the 2018 WEF Annual Meeting, there were over 3,000 leading figures from 134 separate countries who attended Davos - Annex B provides a breakdown of Davos attendees by country.

Current Resource

10. No extra resource was dedicated to the LM and EDO Director visit to Davos in 2018.
11. As a governmental body, WEF does not charge a membership fee or a levy for participation at WEF events and meetings, as is the case for corporate and business representatives.
12. WEF do require governmental bodies to cover their own travel, accommodation and subsistence costs, when attending WEF meetings and events.

Proposals

13. The work of WEF and the Annual Meeting in Davos accord well with the role of the Corporation in strengthening commercial and political ties at the global level. Davos

attracts a high-level audience of business leaders, politicians, diplomats and global leaders as well as significant media coverage.

14. Given the significance of the event, it is important that the Corporation itself has a strong presence at Davos, a view the CPR has been recently urged to consider by the sector. It is recommended that both the CPR and the LM attend Davos with the possibility of coordinating participation across the 5 days of the meeting, to avoid any unnecessary duplication or crossover between the CPR and LM.
15. By combining the activities of the CPR and the LM will result in enhancing the Corporation coverage with a view to:
 - a. Accessing senior level business leaders, who are willing to speak on issues that are important to them.
 - b. Projecting the 'voice of the City', to articulate Corporation messaging and key industry asks; and to showcase the breadth and depth of the Corporation's work on a global stage.
 - c. Sending a signal to the outside world that the City is confident about the future and is open for business, post Brexit.
 - d. Identifying the next big policy and business issues to shape society and the global economy.
16. To support meaningful engagement and to maximise the opportunities of working with WEF, a three-year timeline provides a good starting point for building a stable platform for a longer-term relationship. The Corporation would seek to contribute to the WEF programme of work and to align outputs to the planned activity of EDO and the wider Corporation. Being recognised as a committed partner puts us in good stead when it comes to securing invites and speaking slots at Davos and at other WEF events. WEF supports a phased approach to joint working, as there are risks of trying to do 'too much too soon'. By developing a phased and integrated approach the Corporation can add value to the WEF proposition.
17. Recognising the important convening powers of the Corporation, drawing on the business expertise and insight of the City, the Corporation would facilitate at least one WEF event and/or meeting in the City each year. Not only will this serve the interests and profile of the City, it will deepen the relationship between the two organisations, to be more proactive and to utilise each other's strengths.
18. At the end of the first year an assessment and evaluation of the engagement strategy will be undertaken, to identify key lessons, barriers and challenges to partnership working. Recommendations will be made on any subsequent engagement with the WEF.
19. To deliver the WEF engagement strategy will require additional resources to cover travel, accommodation and subsistence costs associated with attending the WEF Annual Meeting in Davos; attendance at a WEF event in another priority market and for the Corporation to host one WEF meeting each year in the City.

Implications

20. It is proposed that the required funding of £35,000 is required to cover the travel, accommodation and subsistence costs of CPR and EDO official participation at WEF Annual Meeting in Davos; costs associated with CPR and EDO official attending another WEF meeting in a priority market (for example, the Annual Meeting of the new Champions in China) and associated costs for hosting a WEF meeting at the Guildhall. For the 2019 - 2020 and 2020 - 2021 budgets, costs would increase by inflation to £36,500 and £38,000 respectively. Costs associated with the LM's participation in Davos will be covered by MVAC.
21. It is proposed that the required funding of £35,000, £36,500 and £38,000 is to be drawn from your Committees 2018/19, 2019/20, and 2020/21 Policy Initiatives Fund categorised under 'Promoting the City' and charged to City's Cash. The amounts available in your Committees 2018/19, 2019/20, and 2020/21 Policy Initiatives Fund is £391,941, £852,365, and £978,365 prior to any allowances being made for any other proposals on today's agenda.

Conclusion

22. Building on the successful visit to Davos in 2018 it was felt necessary that any future participation and engagement with the WEF should form part of a three-year rolling engagement strategy with the WEF. To maximise the opportunities for the Corporation it is recommended that both the CPR and LM participate at WEF Annual Meeting in Davos; participate in another WEF meeting covering a key priority market and to host a WEF meeting in the City. These activities should form part of a co-ordinated approach, integrating the overseas programme of the LM with the activities of the CPR, to ensure maximum impact for the Corporation.

A. Engagement Report Davos January 2018

1. At the invitation of Professor Klaus Schwab, Founder and Executive Chairman of the World Economic Forum (WEF), the City of London Corporation (Corporation participated in a programme of meetings, events and informal gatherings at the 48th World Economic Forum (WEF) Annual Meeting, Davos-Klosters, Switzerland, 24 – 26 January 2018.
2. Attendance at Davos is by invitation only and these invitations are limited and often preclude large delegations. Over time, Davos has become one of the most influential global gathering of politicians, business leaders; academics and civil society organisations. Given the opportunities and benefits to be gained from attending such high-profile event, it was agreed that for 2018, the Lord Mayor (LM) would attend Davos and was accompanied by the Director of Economic Development. The visit was strongly supported by the WEF and the UK Embassy in Bern. The theme of the Annual Meeting was *Creating a Shared Future in a Fractured World*.
3. While the LM and the EDO Director attended for a day and a half, out of the five-day programme, the time spent at Davos, generated substantive outputs, contacts and informal networking in support of wider Corporation objectives.
4. Davos is a global platform, unmatched in its ability to engage business and political leaders. The opening address to the Annual Meeting was delivered by Narendra Modi, Prime Minister of India and Donald Trump, President of the United States of America, delivered the closing address. Other global leaders participating at Davos included: Paolo Gentiloni, Prime Minister of Italy; Angela Merkel the German Chancellor; Jean-Claude Juncker, President of the European Commission; Emmanuel Macron, President of France; Theresa May, Prime Minister of the United Kingdom, who gave a special address on the afternoon of Thursday 25 January; and Justin Trudeau, Prime Minister of Canada. Other Members of the UK Cabinet in attendance included Chancellor Philip Hammond; Greg Clark, Minister for Cities; Dr. Liam Fox, Secretary of State DIT and Matt Hancock, Secretary of State for Digital, Culture, Media and Sport.
5. There is more to Davos than just the WEF Annual Meeting - Davos is a series of different parallel events, programmes and activities. The official agenda is complemented by a series of private meetings convened by WEF; on the fringes there are private sessions; panel discussions and roundtables organised by leading corporates and global institutions and during the evening there are numerous receptions and dinners, providing opportunities to informal networking.
6. During the Annual Meeting, global corporates, including some financial services companies, will often rent venue space in Davos, providing them with the opportunity to talk and meet with their key clients who are attending the Annual Meeting.
7. Davos has become the global 'connector' event where business leaders discuss important strategic issues with partners and global organisations.
8. The overarching objectives of the Corporation's participation at Davos were:
 - To deliver positive messages about the confidence of the City despite Brexit.
 - To project the future of London as a key global financial asset - especially to current and future investors.

- To contribute to the debate on the importance of the trust of business in a fractured world and to promote the work of the Corporation to maintain the City's competitiveness.
- To maximise networking opportunities with global leaders and businesses to promote key Corporation messaging and priorities.
- To seek wider partnership opportunities with the WEF and other stakeholders.

9. The Corporation achieved these objectives through the following activities:

- Attending the **British Business Leaders Lunch** provided an opportunity to meet business leaders including Lloyds of London, Accenture, Finsbury, Centrica, BAE, the Prudential, the CBI, BT and Barclays. A key talking point included the effectiveness of President Macron's welcome at Versailles to potential international investors.
- An invitation to the **PM's special address to Davos** allowed the Lord Mayor to meet with the ICAEW to discuss the planned Audit Quality Forum.
- Opportunity to attend the **Onward with Europe meeting** and to listen to Brexit related points raised by Michel Barnier (EU) and John McDonnell (Shadow Chancellor).
- An invitation to attend two high profile policy sessions – the **Remaking of Global Finance Session** and the **Informal Gathering of World Economic Leaders**.
- To undertake key **bilateral meetings** including a discussion with Motive Partners and the Australian Finance Minister; regarding the Lord Mayor's upcoming visit to Australia and New Zealand; a meeting with Richard Edelman to discuss the Business of Trust Agenda; a meeting with the International Managing Editor of CNBC; and a discussion with the Global Chairman of PwC to discuss the outcome of the PwC's Global CEO's Survey.
- Meeting representatives from the **World Economic Forum (WEF)** - to talk about future working relationships between the Corporation and the WEF.

10. The Corporation also attended the following evening events:

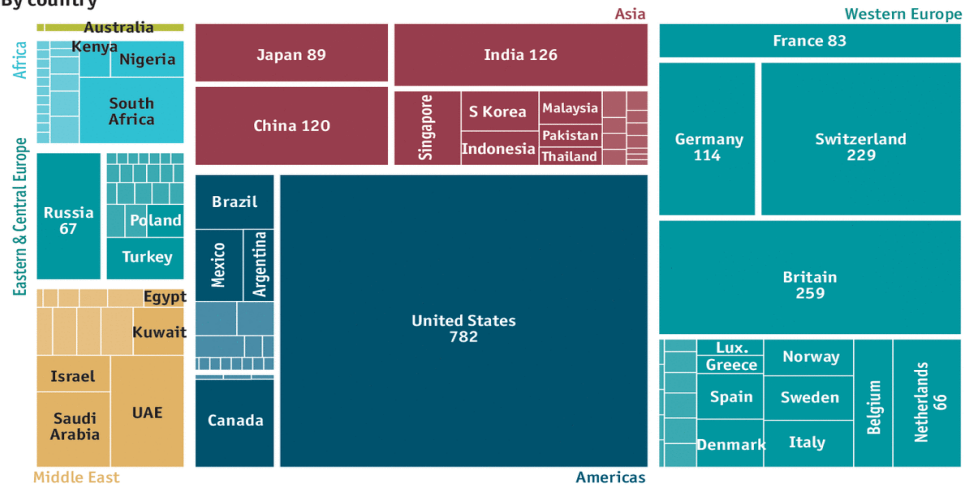
- **Aberdeen Standard Investment Evening Reception** provided an opportunity to discuss the Lord Mayor's recent visit to Scotland.
- The **WPP reception** which allowed for a discussion on promoting the Corporation globally.
- **The JP Morgan reception**, was an opportunity to make contact key City partners and stakeholders.
- **The GREAT; Dow Jones and Wall Street Journal CEO Dinner** where Dr Liam Fox (Secretary of State, DIT) thanked the Corporation for all its support for the DIT agenda.

B. Breakdown of Delegates: World Economic Forum 2018

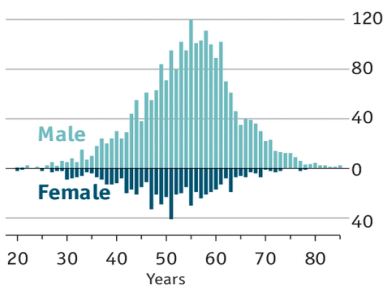
Power grid

World Economic Forum 2018, number of delegates

By country



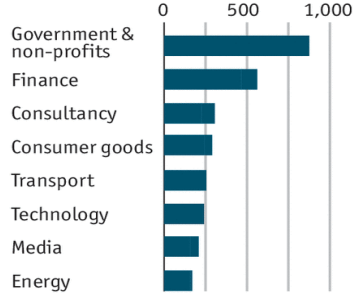
By age and sex



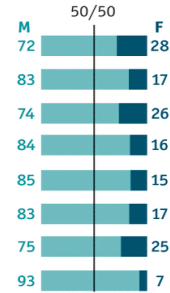
Source: World Economic Forum

Economist.com

By sector



Gender split



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Committee: Policy & Resources	Date: 07/06/2018
Subject: Social Mobility: sponsorship of the Social Mobility Employer Index	Public
Report of: Damian Nussbaum, Director of Economic Development	For Decision
Report author: Claire Tunley, Head of Employability	

Summary

In 2017, the City of London Corporation sponsored the inaugural Social Mobility Employer Index, run by the Social Mobility Foundation. The index is a benchmarking initiative targeted at employers to improve access to professions for individuals from lower socio-economic backgrounds. The City Corporation has been invited to sponsor the index again in 2018 and host the high-profile launch event.

Recommendation(s)

Members are asked to:

- Agree sponsorship of the Social Mobility Employer Index for 2018 for £35k to be met from your committee's Policy Initiatives Fund 2018/19, categorised under the category 'Communities' and charged to City's Cash.
- Agree to allocate £25k for other work on social mobility that is currently under development to enable the City Corporation to continue to be a leading voice on social mobility. Delivery of this work will be agreed in consultation with the Policy Chairman.

Main Report

Background

1. The 2017 Index was sponsored by the City Corporation and was launched at the Guildhall in June 2017. A total of 98 organisations, employing just under 1million people applied to the index, of which, 57 were from the legal, banking and wider financial and professional services sectors. A further, 30 of the organisations in the top 50 ranked applicants came from the Financial and professional services sector.
2. The sponsorship involved the launch event and hosting a series of workshops held during the autumn of 2017. Collectively, the launch event and the workshops engaged 111 businesses. The launch event was attended by over 200 delegates and Justine Greening (Secretary of State for Education at the time), Alan Milburn (Chair of the Social Mobility Commission at the time) and David Johnston, CEO of the Social Mobility Foundation spoke alongside our Chairman of Policy and Resources.
3. Sponsorship of the 2017 Index enabled us to speak credibly at the highest levels of Government and business about social mobility and raised our profile as an organisation that is actively involved in working on the many issues

4. The City Corporation applied to the Index and was ranked 50th out of the total 98 applicants. This highlighted the positive work that the City Corporation has been actively doing in relation to social mobility and helped to identify areas for further action. We have submitted information to the 2018 index and expect to learn of our ranking in July 2018.

Current Position

5. The Social Mobility Foundation has approached us to continue our sponsorship of the Index in 2018 and to work collaboratively with them to address social mobility.
6. The City Corporation is continuing its work to address social mobility and, building on our work to support schools, residents and the wider community has commenced work on a social mobility strategy. The aim is to provide an aligned organisation-wide vision, approach and direction of travel on social mobility.
7. We are also in dialogue with external partners active in social mobility, e.g. Social Mobility Commission to explore opportunities for collaborative and innovative joint working.
8. In considering sponsorships of the index for 2018 we have taken account of the benefits that we realised from the different aspects of our sponsorship in 2017 as well as the future sustainability of financial support for the Index. Officers believe that sponsorship level proposed for 2018 will support our profile and position as a credible spokesperson on social mobility. It will also provide us with the opportunity to further our own work in this area.

Proposals

9. That approval be given to sponsor the Social Mobility Employer Index for 2018 to a total of £35k; £30k sponsorship and £5k to host the Index launch event in July 2018.
10. That an additional sum of £25k be allocated for other work on social mobility that is currently under development to enable the City Corporation to continue to be a leading voice on social mobility. Delivery of this work will be agreed in consultation with the Policy Chairman.

Corporate & Strategic Implications

11. Work around social mobility and employment supports the following Corporate Plan aims:
 - People have equal opportunities to enrich their lives and reach their full potential
 - We have access to the talent and skills we need.
12. This work is also supported by the Employability and Education strategies as well as the emerging skills, digital skills and social mobility and responsible business strategies.

Implications

13. It is proposed that the required funding of £60,000 is drawn from your Committees 2018/19 Policy Initiatives Fund, categorised under the 'Communities' and charged to City's Cash. The current uncommitted balance available within your Committee's

2018/19 Policy Initiatives Fund amounts to £391,941 prior to any allowance being made for any other proposals on today's agenda.

Conclusion

14. The opportunities to sponsor the Social Mobility Employer Index for 2018 is of benefit to the City Corporations work in this area and offers an opportunity to establish ourselves as a credible and powerful voice on social mobility.

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Committee:	Date:
Policy and Resources Committee	7 June 2018
Subject:	Public
Green Finance Taskforce	
Report of:	For Information
Director of Economic Development	
Report author:	
Simon Horner	

Summary

In October 2018, as part of its ‘Clean Growth Strategy’, the Government tasked the Green Finance Initiative (GFI), chaired by Alderman Sir Roger Gifford and vice-chaired by Alderman Alison Gowman and Deputy Catherine McGuinness, with running a dedicated Green Finance Taskforce (GFT). The aim of the taskforce was to come up with recommendations for government and for the private sector to both grow London as a centre for green capital markets and to support the UK’s own transition to a low carbon economy. The GFT membership was predominantly drawn from the GFI membership and EDO officers provided the secretariat.

The GFT produced its report on schedule, delivered to Government on 29th March. It produced 30 recommendations ranging from creating a new Green Finance Institute to issuing a UK Sovereign Green Bond, to greening the UK’s infrastructure. The Government will now consider its response to the GFT recommendations and will publish a response in due course.

Recommendation

The Committee is asked to note the progress made by the GFI in promoting London as a centre for green finance. It is also asked to note the City of London Corporation’s role as a leading voice in the debate, acting as a credible partner for government in furthering this important agenda through our central role in the GFT.

Main Report

1. The City of London’s GFI seeks to promote what is a fast-growing and increasingly vital sub-sector in our financial services industry. A 2014 New Climate Economy report estimated some \$90tn needs to be raised ahead of 2030 to meet global sustainable development and climate change objectives. To remain relevant and to capitalise on the commercial opportunity green finance presents, the GFI engages in advocacy to create a policy and regulatory environment that will encourage green finance investment in London.

2. In October 2018, as part of its ‘Clean Growth Strategy’, the Government tasked the Green Finance Initiative (GFI), chaired by Alderman Sir Roger Gifford and vice-chaired by Alderman Alison Gowman and Chairman Catherine McGuinness, with running a dedicated Green Finance Taskforce (GFT). The Task Force was set up for a six-month period and aimed to come up with recommendations for government and for the private sector to both grow London as a centre for green capital markets, and to support the UK’s own transition to a low carbon economy. The GFT membership was predominantly drawn from the GFI membership.

3. The GFT consulted with 140 organisations, from financial services firms to academia to civil society. This resulted in a report delivered to government in March, with 10 themes and a total of 30 recommendations. Notable recommendations include:
 - Government and City of London to create a new Green Finance Institute brand to boost the capacity and output of the GFI
 - Government to provide new incentives to consumers for taking out green mortgages
 - Government to issue a UK sovereign green bond
 - Government to establish a public private venture capital scheme for green investments
 - FCA, FRC and other relevant regulators to ensure that fiduciary duties clearly state the importance of Environment, Social and Governance (ESG) issues
 - The Government should issue a national capital raising plan to align the infrastructure pipeline with the Clean Growth Strategy.

The full report with its complete recommendations can be found here: <http://greenfinanceinitiative.org/wp-content/uploads/2018/04/Report-of-the-Green-Finance-Taskforce-1.pdf>

Next Steps

4. The Government will now consider the report in full and decide which of the recommendations it will support and where necessary, implement policy, regulatory, fiscal and legislative change to implement them. A response is expected to be published before the Budget, likely to be in November. The GFI and its members will work with the Government to provide further evidence to demonstrate the benefits and impact of these recommendations and engage an even wider group of stakeholders to build support and sustain momentum. We also expect an interim update from government speakers at the Green Finance Summit, to be held at Guildhall on 17th July.

Corporate and strategic implications

5. This activity supports Outcome 5 of the Corporate Plan, ‘businesses are trusted and socially and environmentally responsible’, and Outcome 7, ‘we are a global hub for innovation in financial and professional services, commerce and culture’.

Conclusion

6. Clean Growth is one of the four national challenges that form the core of the Government’s Industrial Strategy. It is vital that financial and professional services play their part in helping deliver it. The Green Finance Taskforce provides a roadmap for this and through the continued work of the GFI, the City of London Corporation will play a central role in delivering not just a financial services centre with green credentials, but green growth across the UK.

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Committee:	Date:
Policy and Resources	7 June 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. The balances that are currently available in the Policy Initiatives Fund and the Committee contingency for 2018/19 are £391,941 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

<u>ALLOCATIONS FROM PIE</u>					<u>STATUS OF BALANCE</u>	
<u>COMMITTEE DATE</u>	<u>DESCRIPTION</u>	<u>RESP OFFICER</u>	<u>ALLOCATION</u> £	<u>ACTUAL PAID TO 23/05/2018</u> £	<u>BALANCE 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	14,970	530	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	18,357	2,643	
08/01/2018	Sponsorship of the Annual Review of Women in Finance Charter - the City Corporation to sponsor this annual review	DOC	35,000	0	35,000	
22/02/2018	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	4,000	0	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	
03/05/2018	Think Tank Review and Memberships 2018-19: Renewal of COL's membership to Centre for the Study of Financial Innovation (£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 & Industry Group (WIG - £6,000); Institute for Fiscal Studies (IFS - £10,000) & Open Europe (£10,000)	DOC	84,500	19,500	65,000	

<u>ALLOCATIONS FROM PIF</u>					<u>STATUS OF BALANCE</u>	
<u>COMMITTEE DATE</u>	<u>DESCRIPTION</u>	<u>RESP OFFICER</u>	<u>ALLOCATION</u> £	<u>ACTUAL PAID</u> TO 23/05/2018 £	<u>BALANCE TO BE SPENT</u> £	<u>NOTES</u>
03/05/2018	Sponsorship of Centre for European Reform's 2018 Ditchley Conference: COL partnering with the Centre for European Reform (CER) in hosting this high-level conference taking place on 16-17 November 2018	DOC	20,000	0	20,000	
03/05/2018	Sponsorship of Battle of Ideas Festival 2018 - the City Corporation to sponsor the festival, organised by The Institute of Ideas, taking place on 13-14 October 2018 at the Barbican Centre	DOC	25,000	0	25,000	
	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
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
03/03/2017	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	14,900	40,000	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	50,000	10,000	3 year funding: £60,000 final payment in 2019/20

<u>ALLOCATIONS FROM PIF</u>					<u>STATUS OF BALANCE</u>	
<u>COMMITTEE DATE</u>	<u>DESCRIPTION</u>	<u>RESP OFFICER</u>	<u>ALLOCATION</u> £	<u>ACTUAL PAID</u> TO 23/05/2018 £	<u>BALANCE TO BE SPENT</u> £	<u>NOTES</u>
16/11/2017	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	12,900	21,791	£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	60,332	21,668	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
03/03/2018	Match Funding from The Honourable Irish Society to the National Citizenship Scheme - City of London Corporation to match fund the Society's grant totalling £33,000 over 3 years	TC	11,000	11,000	0	3 year funding: £11,000 in 2019/20 & 2020/21
07/04/2018	City of London Corporation Regional Strategy: City of London's membership to Scottish Financial Enterprise (SFE) and expanding the partnership programme to 3 more UK City Regions	DED	63,200	0	63,200	
03/05/2018	Saudi Arabia: Vision 2030 - COL to engage with Saudi Arabia and to support work on the new Private Sector Groups established by the Dept of International Trade to support export and investment programmes	DED	50,000	0	50,000	
	Communities					
06/07/2017	STEM and Policy Education Programme - additional funding of the Hampstead Heath Ponds Project	DOS	40,601	6,454	34,147	£24,700 final payment in 2018/19; £15,901 deferred from 2017/18
16/11/2017	Centre for Study of Financial Innovation (CSFI): Corporation supporting CSFI in its continued occupancy to enable the Think Tank to remain in the City	DOC	6,635	0	6,635	5 year funding: final payment in 2021/22

<u>ALLOCATIONS FROM PIF</u>					<u>STATUS OF BALANCE</u>													
<u>COMMITTEE DATE</u>	<u>DESCRIPTION</u>	<u>RESP OFFICER</u>	<u>ALLOCATION</u> £	<u>ACTUAL PAID</u> TO 23/05/2018 £	<u>BALANCE TO BE SPENT</u> £	<u>NOTES</u>												
19/09/2013	Attracting and Retaining International Organisations International Valuation Standards Council (IVSC) - City of London to support the accommodation costs of the IVSC	CS	50,000	0	50,000	5 year funding: final payment in 2018/19												
	BALANCE REMAINING		1,193,059	229,025	964,034													
	TOTAL APPROVED BUDGET		391,941															
	ANALYSIS OF TOTAL APPROVED BUDGET		1,585,000															
	ORIGINAL PROVISION		1,250,000															
	TRANSFERRED FROM CONTINGENCY		0															
	APPROVED BROUGHT FORWARD FROM 2017/18		335,000															
	TOTAL APPROVED BUDGET		1,585,000															
<p><u>NOTES:</u> (i) The Committee date records the actual approval meeting; in some instances approval is given for multi-year support for a project but the financial details in this table only show the expenditure due in the current year (2018/19). It should be noted that actual payments sometimes are made towards the end of a financial year.</p> <p><u>KEY TO RESPONSIBLE OFFICER:-</u></p> <table> <tr> <td>DED</td> <td>Director of Economic Development</td> <td>DOS</td> <td>Director of Open Spaces</td> <td>DBE</td> <td>Director of Built Environment</td> </tr> <tr> <td>TC</td> <td>Town Clerk</td> <td>CS</td> <td>City Surveyor</td> <td>DOC</td> <td>Director of Communications</td> </tr> </table>							DED	Director of Economic Development	DOS	Director of Open Spaces	DBE	Director of Built Environment	TC	Town Clerk	CS	City Surveyor	DOC	Director of Communications
DED	Director of Economic Development	DOS	Director of Open Spaces	DBE	Director of Built Environment													
TC	Town Clerk	CS	City Surveyor	DOC	Director of Communications													
CAROLINE AL-BEYERTY - DEPUTY CHAMBERLAIN																		

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
	+ 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			
03/05/2018	Saudi Arabia Vision 2030, Public Investment Fund and Financial Services	50,000			
03/05/2018	Sponsorship of Centre for European Reform's Ditchley Conference	20,000			
03/05/2018	Think Tank Review and Memberships 2018-19	84,500			
03/05/2018	Battle for Ideas	25,000			
	TOTAL ALLOCATIONS	1,193,059	397,635	271,635	6,635
	BALANCE AVAILABLE	391,941	852,365	978,365	1,243,365

Less: Possible maximum allocations from this meeting: **7 June 2018**

-	2018 Party Conferences	38,100	-	-	-
-	City of London Corporation - Engagement with Strategy World Economic Forum (WEF)	35,000	36,500	38,000	-
-	Social Mobility: Sponsorship of the Social Mobility Employer Index	60,000	-	-	-
	Balance	258,841	815,865	940,365	1,243,365

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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
	+ 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: **07 June 2018**

-	Renewable Electricity Policy and Sourcing Strategy	25,000	-	-	-
-		-	-	-	-
	Balance	152,200	300,000	300,000	300,000

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