



Policy and Resources Committee

Date: THURSDAY, 5 JULY 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)	John Scott (Chief Commoner) (Ex-Officio Member)
Tijs Broeke	Deputy Dr Giles Shilson
Henry Colthurst	Jeremy Simons (Ex-Officio Member)
Alderman Peter Estlin	Sir Michael Snyder
Marianne Fredericks	Deputy John Tomlinson
Deputy Jamie Ingham Clark	Mark Wheatley
Deputy Edward Lord	Deputy Philip Woodhouse
Alderman Ian Luder	Alderman Sir David Wootton

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

John Barradell
Town Clerk and Chief Executive

AGENDA

Part 1 - Public Agenda

1. APOLOGIES

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

3. MINUTES

To consider minutes as follows:-

- a) To agree the minutes of the meeting held on 7 June 2018.

For Decision
(Pages 1 - 12)

- b) To note the draft public minutes of the Courts Sub-Committee meeting held on 11 June 2018.

For Information
(Pages 13 - 18)

- c) To note the draft public minutes of the Projects Sub-Committee meeting held on 13 June 2018.

For Information
(Pages 19 - 26)

- d) To note the public summary report of the meeting of the Culture Mile Working Party held on 14 June 2018.

For Information
(Pages 27 - 28)

- e) To note the draft public minutes of the Resource Allocation Sub-Committee meeting held on 19 June 2018 (TO FOLLOW).

For Information

4. REVIEW OF HOUSING GOVERNANCE

Report of the Town Clerk.

For Decision
(Pages 29 - 36)

5. PROPOSED AMENDMENTS TO TERMS OF REFERENCE: STANDARDS COMMITTEE AND BOARD OF GOVERNORS OF GUILDHALL SCHOOL OF MUSIC AND DRAMA

Report of the Town Clerk.

For Decision
(Pages 37 - 42)

6. **LOCAL GOVERNMENT PENSIONS BOARD: REVISION TO TERMS OF APPOINTMENT**
Report of the Town Clerk.
For Decision
(Pages 43 - 46)
7. **THERE BUT NOT THERE: NATIONAL ARMISTICE PROJECT**
Joint report of the Town Clerk and the Remembrancer.
For Decision
(Pages 47 - 50)
8. **CULTURE MILE STRATEGY, 2018-28**
Report of the Assistant Town Clerk and the Culture Mile Director.
For Decision
(Pages 51 - 64)
9. **RESPONSIBLE BUSINESS STRATEGY, 2018-23**
Joint report of the Chamberlain and Chief Grants Officer.
For Decision
(Pages 65 - 82)
10. **HOUSING DELIVERY**
Joint report of the City Surveyor and the Director of Community and Children's Services.
For Decision
(Pages 83 - 88)
11. **CITY MENTAL HEALTH CENTRE**
Report of the Director of Community and Children's Services.
For Decision
(Pages 89 - 92)
12. **BEECH STREET: TRANSPORT AND PUBLIC REALM IMPROVEMENTS**
Report of the Director of the Built Environment.
For Decision
(Pages 93 - 112)
13. **MIPIM PROPERTY CONFERENCE 2018/19**
Joint report of the City Surveyor and the Director of Built Environment.
For Decision
(Pages 113 - 120)
14. **PROGRESS ON GIGABIT CITY PROGRAMME**
Report of the Director of the Built Environment.
For Information
(Pages 121 - 130)

15. **RESOURCING DIVERSITY AND BUSINESS ENGAGEMENT**
Report of the Director of Human Resources.
For Decision
(Pages 131 - 134)
16. **CLOSURE OF CITY CAREERS OPEN HOUSE AND CITY OF LONDON BUSINESS TRAINEESHIP PROGRAMMES**
Report of the Director of Economic Development.
For Decision
(Pages 135 - 142)
17. **CITY WEEK 2019 EVENT SPONSORSHIP**
Report of the Director of Economic Development.
For Decision
(Pages 143 - 144)
18. **LORD MAYOR'S SHOW 2018: FIREWORKS DISPLAY**
Joint report of the Director of Communications and the Director of the Built Environment.
For Decision
(Pages 145 - 146)
19. **EVENTS PARTNERSHIP WITH THE STRAND GROUP, KING'S COLLEGE LONDON**
Report of the Director of Communications.
For Decision
(Pages 147 - 150)
20. **POLICY INITIATIVES FUND AND COMMITTEE CONTINGENCY**
Report of the Chamberlain.
For Information
(Pages 151 - 162)
21. **DECISIONS TAKEN UNDER DELEGATED AUTHORITY OR URGENCY POWERS**
Report of the Town Clerk.
For Information
(Pages 163 - 164)
22. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**
23. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT**
24. **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

25. NON-PUBLIC MINUTES

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

- a) To agree the non-public minutes of the meeting held on 7 June 2018.

For Decision
(Pages 165 - 168)

- b) To note the draft non-public minutes of the meeting of the Courts Sub-Committee held on 11 June 2018.

For Information
(Pages 169 - 174)

- c) To note the draft non-public minutes of the Projects Sub-Committee meeting held on 13 June 2018.

For Information
(Pages 175 - 182)

- d) To note the draft non-public minutes of the Culture Mile Working Party meeting held on 14 June 2018.

For Information
(Pages 183 - 190)

- e) To note the draft non-public minutes of the Resource Allocation Sub-Committee meeting held on 19 June 2018 (TO FOLLOW).

For Information

26. HOUSING DELIVERY: NON-PUBLIC APPENDICES

N.B - To be read in conjunction with Item 10.

For Information
(Pages 191 - 194)

27. MUSEUM OF LONDON RELOCATION – PROJECT UPDATE

Report of the Town Clerk.

For Decision
(Pages 195 - 218)

28. CITY OF LONDON CORPORATION & CITY OF LONDON POLICE COMBINED IT STRATEGY - INITIAL 'SEED' FUNDING

Joint report of the Chamberlain and the Commissioner.

For Decision
(Pages 219 - 224)

29. PROJECT FUNDING UPDATE

Report of the Chamberlain.

For Decision
(Pages 225 - 232)

- 30. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**
- 31. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT AND WHICH THE COMMITTEE AGREE SHOULD BE CONSIDERED WHILST THE PUBLIC ARE EXCLUDED.**

Part 3 - Confidential Agenda

- 32. **PAY DEAL 2018-20**
Report of the Director of Human Resources.

For Decision

POLICY AND RESOURCES COMMITTEE **Thursday, 7 June 2018**

Minutes of the meeting of the Policy and Resources Committee held at Committee Rooms, 2nd Floor, West Wing, Guildhall on Thursday, 7 June 2018 at 1.45 pm

Present

Members:

Deputy Catherine McGuinness (Chairman)
Simon Duckworth (Deputy Chairman)
Christopher Hayward (Vice Chairman)
Randall Anderson (Ex-Officio Member)
Deputy Keith Bottomley
Tijs Broeke
Marianne Fredericks
Deputy Jamie Ingham Clark
Deputy Edward Lord
Alderman Ian Luder
Jeremy Mayhew
Andrew McMurtrie
Alderman The Lord Mountevans (Ex-Officio Member)
Deputy Joyce Nash
Graham Packham (Ex-Officio Member)
John Scott (Chief Commoner) (Ex-Officio Member)
Deputy Dr Giles Shilson
Jeremy Simons (Ex-Officio Member)
Deputy John Tomlinson
Mark Wheatley
Deputy Philip Woodhouse
Alderman Sir David Wootton

In attendance:

Alderman Alison Gowman

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
Andrew Carter	- Director of Community & Children's Services
David Smith	- Director of Markets & Consumer Protection
Vic Annells	- Executive Director of Mansion House & Central Criminal Court
Damian Nussbaum	- Director of Economic Development
Bob Roberts	- Director of Communications
Simon Murrells	- Assistant Town Clerk

Angela Roach	- Assistant Town Clerk & Director of Member Services
Greg Moore	- Town Clerk's Department
Chris Bell	- Head of Procurement, Chamberlain's
Giles French	- Assistant Director of Economic Development
Simon Horner	- Economic Development Office
Gerald Mehrtens	- Director of Academy Development
Eugenie de Naurois	- Head of Corporate Affairs
Peter O'Doherty	- Temporary Commander (Economic Crime), City of London Police
Fiona Rawes	- Head of Philanthropy

1. APOLOGIES

The Chairman took the opportunity to welcome Randall Anderson and Tijs Broeke to their first meeting of this Committee. She also extended, on behalf of the Committee and the City Corporation, her gratitude to the outgoing Assistant Town Clerk, Simon Murrells, for his dedicated service over the past forty years.

Apologies were received from Deputy Doug Barrow, the Rt. Hon. The Lord Mayor Alderman Charles Bowman, Sir Mark Boleat, Henry Colthurst, Alderman Peter Estlin, Alderman William Russell, Sir Michael Snyder, and Deputy Tom Sleigh (Vice-Chairman).

The Chairman also apologised that she would need to depart the meeting early. The Deputy Chairman, Simon Duckworth, would therefore be taking the Chair after her departure.

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

Deputy Catherine McGuinness declared a pecuniary interest in respect of Item 8 by virtue of her ownership of a property at Briar Court. She would therefore be withdrawing from the meeting for consideration of this item. Deputy John Tomlinson also declared an interest in this item as a resident of Cromwell Tower.

Andrew McMurtrie declared an interest in respect of Items 13 and 25 as Chairman of the City of London Academies Trust. Deputy Catherine McGuinness also declared an interest as a Member of the Trust.

3. MINUTES

a) The public minutes of the meeting of the Policy and Resources Committee meeting held on 12 April 2018 were approved, subject to the following amendments:

- Jeremy Simons had been appointed to the third vacancy on the Corporate Asset Sub-Committee;
- The Chief Commoner should be listed as Chairman of the Members' Privileges Sub-Committee.

b) The draft public minutes of the Resource Allocation Sub-Committee of 3 May 2018 were noted.

- c) The public minutes of the Projects Sub-Committee of 16 May 2018 were noted.
- d) The public minutes of the Public Relations and Economic Development Sub-Committee of 29 May 2018 were noted.

4. **WARDMOTE RESOLUTION**

The Resolution from the Ward of Aldgate, concerning broadband provision, was referred to officers for action. It was advised that a report in response to this resolution was expected for the July meeting of the Policy and Resources Committee.

RESOLVED: That the Resolution from the Ward of Aldgate be referred to officers for action, with a report to be presented back to the Committee within three months.

5. **APPOINTMENTS**

The Committee considered a report of the Town Clerk which set out several appointments to be made.

The Chairman advised that she was appointing Deputy Tom Sleight as her named representative on the Members' Diversity Working Party and obtained the Committee's endorsement for his appointment as Chairman of that Working Party.

RESOLVED: That appointments be made as follows:-

Members Financial Assistance Working Party

- Sophie Fernandes
- William Upton

Members' Diversity Working Party

- Munsur Ali
- Randall Anderson
- Tijs Broeke
- Alderman Alison Gowman
- Shravan Joshi
- Dhruv Patel

Outside Bodies Sub-Committee

- James Tumbridge

Investment Committee

- Christopher Boden
- Michael Hudson

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

Members considered a report of the Town Clerk concerning ex-officio membership of the Policy and Resources Committee.

Whilst supportive of the general case for the Chairman of the City Bridge Trust Committee's membership of the Policy and Resources Committee, the Committee agreed that it would be prudent to undertake a more strategic review of the Committee's ex-officio membership in its entirety, rather than add individual Chairmen on an *ad hoc* basis. Members were also of the view that any review should be mindful of the balance of elected and ex-officio membership of the Committee, as well as the possibility for Chairmen to be invited to attend and speak when specific items arose on the agenda, rather than be granted standing membership.

It was consequently agreed that a more strategic review of the Committee's ex-officio membership should be undertaken, taking into account the Committee's view that there was a strong case for the inclusion of the Chairman of the City Bridge Trust. It was also agreed that the CBT Chairman should be invited to attend meetings of the Policy and Resources Committee in the interim.

RESOLVED: That the Town Clerk be requested to undertake a strategic review of the Policy and Resources Committee's ex-officio membership.

7. RENEWABLE ELECTRICITY POLICY AND SOURCING STRATEGY

The Committee considered a joint report of the Town Clerk, Chamberlain and City Surveyor proposing the adoption of a Renewable Electricity Policy and Renewable Electricity Sourcing Strategy.

It was observed that it would not be possible in practice to differentiate which sources of energy were being used by the City Corporation, as both renewable and non-renewable energy sources were mixed together in the National Grid and the City Corporation would have no control over the type of energy received. The Head of Procurement acknowledged this but noted that the policy would ensure that the City Corporation contributed an amount of renewable electricity into the grid which was directly proportionate to the total amount of electricity it used, thus acting as an off-setting mechanism.

RESOLVED: That approval be given to:-

- the adoption of the Renewable Electricity Policy & Sourcing Strategy as set out in the report;
- a budget of £25,000 from Policy Committee contingency for the implementation of the Renewable Electricity Policy in 2018-19; and,
- a permanent increase in the baseline budget of up to £50,000 per annum from 2019/20 onwards to fund the renewable electricity.

8. BEECH STREET TRANSFORMATION

The Committee considered a joint report of the Town Clerk and the Director of the Built Environment concerning the proposed transformation of Beech Street.

A Member spoke to express their significant concerns relating to the potential impact on traffic and pedestrian movements that the proposals relating to the transformation of the area might have, detailing a number of specific items for consideration which he urged officers to consider closely. Several Members spoke to support the Member's observations, asking officers to ensure thorough and detailed modelling of potential impacts of the wider area, not simply the immediate Beech Street area, was undertaken ahead of consideration by the Streets & Walkways Sub-Committee and the Planning & Transportation Committee.

Noting reference within the report to a potential £30million cost for the transformation works, the Committee made clear that no support was being given for this figure at this stage and emphasised that tacit approval of this figure should not be inferred from any support of the recommendations within this report.

Members stressed the importance of progress being made swiftly, commenting that Beech Street was in drastic need of improvement from both an air quality perspective and an aesthetic perspective. The opportunity to capitalise on the significant successes of Culture Mile and enjoy a revitalised Beech Street which would contribute to that overall proposition was also noted.

RESOLVED: That Members:-

- approve the vision for the transformation of Beech Street, as set out in the report; and
- approve the development of Gateway reports relating to transportation and public realm and relating to property refurbishment, which would be subject to Member approval through the project gateway process.

9. **PLASTIC FREE CITY**

Members considered a report of the Director of the Built Environment concerning the reduction of single-use plastics in the City. It was noted that this report had been considered by the Public Relations and Economic Development Sub-Committee and was recommended to this Committee for approval.

RESOLVED: That:-

- approval be granted for a high-profile project in 2018, with the aim to reduce single use plastics across the City Corporation and wider City of London;
- the various workstreams detailed in the report be supported;
- note the funding approach for the project be noted; and,
- the branding set out in the report be agreed.

10. FUNDING REQUEST FOR FLOOD RISK AND OTHER ENVIRONMENTAL RESILIENCE WORK

The Committee considered a report of the Director of the Built Environment which sought funding to undertake flood risk management and other activities to improve the City's resilience to flooding.

It was advised that the Finance Committee had declined to award additional funding for this work, instead requesting that officers seek to deliver the intended activities from within existing local risk budgets. Should it transpire that additional funding was required later in the year, the Committee had indicated that it would be amenable to considering a further request. The Policy and Resources Committee agreed to endorse this position.

RESOLVED: That Members endorse the Finance Committee's decision that the resilience work outlined in the report should be funded from existing local risk budgets.

11. CYBER SECURITY STRATEGY

The Committee considered a joint report of the Commissioner of Police and the Director of Economic Development concerning the development and delivery of a new Cyber Security Strategy for the City of London Corporation and City of London Police.

In response to questions, the Chamberlain advised that funding was to be allocated from City's Cash in this instance as the proposal had emerged from the Economic Development Office, in support of their work with City businesses and for the City as a place to do business generally. This would be kept under review and it was also confirmed that this funding would be included in estimates when referring to the total level of funding provided to the City Police. It was noted that the City Police annual budget grant was circa £55m net.

RESOLVED: That Members:-

- agree in-principle to support and approve the cyber strategy;
- 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; and
- note that, pending the initial success of Cyber Griffin, the City Police and EDO will present a business case to seek long-term funding, to continue to deliver the strategy, beginning in 2020/21 Budget.

12. PHILANTHROPY STRATEGY

The Committee considered a report of the Chief Grants Officer & City Bridge Trust Director proposing the adoption of a philanthropy strategy.

RESOLVED: That Members:-

- note the approach to the development of the strategy;
- approve the strategy; and

- approve the proposed next steps and the timetable for their implementation, as set out in the report.

13. LAND TRANSACTIONS: FORMER RICHARD CLOUDESLEY SCHOOL SITE

The Committee considered a report of the Director of Community & Children's Services regarding the development of the former Richard Cloudesley School Site and adjoining land for the purpose of a new primary school, 66 affordable housing units, and related development. The report, which was presented alongside a non-public progress report at Item 25 on the agenda, sought authority for land owned by the London Borough of Islington to be acquired by the City of London Corporation and for related land transactions required for the City to implement the development on the site.

RESOLVED: That approval be granted to:-

- the acquisition of the freehold title in the London Borough of Islington (LBI) Land for the purpose of a new primary Academy and social housing, with workshops to be located beneath part of the social housing;
- 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];
- the grant of a leasehold interest of all the LBI Land and City Land on which the school is to be constructed to the City of London Academies Trust; and,
- the Director of Children's and Community Services being directed to conclude negotiations and final terms of the acquisitions and disposal in accordance with the principles set out in the 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 agreed, to implement the Development in accordance with the principles in the report, and to instruct the City Solicitor to enter into all necessary legal documents.

14. REQUEST FOR FINANCE: 2018 PARTY CONFERENCES

The Committee considered a report of the Director of Communications presenting the finalised format of City Corporation activities at 2018 party conferences and seeking funding for the City Corporation's think tank partnerships at the various conferences.

RESOLVED: That Members:

- note the City Corporation's planned activity at 2018 party conferences, as 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; and

- agree to visit the question of providing funding for partnership(s) at the Scottish National Party conference once the necessary details have been released.

15. LORD MAYOR'S SHOW 2018 - FIREWORKS DISPLAY

The Committee considered a report of the Director of Economic Development concerning the status of the fireworks display associated with the Lord Mayor's Show.

Members expressed their reservations as to the desirability and practicality of the proposed light show, suggesting that this would be less attractive to the public than a fireworks display. It was also suggested that the light display would do nothing to counter the perceived lack of awareness that the post-Show display was associated with the City Corporation.

Noting the potential difficulties associated with road closures in Westminster, it was suggested that situating the fireworks display by the Pool of London might be a sensible alternative. This would not only serve to retain the link between the Lord Mayor's Show and the River Thames but would also facilitate greater awareness of the City Corporation's association with the event, given that Tower Bridge would act as a backdrop for the event.

Noting there were potential security, health and safety, and road closure implications associated with any continued firework display, it was urged that the Director of Communications explore potential options as expeditiously as possible, bringing a report back to the next meeting of this Committee for consideration.

RESOLVED: That the report be referred back to officers for further consideration, with a report to come to the July meeting of this Committee.

16. ENGAGEMENT STRATEGY WITH WORLD ECONOMIC FORUM

The Committee considered a report of the Director of Economic Development concerning the City Corporation's engagement strategy with the World Economic Forum (WEF).

RESOLVED: That approval be given to:-

- the policy of a three-year rolling engagement strategy with the WEF;
- 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 City Corporation hosting of a WEF meeting/event in the City;
- 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;

- The Director of Economic Development being instructed to report back to the Committee on the outcomes of the WEF Annual Meeting Davos 2019 and all other Corporation/WEF meetings and/or events.

17. SPONSORSHIP OF THE SOCIAL MOBILITY EMPLOYER INDEX

The Committee considered a report of the Director of Economic Development concerning the sponsorship of the Social Mobility Employer Index.

Noting that this was the second successive year in which funding was being sought for this item from Policy Initiatives Fund, a Member asked if it would be more prudent to look at funding for this initiative on a longer-term basis, rather than on a year-by-year basis. It was suggested that a broader look should be taken at the Policy Initiatives Fund in due course to assess the full range of items which were in receipt of funding across multiple years.

RESOLVED: That:-

- sponsorship of the Social Mobility Employer Index for 2018 be agreed, at a cost of £35,000 to be met from the Policy Initiatives Fund 2018/19, categorised under the category 'Communities' and charged to City's Cash.
- £25,000 be allocated for other work on social mobility currently under development to enable the City Corporation to continue to be a leading voice on social mobility, with delivery of the work to be agreed in consultation with the Policy Chairman.

18. GREEN FINANCE TASKFORCE

The Committee received a report of the Director of Economic Development which provided an update on the work of the Green Finance Taskforce (GFT), which had recently reported to Government with recommendations on how to grow London as a centre for green capital markets and to support the UK's own transition to a low carbon economy.

The Deputy Chairman spoke to commend Alderman Alison Gowman and Alderman Sir Roger Gifford, as well as the Policy Chairman, on the significant contributions they had made to the GFT's work.

RESOLVED: That the report be received and its content noted.

19. POLICY INITIATIVES FUND AND COMMITTEE CONTINGENCY

The Committee received a report of the Chamberlain which set out the use of the Policy Initiatives Fund and Committee's Contingency for 2018/19.

RESOLVED: That the report be received and its content noted.

20. LOCAL GOVERNMENT ASSOCIATION MEMBERSHIP

The Committee considered a report of the Town Clerk concerning continued membership of the Local Government Association in its re-constituted format.

RESOLVED: That approval be given to:-

- the City Corporation applying to become a member of the new incorporated body, the Local Government Association (11177145);
- the Chairman of the Policy and Resources Committee (for the time being) or his or her representative and Alderman Sir David Wootton being appointed to serve as the City Corporation's representatives on the new LGA company's General Assembly and, should they be elected or appointed by the new company, they also serve as Directors of the new company or on any other governance structure it is agreed should be adopted. (This is subject to the terms of their authority being made clear so that they act within their remit whilst serving on this outside body); and
- until such time as the existing unincorporated Local Government Association be dissolved, the Chairman of the Policy and Resources Committee (for the time being) or his or her representative and Alderman Sir David Wootton serve as the City Corporation's representatives at the General Assembly or in any other capacity within the Association to which they are elected or appointed.

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

There were no questions.

22. ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT

There were no urgent items.

23. EXCLUSION OF THE PUBLIC

RESOLVED – That under Section 100A(4) of the Local Government Act 1972, the public be excluded from the meeting for the following items on the grounds that they involve the likely disclosure of exempt information as defined in Part 1 of Schedule 12A of the Local Government Act.

<u>Item No.</u>	<u>Paragraph No.</u>
24 – 27	3
30a	1 & 3
30b	2 & 3
30c	1, 3 & 4

24. NON-PUBLIC MINUTES

- a) The non-public minutes of the Policy and Resources Committee meeting held on 3 May 2018 were agreed.
- b) The draft non-public minutes of the Resource Allocation Sub-Committee meeting of 3 May 2018 were noted.
- c) The draft non-public minutes of the Projects Sub-Committee meeting of 16 May 2018 were noted.
- d) The non-public minutes of the Hospitality Working Party meeting of 17 April 2018 were noted.

- e) The draft non-public minutes of the Hospitality Working Party meeting of 22 May 2018 were noted.
 - f) The draft non-public minutes of the Public Relations and Economic Development Sub-Committee meeting of 29 May 2018 were noted.
25. **PROGRESS REPORT: FORMER RICHARD CLOUDESLEY SCHOOL SITE**
 The Committee considered and approved a report of the Director of Community & Children's Services which outlined progress being made with the development of a two Form Entry primary school and nursery (City of London Primary Academy Islington) and social housing units on the former Richard Cloudesley school site and adjoining City of London Corporation land. The report also sought funding for various aspects of the capital build and the embedding of the scheme within the local community, as well as for temporary accommodation required whilst the development of the new School was completed.
26. **MUSEUM OF LONDON RELOCATION**
 The Committee considered and approved a report of the Director of Markets & Consumer Protection concerning negotiations to achieve the vacant possession of the Poultry Market as part of the Museum of London relocation plans.
27. **STRATEGIC REVIEW OF THE CITY'S WHOLESALE MARKETS: APPOINTMENT OF AN ACQUIRING AGENT, PROGRAMME DIRECTOR AND PROJECT ACCOUNTANT**
 The Committee considered and approved a joint report of the City Surveyor and the Director of Markets & Consumer Protection concerning the strategic review of the City's wholesale markets.
28. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**
 There was one question, relative to the justification for the exclusion of the public in relation to certain sections of the minutes under Item 30c. It was clarified that the discussion related to the financial or business affairs of two specific organisations and was of a particularly sensitive nature.
- Whilst accepting the rationale in this instance, Members made reference to a report being considered by another committee where the justification was less apparent. They reiterated the general principle that, where possible, business could be conducted in public session. It was suggested that thought should be given to ways in which the presentation of certain information could be altered, so as to allow the majority of information to appear in public.
29. **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.
30. **MINUTES**
 a) The confidential minutes of the meeting held on 3 May 2018 were agreed.

- b) The draft confidential minutes of the Resource Allocation Sub-Committee meeting held on 17 May 2018 were received.
- c) The draft confidential minutes of the Public Relations and Economic Development Sub-Committee meeting held on 29 May 2018 were received.

The meeting ended at 3.42 pm

Chairman

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COURTS SUB (POLICY AND RESOURCES) COMMITTEE

Monday, 11 June 2018

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

Present

Members:

Deputy Catherine McGuinness (Chairman)	Nicholas Hilliard
Alderman Sir David Wootton (Deputy Chairman)	Michael Hudson
Nicholas Bensted-Smith	Deputy Edward Lord
Alderman Alison Gowman	James de Sausmarez
Alderman & Sheriff Timothy Hailes	John Scott (Chief Commoner)

Officers:

George Fraser	- Town Clerk's Department
Vic Annells	- Executive Director, Mansion House & CCC
Adam Rout	- Head of Operations, Mansion House & CCC
Jessica Lees	- City Surveyor's Department
Richard Chamberlain	- City Surveyor's Department

1. APOLOGIES

There were no apologies.

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

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

3. MINUTES

The Sub-Committee considered the minutes from the last meeting, held on 19 February 2018.

The Chairman noted a correction to be made to a Member's name under item 2.

RESOLVED – That the minutes be approved.

4. OUTSTANDING REFERENCES

The Sub-Committee received a report of the Town Clerk that provided Members with a summary of the outstanding actions from previous meetings.

OR1 – Gowns Replacement

There was discussion over the relative difficulty in finding responsibility for the maintenance of judges' gowns at the respective courts, with a Member advising that responsibility did not fall with HMCTS. A Member noted that the gowns had been cleaned approximately two years ago. Members asked that both status and responsibility be clarified for gowns at both the Magistrates' Court and the Central Criminal Court. (1)

OR2 – Tour of the Mayor's and City of London Court

The Town Clerk advised that it was proposed to hold the tour of the Mayor's and City of London Court prior to or following the next meeting of the Sub-Committee on 15 October.

OR3 – Lord Mayor's Plate and Chief Magistrate's Mace

The Head of Operations at Mansion House and Central Criminal Court explained that the sword required repairs and had been returned. He explained that there was no recorded ownership of the Mace and explained that he would add the item to the inventory managed by Mansion House. (2)

RESOLVED – That the report be received.

5. WORK PLAN

The Sub-Committee received a report of the Town Clerk that provided Members with an overview of the work schedule for upcoming meetings.

RESOLVED – That the report be received.

6. MAGISTRATES COURT - EXTERNAL REPAIR WORKS

The Sub-Committee considered a report of the City Surveyor that sought Members' decision of an option to carry out external repair work to the City of London Magistrates' Court.

The Chairman noted that the recommended option to carry out cyclical medium-term repairs appeared to be the most sensible and Members agreed.

Members agreed that draft reports and consultation approval forms need not be submitted as appendices and asked that the Town Clerk ensure that these are omitted from future agenda packs.

A Member asked for clarification over whether or not the cost of these repairs was deemed to be capital expenditure. The City Surveyor confirmed that the proposed repair works would be an operational cost.

RESOLVED – That Members agree to:

- i. Approve option 2, to carry out essential works which will ensure the building is maintained to a good condition for the next 5 years, whilst substantial progress is made on the new judicial centre.

- ii. Approve the recommendation to consolidate the work and deliver under one project.
- iii. Approve a gateway 3 cost of £20,000, made up of the remaining £9,816 from the original £15,000 budget approved at gateway 1/ 2 and uplift of £10,184 from the the City's Cash Annual Provision for New Schemes. This will be to develop a specific design and specification ready to tender the works.
- iv. Note that the current total project estimated cost is £635,000. A funding strategy is to be agreed with HMCTS and submitted to Members within a gateway 4/ 5 report.
- v. Note that we will engage with City Procurement and present preferred procurement route also to be presented within the gateway 4/ 5 which will be submitted for Committee approval.

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

There were no questions.

8. ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT

There was no urgent business.

9. EXCLUSION OF THE PUBLIC

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

Item No.	Paragraph(s) in Schedule 12A
10-20	3

10. NON-PUBLIC MINUTES

The Sub-Committee considered the non-public minutes from the last meeting, held on 19 February 2018.

RESOLVED – That the non-public minutes be approved.

11. NON-PUBLIC OUTSTANDING REFERENCES

The Sub-committee received a report of the Town Clerk that provided Members with a summary of the outstanding actions from previous meetings.

RESOLVED – That the report be received.

12. REPORT OF ACTION TAKEN

The Sub-Committee received a report of the Town Clerk that updated Members on the urgent action taken since the last meeting of the Sub-Committee.

RESOLVED – That the report be received.

13. **MANSION HOUSE AND CENTRAL CRIMINAL COURT DEPARTMENTAL BUSINESS PLAN**

The Sub-Committee received a report of the Executive Director of Mansion House and the Central Criminal Court that sought Members' approval of a 2018/19 Departmental Business Plan for Mansion House and the Central Criminal Court.

RESOLVED – That the report be approved.

14. **PROJECT PROGRAMME**

The Sub-Committee received a report of the City Surveyor that provided Members with an overview of the programme of projects relating to the City of London Courts.

RESOLVED – That the report be received.

15. **CENTRAL CRIMINAL COURT - FIRE SAFETY UPDATE**

The Sub-committee received a report of the City Surveyor that provided Members with an update on the situation regarding fire safety at the Central Criminal Court.

RESOLVED – That the report be received.

16. **CENTRAL CRIMINAL COURT - JURY ROOM REPAIRS**

The Sub-Committee received a report of the City Surveyor that sought Members' approval of Jury Room repair works at the Central Criminal Court.

RESOLVED – That the report be approved.

17. **CENTRAL CRIMINAL COURT - FIRE ALARM REPLACEMENT AND ASSOCIATED PUBLIC ADDRESS SYSTEM**

The Sub-Committee received a report of the City Surveyor that sought Members approval of a fire alarm replacement and associated public address system at the Central Criminal Court.

RESOLVED – That the report be approved.

18. **CENTRAL CRIMINAL COURT - PLANT REPLACEMENT: PHASE 3**

The Sub-Committee received a report of the City Surveyor that sought Members' approval to commence work on plant replacement works at the Central Criminal Court.

RESOLVED – That the report be approved.

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

There was one question from a Member.

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

Members discussed items of urgent business.

The meeting closed at 10.54 am

Chairman

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PROJECTS SUB (POLICY AND RESOURCES) COMMITTEE

Wednesday, 13 June 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
Nicholas Bensted-Smith

Karina Dostalova
Marianne Fredericks
Andrew McMurtrie
Deputy Philip Woodhouse

Officers:

Peter Lisley	- Assistant Town Clerk & Cultural Hub Director
Alistair MacLellan	- Town Clerk's Department
Rohit Paul	- Town Clerk's Department
Sarah Baker	- Town Clerk's Department
Chris Bell	- Chamberlain's Department
Mona Lewis	- Chamberlain's Department
Kevin Mulcahy	- Chamberlain's Department
Philip Mirabelli	- Comptroller & City Solicitor's Department
Ola Obadara	- City Surveyor's Department
Paul Monaghan	- Department of the Built Environment
Tom Creed	- Department of the Built Environment
Andrew Carter	- Director of Community and Children's Services
Lochlan MacDonald	- Department of Community and Children's Services
Sarah Greenwood	- Department of Community and Children's Services
Michael Gwyther-Jones	- Department of Community and Children's Services
David Drane	- City of London Police
Jonathon Poyner	- Barbican Centre
Harry Gravett	- Barbican Centre
Maria Sommer	- Barbican Centre

1. APOLOGIES

Apologies were received from Anne Fairweather, Chris Hayward, Deputy Catherine McGuinness and James Tumbridge.

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

There were no declarations of interest.

3. MINUTES

RESOLVED – That the public minutes and non-public summary of the meeting held on 16 May 2018 be approved as a correct record.

3.1 Outstanding Actions

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

Gateway 1 &2 – Sugar Quay s278

The Town Clerk noted that an east-turn for road users on Lower Thames Street was possible and so this action could be closed.

Gateway 3 – Windows and Common Parts Replacement – Golden Lane

At the request of a Member, the Director of Community and Children's Services agreed that the Gateway 7 report for Great Arthur House would be submitted to the September 2018 meeting.

City of London Approach to Project Management

The Chairman noted that a report would be coming to the July 2018 meeting on the Project Management Review which would now include options for introducing better project risk management, costed risk and associated contingency.

Projects approved at officer-level

The Chairman noted that a sample of projects approved by officers under the scheme of delegation would be discussed as part of the ongoing project management review and therefore this action could be closed. He added that the review was reviewing, in particular, project initiation, engagement with spending Committees, and appropriate use of risk matched contingency and a scheme of delegations to officers/delegated authority by the Town Clerk. A report would be submitted to the July 2018 meeting as noted above. In response to a request from a Member, the Town Clerk agreed to recirculate the Arcadis project management review findings.

Academy for Programme and Project Management

The Town Clerk noted that a meeting was scheduled with the Human Resources Department during week commencing 18 June 2018 to take the proposal for an Academy for Programme and Project Management forward.

RESOLVED, that the report be received.

4. GATEWAY APPROVAL PROCESS

RESOLVED – That Members note the Gateway Approval Process.

5. GATEWAY 1/2 - MOOR LANE ULTRA LOW EMISSION VEHICLE ONLY PILOT (LOW EMISSION NEIGHBOURHOOD PROJECT)

Members considered a Gateway 1 &2 joint report of the Director of Markets and Consumer Protection and the Director of the Built Environment regarding Moor Lane Ultra Low Emission Vehicle Only Pilot (Low Emission Neighbourhood Project). In response to a question from a member, the Director of the Built Environment confirmed that some communication activity would need to be conducted to highlight the project once it was completed.

RESOLVED, that the Gateway 1 &2 joint report regarding Moor Lane Ultra Low Emission Vehicle Only Pilot (Low Emission Neighbourhood Project) proceed to Gateway 5 on the Light Route.

6. **GATEWAY 3/4 - EXTERNAL REPAIR WORKS TO CITY OF LONDON MAGISTRATES COURT**

Members considered a Gateway 3 report of the City Surveyor regarding External Repair Works at the City of London Magistrates' Court.

RESOLVED, that Members

- Approve option 2, to carry out essential works which will ensure the building is maintained to a good condition for the next 5 years, whilst substantial progress is made on the new judicial centre.
- Approve the recommendation to consolidate the work and deliver under one project.
- Approve a gateway 3 cost of £20,000, made up of the remaining £9,816 from the original £15,000 budget approved at gateway 1/ 2 and uplift of £10,184 from the City's Cash Annual Provision for New Schemes. This will be to develop a specific design and specification ready to tender the works.
- Note that the current total project estimated cost is £635,000. A funding strategy is to be agreed with HMCTS and submitted to Members within a gateway 4/ 5 report.
- Note that officers will engage with City Procurement and present preferred procurement route also to be presented within the gateway 4/ 5 which will be submitted for Committee approval.

7. **GATEWAY 3/4 - DRON HOUSE AND WILLIAM BLAKE ESTATE DOOR ENTRY SYSTEMS**

Members considered a Gateway 3 & 4 report of the Director of Community and Children's Services regarding Dron House and William Blake Estate Door Entry Systems. The Chairman noted that it was imperative that the project remained in budget given the monies were provided from the Housing Revenue Account (HRA).

RESOLVED, that Members

- Give approval to seek design and build tenders for the replacement of audio only locally networked system at William Blake estate (option 2) and an audio only cloud-based network system at Dron House (option 3) using electronic key fobs.
- Note the estimated costs of £144,065 (William Blake) and £120,405 (Dron House), and that these include projected staff fees and costs at 12.5%.

- Approve that the previously allocated amounts of £19,750 (fees) and £5000 (staff costs) be used to take this project up to Gateway 5.

8. **PUBLIC GATEWAY 7 OUTCOME REPORTS**

Members considered a number of Gateway 7 reports. The Chairman noted that, to promote greater transparency, Members were welcome to discuss Item 18 (Gateway 7 – Hampstead Heath Ponds Project) in public session provided no reference was made to non-public aspects of the report.

Gateway 7 – Hampstead Heath Ponds Project

Members therefore considered a non-public Gateway 7 report of the Director of Open Spaces and Heritage regarding the Hampstead Heath Ponds Project and the following points were made.

- The Director of the Built Environment noted that the project had been challenging but had resulted in very positive outcomes. He noted that key lessons from the project included the allocation of a risk budget and securing value for money early in the project, particularly at contractor engagement stage.
- The Chairman added that other positive elements of the project included stakeholder engagement and education outreach. He noted that this project would be used as a case study in the forthcoming Academy for Programme and Project Management.
- A Member, in her capacity as Chairman of the Hampstead Heath, Highgate Wood and Queen's Park Committee, noted her thanks to Members and officers who had been involved in the project.

Gateway 7 – Electronic Social Care Recording System

Similarly, the Chairman noted that after further review, the Town Clerk was content to put Item 21 (a) – Gateway 7 – Electronic Social Care Recording System in the public domain. The following comments were made.

- The Chairman noted that it was clear that early involvement of service users in the project was a positive, but that there had been issues with the procurement process.
- In response to a question, the Chamberlain confirmed that the City's procurement guidance had been updated in light of the lessons learned from the project.
- Members noted that many of the lessons learned were from issues identified by the Projects Sub-Committee at an earlier stage of the project.
- A Member, commenting in his capacity as Chairman of the Information Technology Sub-Committee, noted that that Sub-Committee would also note the lessons learned from this project.

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

8.1 Gateway 7 - Open Spaces Photo Voltaic Project

Members considered a Gateway 7 report of the Director of Open Spaces and Heritage regarding the Open Spaces Photo Voltaic Project.

RESOLVED, that the project be closed and the lessons learned noted.

8.2 Gateway 7 - Unified Communications (January 2016)

Members considered a Gateway 7 report of the Chamberlain regarding Unified Communications.

RESOLVED, that

- the project be closed and the unspent sum of approved monies returned to source.
- That a refreshed Unified Communications project proposal would be resubmitted to Members in line with the adopted IT Strategy.

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

Schedule of Business

In response to a question from a Member, the Town Clerk agreed to draw up a schedule of business for 2018/19, capturing when key projects and discussions on Sub-Committee business would come before Members.

10. ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT

The Chairman noted that there was one item of public business that he considered urgent.

10.1 Gateway 5 - Liverpool Street (Crossrail) Highway Reinstatement

Members considered a Gateway 5 report of the Director of Built Environment regarding Liverpool Street (Crossrail) Highway Reinstatement and the following points were made.

- In response to a question from a Member, the Director of the Built Environment noted that utility costs had been predicted through reviewing all known utilities and assigning each utility a maximum likely cost.
- In response to a question from a Member, the Director of the Built Environment replied that the project remained on track despite reference to a preferred start date of May 2018 within the report. Contractors were on standby to commence works, and works would be prioritised so that pedestrian access to the new station would be possible for pedestrians as soon as possible.

RESOLVED, that Members

- Note that owing to tight timescales for delivery of this project, it has not been possible to update the cost estimates provided to Members in November/December 2017. However, these costs include a contingency element to cover uncertainties around certain cost elements, particularly utility costs.
- Note that in accordance with the Committee approvals received in June/July 2017, officers will enter into a legal agreement with CRL for them to cover the staff, fees and works costs expended by the City in constructing the reinstatement works at Liverpool Street;
- Approve the implementation of the highway works with an estimated cost of £2,399,156, subject to completion of the legal agreement and receipt of funds;
- Approve the total project sum of £2,712,843, this being made up of £2,399,156 construction cost, £272,843 previously approved S106-funded expenditure, plus £40,844 recently incurred staff costs associated with providing design support to CRL (which will entirely recovered from CRL);
- Delegate authority for any adjustments between elements of the budget to the Director of the Built Environment in conjunction with the Chamberlain's Head of Finance provided the total approved construction budget of £2,399,156 is not exceeded. This includes access to an agreed contingency sum, as has been agreed with Crossrail and approved in principle by Members;
- Approve, as part of the reinstatement works, the installation of a new Legible London wayfinding monolith;
- Authorise officers to seek relevant regulatory and statutory consents, orders and approvals as may be required to progress and implement the scheme. (e.g. traffic orders).

11. EXCLUSION OF THE PUBLIC

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

12. NON-PUBLIC MINUTES

RESOLVED, that the non-public minutes of the meeting held on 16 May 2018 be approved as a correct record.

12.1 Non-Public Outstanding Actions

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

13. **GATEWAY 6 ISSUE - ACTION AND KNOW FRAUD CENTRE - CONTRACT SERVICE BUDGET**
Members considered a Gateway 6 report of the Commissioner of the City of London Police regarding Action and Know Fraud Centre – Contract Service Budget.
14. **GATEWAY 7 - HAMPSTEAD HEATH PONDS PROJECT**
Members considered the non-public element of a Gateway 7 report of the Director of Open Spaces and Heritage regarding the Hampstead Heath Ponds Project.
15. **GATEWAY 1/2/3 - CENTRAL CRIMINAL COURTS FIRE ALARM REPLACEMENT AND ASSOCIATED PUBLIC-ADDRESS SYSTEM**
Members considered a Gateway 1/2/3 report of the City Surveyor regarding Central Criminal Courts Fire Alarm Replacement and Associated Public Address System.
16. **GATEWAY 1/2/3/4/5 - CENTRAL CRIMINAL COURTS 1907 JURY ROOMS REPAIRS**
Members considered a Gateway 1/2/3/4/5 report of the City Surveyor regarding Central Criminal Courts 1907 Jury Rooms Repairs.
17. **GATEWAY 5 - CENTRAL CRIMINAL COURT PLANT REPLACEMENT: PHASE 3**
Members considered a Gateway 5 report of the City Surveyor regarding Central Criminal Courts Plant Replacement: Phase 3.
18. **GATEWAY 5 - CONVERSION OF NINE PODIUM-LEVEL SHOP UNITS AND A MESS ROOM FOR RESIDENTIAL USE ON THE MIDDLESEX STREET ESTATE.**
Members considered a Gateway 5 report of the Director of Community and Children's Services regarding the conversion on nine podium-level shop units and a mess room for residential use on the Middlesex Street Estate.
19. **GATEWAY 5 - 123/124 NEW BOND STREET- REDEVELOPMENT BEHIND A RETAINED FAÇADE (CITY'S ESTATE)**
Members considered a Gateway 5 report of the City Surveyor regarding 123/124 New Bond Street – Redevelopment behind a retained façade.
20. **GATEWAY 3/4 - PLANNING AND REGULATORY SERVICES CASEWORK MANAGEMENT SYSTEM (PRSCMS) PROJECT**
Members considered a joint Gateway 3 & 4 report of the Director of Markets and Consumer Protection and the Director of the Built Environment regarding Planning and Regulatory Services Casework Management System (PRSCMS).

21. NON-PUBLIC GATEWAY 7 OUTCOME REPORTS

21.1 Gateway 7 - Electronic Social Care Recording System

Members noted that the Gateway 7 report of the Director of Community and Children's Services regarding an Electronic Social Care Recording System had been considered and approved in public session.

22. RED, AMBER AND GREEN PROJECTS UPDATE REPORT - BUILDINGS PROGRAMME

Members considered a report of the City Surveyor that provided an update on red, amber and green projects under the Buildings Programme.

23. RED, AMBER AND GREEN PROJECTS UPDATE REPORT - INFORMATION TECHNOLOGY PROGRAMME

Members considered a report of the Chamberlain that provided an update on red, amber and green projects under the Information Technology programme.

24. RED, AMBER AND GREEN PROJECTS UPDATE REPORT - BARBICAN CAMPUS PROGRAMME

Members considered a report of the Managing Director, Barbican Centre that provided an update on red, amber and green projects under the Barbican Campus Programme.

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

Members considered a report of the Town Clerk detailing action taken since the last meeting under delegated authority or urgency procedure.

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

There were no questions.

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

There was one item of urgent business.

The meeting closed at 11.19 am

Chairman

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

Committee: Policy and Resources Committee	Date: 5 July 2018
Subject: Report on the work of the Culture Mile Working Party	Public
Report of: Town Clerk	For Information
Report author: Julie Mayer, Town Clerk's Department	

Summary

Members are asked to note the headline discussions from the last meeting of the Culture Mile Working Party on 14th June 2018, which covered the Culture Mile Strategy for 2018-28; Public Realm; Crossrail Art; Barbican Openfest/Tunnel Vision 2018 Evaluation; Smithfield 150; Museum of London and Centre for Music.

The Working Party also discussed, governance, partnership working and new appointments to the Culture Mile team in the Summer of 2018.

Recommendations

The Committee is asked to note the report.

Report

The Culture Mile Strategy for 2018-28 was recommended for approval by the Policy and Resources Committee.

The Working Party received a presentation on the Public Realm, which included major projects, the Look and Feel Strategy and forthcoming Culture Mile Pop Ups. The final strategy would be circulated to the Culture Mile Working Party and presented to the Planning & Transportation Committee in July and the Court of Common Council in September.

Members received an update on Crossrail Art, as the installation at Farringdon East was now complete. The sculpture at Moorgate would be completed in Quarter 1, 2019 and the four arches at Broadgate by Quarter 1, 2020.

Barbican Openfest/Tunnel Vision 2018 Evaluation. Members discussed how the Culture Mile should continue to consider a diverse range of composers and performances and to assess the impact of choices on the diversity of attendees.

Smithfield 150 Event over the August Bank Holiday weekend. Members noted how the range of imagery would demonstrate that everyone was welcome, with diversity at the forefront. The event had been planned in partnership with the City of London

Highways Department and the City of London Police and stewards would manage capacity.

The all Staff and all Members briefings on the Culture Mile was well received and the next all staff meeting will take place on 11th October at 11:00am. This would be an annual event and a pre-Court Briefing was planned for Members on 18th October 2018.

Museum of London. Fundraising targets were 18 months' ahead of schedule and many organisations were backing the big vision of the scheme. Officers were working on the components and financial parameters.

Centre for Music. Members noted that, although there were a large number of dependencies to allow the project to progress, there was a positive relationship with consultants, who were making excellent progress on the concept design.

The London Borough of Islington were supportive of the Culture Mile work and using the partnership to show how they were regenerating the local area.

The City Corporation's bid for the Mayor of London's Creative Enterprise Zones had been unsuccessful. However, officers felt that creating the bid had been a worthwhile exercise.

Governance review of the Culture Mile Working Party. Officer discussions were underway

Appointments to two new roles in the Culture Mile Project Team had been made, with new staff joining the City Corporation in the Summer.

Julie Mayer

Committee Services Officer, Town Clerk's Department

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Committee:	Date:
Policy and Resources Committee	5 July 2018
Subject: Review of Housing Governance	Public
Report of: Town Clerk	For Decision
Report author: Greg Moore – Town Clerk’s Department	

Summary

The Policy and Resources Committee has agreed to set up a new Working Party to oversee the delivery of 3,700 new homes, to be built as part of the City Corporation’s commitment to the delivery of affordable housing.

As part of this discussion, the wider question of the City Corporation’s housing governance was raised. This was with particular reference to the Barbican Residential Committee, which has struggled for some time to fill a number of vacancies from the Court and subsequently suffered from quoracy difficulties. The issue of housing governance was also raised and discussed recently at a meeting of the Court of Common Council in June.

The report examines the current structures in place around housing governance and presents a range of options for Members’ consideration in respect of a future direction for the City Corporation’s housing governance arrangements.

Recommendation

Members are asked to consider the options set out at paragraph 19 of the report and determine a way forward in respect of housing governance arrangements.

Main Report

Background

1. The City Corporation’s housing governance arrangements were last reviewed in 2011, as part of the comprehensive Governance Review process which took place at that time.
2. As part of that Review, it was specifically asked that consideration be given to the question of whether oversight of the entirety of the City Corporation’s housing activities, including the Barbican Estate, should be undertaken by a single Committee.
3. Up to this point, responsibility for housing matters had rested with the Community & Children’s Services Committee, with the exclusion of the Barbican Estate and the City Almshouses, both of which had dedicated committees.
4. Following consideration, it was determined that the status quo should be maintained in respect of retaining a separate standalone committee for the Barbican Estate. However, there was considered to be merit in creating a

separate Housing Sub-Committee, dedicated to the management of the City's other eleven housing estates, such that it could give greater attention to engagement with residents. The City of London Almshouse Trust was also subsumed and merged with this new Housing Sub-Committee.

Current Position

5. The existing arrangements have worked well since that time in respect of the Housing Sub-Committee and its engagement with the various Estates and Almshouses. The Sub-Committee meets a minimum of four times per annum (and in practice now meets five times per annum) and reports in to the Community & Children's Services Committee. The Director of Community & Children's Services has also confirmed that he is content with the existing arrangements in respect of the Housing Sub-Committee, which he believes compare well with arrangements at other local authorities.
6. The Community & Children's Services Committee is, however, not responsible for the management of the Barbican Estate. Arguments have been rehearsed over the years for not amalgamating the two areas, principally to satisfy Barbican Residents who opted, via a referendum in 2003, to retain the City Corporation as managers of the Estate.
7. The Barbican Residential Committee has therefore retained responsibility for that Estate, including the management of all completed residential premises and ancillary accommodation on the Barbican Estate, as well as the disposal of interests in the Barbican Estate, since its creation. The Committee's Constitution and Terms of Reference are set out for information at Appendix 1.
8. It is a non-ward committee appointed by the Court of Common Council which acts on behalf of the City Corporation as landlord of the Barbican Estate, and is not to be confused with the Barbican Estate Residents' Consultation Committee, which is an independent body which exists to represent the views of the Barbican Estate residents. In carrying out its management functions, the Barbican Residential Committee must have regard to any representations made to it by the Barbican Estate Residents' Consultation Committee.

Issues

9. The Barbican Residential Committee has, in recent times, struggled to attract Members to fill the non-residential vacancies on the Committee.
10. Whilst the Committee is comprised of both residential and non-residential Members, for obvious reasons it is only non-residential Members whose presence counts towards a quorum (the quorum being any four Members who are non-residents).
11. With 11 places for non-residential Members (as opposed to 9 for residential Members), the Committee carried five vacancies for the majority of the past municipal year and currently has four vacancies. As a consequence, it has been in danger of either failing to establish or failing to maintain a quorum at its quarterly meetings. Although only one meeting in the previous year failed to achieve a quorum, significant effort has been required at times to avert further meetings being similarly affected.

12. There have also been a number of discussions concerning potential conflicts of interest. Such conflicts are essentially 'hard-wired' into the Barbican Residential Committee itself by the fact that nine places are reserved for Members from the wards (or sides of Wards) encompassing the Barbican Estate, with three Members each being nominated by Aldersgate, Cripplegate Within and Cripplegate Without. The intention of this arrangement was to ensure that the views of residents were fully represented on the Barbican Residential Committee, as well as via the Barbican Estate Residents' Consultation Committee.
13. The Court of Common Council has attempted to offset any concerns over potential conflicts of interests by reserving the aforementioned further eleven places on the Barbican Residential Committee for non-residents of the Barbican Estate. Even when the one ex-officio position to the Chairman or Deputy Chairman of the Community & Children's Services Committee is taken into account, this ensures that a majority of the Members of the Barbican Residential Committee will be non-residents of the Barbican Estate. This does of course only protect the City's position if the non-resident Members attend in sufficient numbers.
14. Further safeguards include the fact that the Chairman and Deputy Chairman of the Barbican Residential Committee must be elected from the Members who are non-residents of the Barbican Estate, and that the quorum stipulates any four Members who are non-residents of the Barbican Estate must be in attendance.
15. There is no doubt that the current arrangements are lawful. The Barbican Residential Committee is covered by the rules on disclosable pecuniary interests in the Localism Act 2011 in the same way as any other Committee. Members of the Barbican Residential Committee can deal with any disclosable pecuniary interests that arise by not participating in the discussion and vote on that item, or by seeking an appropriate dispensation from the Standards Committee.
16. However, Members may wish to consider whether the constitutional arrangements of the Barbican Residential Committee might give rise to a public perception that conflicts of interest could occur.
17. Indeed, the Standards Committee, at its 26 January 2018 meeting, resolved its belief that the present operation of the Barbican Residential Committee - and particularly the association of the two distinct roles of managing agent and landlord - gives rise to a perception of a conflict of interest (please see the accompanying Resolution attached as Appendix 2). They have therefore suggested that the Policy and Resources Committee might wish to review the current composition and terms of reference of the Barbican Residential Committee, dependent on the broader decision concerning overall housing governance arrangements, in order to consider the separation of the managing agent and landlord roles to relieve these perceptions.
18. It should be emphasised that the Barbican Residential Committee is by no means the sole vehicle or mechanism through which the City Corporation consults with residents on the Barbican Estate. This includes liaison with the Housing Associations through the Barbican Association, and with residents through social media and the website, notices on boards, letters, and drop-in sessions.

Options

19. In view of the issues outlined above and in response to Members' requests for the existing arrangements to be reviewed, a variety of options are presented for Members' consideration:

- (i) ***Maintain the status quo.*** Whilst issues have arisen in recent times, the Barbican Residential Committee has still only failed to achieve a quorum on one occasion and the existing Housing Sub-Committee works well. Members may wish to consider leaving matters as they stand for the present and reviewing the arrangements in twelve months' time, to see if problems filling vacancies on the Barbican Residential Committee continue.

Equally, Members may consider it prudent to wait until the work of the new Housing Delivery Programme Working Party has progressed before commencing a comprehensive review of housing governance, which would take into account outcomes from the Working Party's activity. With the increase of leaseholders on some Estates such as Golden Lane, there may well reach a point where having a separate Private Estates Committee - covering the Barbican, Golden Lane, plus any private ventures emerging from the Working Party's activities - might provide a more appropriate shift in governance arrangements.

- (ii) ***Disband the Barbican Residential Committee and transfer its responsibilities to the Community & Children's Services Committee.*** They could, perhaps, discharge their new duties through the existing Housing Sub-Committee, which could have its own remit expanded in turn. It should be noted however that the funding models for the Barbican (and other private estates) are different to those for the social housing estates; in addition, the Director of Community & Children's Services has expressed some concern that there might be a risk that Barbican issues would dominate and overshadow social housing issues.

- (iii) ***Disband the committee and transfer its responsibilities to the Property Investment Board.*** The Property Investment Board manages the City Corporation's property portfolio, including the day-to-day management of a large number of commercial properties, each with varying arrangements with leaseholders. The argument could therefore be made that this function is broadly analogous to the management of the Barbican Estate, which could transfer to PIB's control.

- (iv) ***Reconfigure the Barbican Residential Committee,*** given the consistent issues in filling vacancies and quoracy concerns, as well as potential perceived conflicts of interest. Should Members wish to pursue this matter, it is recommended that a further report be produced setting out a variety of options.

- (v) ***Establish a new, non-ward based Housing Committee.*** This could be a comprehensive, overarching Grand Committee in the style of the

Investment Committee, which would deliver its work through two Boards – one for the Barbican Estate, and one for the others City Estates currently managed through the Housing Sub-Committee. The membership of both Boards would flow from Grand Committee, as with Investment Committee and its Boards.

This would exclude responsibility for the delivery of the 3700 new homes, for which a separate Working Party has already been established.

The exact composition of such a Committee and its Boards would be the subject of a further report, but in broad terms it could perhaps comprise two Aldermen nominated by the Court of Aldermen, 14 Members elected by the Court of Common Council, and relevant ex-officio Members. Members may also consider it appropriate to reserve a number of places on the Committee for Members from residential wards and also whether the Committee would benefit from having one or two co-opted non-City of London Corporation Members with appropriate expertise.

Conclusion

20. Members are asked to consider the current position in respect of housing governance arrangements and determine what course of action, if any, should be taken to enhance or improve existing arrangements.

Appendices

Appendix 1 – Barbican Residential Committee: Constitution and Terms of Reference

Appendix 2 – Resolution of the Standards Committee

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BARBICAN RESIDENTIAL COMMITTEE

1. Constitution

A Non-Ward Committee consisting of,

- 11 Members who are non-residents of the Barbican Estate elected by the Court of Common Council, at least one of whom shall have fewer than five years' service on the Court at the time of their appointment
- three Members nominated by each of the following Wards:-
 - Aldersgate
 - Cripplegate Within
 - Cripplegate Without
- the Chairman or Deputy Chairman of the Community & Children's Services Committee (ex-officio)

The Chairman and Deputy Chairman of the Committee shall be elected from the Members who are non-residents of the Barbican Estate.

2. Quorum

The quorum consists of any four Members who are non-residents of the Barbican Estate.

3. Membership 2018/19

Non-Residents:-

- 7 (4) Jeremy Paul Mayhew
- 1 (1) Rehana Banu Ameer, *for two years*
- 10 (3) Michael Hudson
- 2 (2) Graham David Packham, *for three years*
- 6 (2) Christopher Paul Boden
- 2 (2) Susan Jane Pearson
- 1 (1) Matthew Bell, *for three years*
- Vacancy
- Vacancy
- Vacancy
- Vacancy

Residents:-

Nominations by the Wards of Aldersgate and Cripplegate (Within and Without), each for the appointment of three Members

Aldersgate

Randall Keith Anderson
Joyce Carruthers Nash, O.B.E., Deputy
Barbara Patricia Newman, C.B.E.

Cripplegate

Mark Bostock (Cripplegate Without)
David John Bradshaw, Deputy (Cripplegate Within)
William Pimlott (Cripplegate Within)
Joan Mary Durcan (Cripplegate Without)
John Tomlinson, Deputy (Cripplegate Without)
Stephen Douglas Quilter (Cripplegate Without)

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

4. Terms of Reference

To be responsible for:-

- (a) the management of all completed residential premises and ancillary accommodation on the Barbican Estate, e.g. the commercial premises, launderette, car parks, baggage stores, etc. (and, in fulfilling those purposes, to have regard to any representations made to it by the Barbican Estate Residents' Consultation Committee);
- (b) the disposal of interests in the Barbican Estate pursuant to such policies as are from time to time laid down by the Court of Common Council.

TO: **POLICY AND RESOURCES COMMITTEE**5th July 2018FROM: **STANDARDS COMMITTEE**7th February 2018**10. BARBICAN RESIDENTIAL COMMITTEE - POTENTIAL CONFLICTS OF INTEREST**

The Committee considered a report of the Comptroller and City Solicitor on potential conflicts of interest on the Barbican Residential Committee. The report had come forward following concerns expressed by Members of the Standards Committee at a previous meeting. Members noted that, on 14 December 2017, the Policy & Resources Committee had asked for the governance of the City Corporation's residential housing to be examined on a more strategic level with the aim of producing proposals which consolidate the governance arrangements of the City Corporation's residential housing offer.

The following matters were noted and raised.

- The Committee noted that the Barbican Residential Committee is responsible for the management of all completed residential premises and ancillary accommodation on the Barbican Estate, as well as the disposal of interests in the Barbican Estate. The Barbican Residential Committee acts on behalf of the City Corporation as landlord of the Barbican Estate.
- Nine members of that Committee are nominated by the residential wards encompassing the Barbican Estate, being Aldersgate, Cripplegate Within and Cripplegate Without. As a matter of practice, the members nominated by the wards of Aldersgate, Cripplegate Within and Cripplegate Without are always residents of the Barbican Estate.
- The Court of Common Council had attempted to offset any concerns over potential conflicts of interests by itself electing a further eleven members of the Barbican Residential Committee who are non-residents of the Barbican Estate. Even when the one ex-officio position to the Chairman or Deputy Chairman of the Community & Children's Services Committee is taken into account, this ensures that a majority of the members of the Barbican Residential Committee should be non-residents of the Barbican Estate. At present, however, there were five vacancies for non-resident members of the Barbican Residential Committee, despite significant efforts to fill these vacancies, and at meetings over the past two years Aldersgate and Cripplegate ward members had always been in a majority.
- The Chairman and Deputy Chairman of the Barbican Residential Committee are elected from the non-residents members of the Barbican Estate, and the quorum for meetings was any four non-resident members. Non-resident Members from the wards of Aldersgate, Cripplegate Within and Cripplegate Without can also be elected to fill the quota of non-resident members, stand for the Chairmanship and Deputy Chairmanship and count towards the quorum. Currently, eleven out of the fifteen members of the Barbican Residential Committee represent Aldersgate or Cripplegate.

- The question of disclosable pecuniary interests and dispensations granted to enable members to speak was considered, along with relevant declarations made under the Code of Conduct.
- Members noted that, at the two most recent quorate meetings of the Barbican Residential Committee, the resident Members were in the majority.
- The Comptroller and City Solicitor confirmed that these current arrangements for the composition of the Barbican Residential Committee are lawful.
- Members then considered whether the current arrangements might give rise to a public perception that conflicts of interest could occur, particularly around Aldersgate and Cripplegate ward member ratios, quorum and attendance of non-resident members at meetings. A Member put forward the view that, having previously served on the committee, he was uncomfortable with its composition. Although he did not consider that anyone was motivated by self-interest, there was potential for conflicts of interest to occur and this point was endorsed by another Member who said that Aldersgate and Cripplegate members are put in an 'invidious position'. A further Member confirmed that he ceased to be a member of the Barbican Residential Committee due to similar concerns.
- Discussion continued and views were put forward that a revised structure may be necessary that allowed members at the committee to discuss issues such as service charges, with the management of the estate dealt with separately, effectively splitting the managing agent role away from the landlord role.

In conclusion, the informal meeting considered that the present operation of the Barbican Residential Committee, with the distinct roles of managing agent and landlord, and with the current vacancies for 5 non-resident members and Aldersgate and Cripplegate ward members being in a majority at its meetings over the past two years, could give rise to a perception of a conflict of interest and that the Policy and Resources Committee might wish to review the current composition and terms of reference of the Barbican Residential Committee, in order to consider the separation of the managing agent and landlord roles, to relieve these perceptions.

The inquorate meeting asked that these **views be submitted to the Policy and Resources Committee under the urgency provisions of Standing Order No. 41(a) to ensure that these views could be considered as part of that Committee's review of the governance of the City Corporation's residential housing.**

Committee: Policy and Resources Committee	Date: 5 July 2018
Subject: Requested Amendments to Terms of Reference: Standards Committee and Board of Governors of Guildhall School of Music and Drama	Public
Report of: Town Clerk Report Author: Martin Newton	For Decision

Summary

The purpose of this report is for the Policy and Resources Committee to consider proposed amendments to the terms of reference of the Standards Committee and the Board of Governors of the Guildhall School of Music and Drama (GSMD).

Both Committees considered their terms of reference at recent meetings and the requested amendments are set out in the attached appendices for your consideration. If approved, these will be subject to the further approval of the Court of Common Council.

Recommendations

It is recommended that:

- (a) The proposed changes to terms of reference of the Standards Committee, as set out in Appendix 1, be considered.
- (b) The proposed changes to the terms of reference of the Board of Governors of the Guildhall School of Music & Drama, as set out in Appendix 2, be considered.

Main Report

Background

1. This report sets out proposed amendments to the terms of reference of the Standards Committee, following the outcome of the review of the Standards framework, and the Board of Governors of GSMD, arising from the introduction in April 2018 of the Office for Students in place of HEFCE, and following a review of the terms by the Board's Governance and Effectiveness Sub Committee.

Standards Committee – terms of reference

2. The Standards Committee's draft terms of reference are set out in Appendix 1. The outcome of the review of the Standards framework necessitated some amendments to the previous terms to bring them in line with the recommendations approved on the framework review. This was highlighted to

the Court of Common Council through the “White Paper” appointing the Committee in April 2018.

3. The proposed inserted amendments to the Standards Committee’s draft terms of reference in Appendix 1 are set out in bold and italics with deletions to current text crossed through. At its meeting on 18 May 2018, the Standards Committee recommended that these proposed amendments be submitted to the Court of Common Council for approval.

Board of Governors of GSMD – terms of reference

4. The Board of Governors of GSMD draft terms of reference are set out in Appendix 2. The introduction in April 2018 of the new Office for Students to replace HEFCE necessitates some alterations to the terms of reference and the opportunity has also been taken to update some other outstanding anomalies, following a review of the terms by the Board’s Governance and Effectiveness Sub Committee.
5. The proposed inserted amendments to the Board of Governors of GSMD draft terms of reference in Appendix 2 are set out in bold and italics, with deletions to current text crossed through. At its meeting on 24 May 2018, the Board of Governors of GSMD recommended that these proposed amendments be submitted to the Court of Common Council for approval.

Conclusion

6. That the Policy and Resources Committee consider the proposed alterations to the committees’ terms of reference for submission to the Court of Common Council for approval.

Appendices

- Appendix 1 – Standards Committee proposed Terms of Reference
- Appendix 2 – Board of Governors of the Guildhall School of Music & Drama proposed Terms of Reference

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Standards Committee – Draft Terms of Reference

To be responsible for:-

- (a) promoting and maintaining high standards of conduct by Members and Co-opted Members of the City of London Corporation and to assist Members and Co-opted Members to observe the City of London Corporation's Code of Conduct;
- (b) preparing, keeping under review and monitoring the City of London Corporation's Member Code of Conduct and making recommendations to the Court of Common Council in respect of the adoption or revision, as appropriate, of such Code of Conduct;
- (c) ***keeping under review, monitoring and revising as appropriate the City of London Corporation's Guidance to Members on the Code of Conduct and the complaints procedure and relevant paperwork, reporting any changes on these documents to the Court of Common Council in the Committee's annual report.***
- (d) keeping under review by way of an annual update by the Director of HR, the City of London Corporation's Employee Code of Conduct (***Establishment Committee***);
- (e) keeping under review and monitoring the Protocol on Member/Officer Relations (***Establishment Committee***);
- (f) advising and training Members and Co-opted Members on matters relating to the City of London Corporation's Code of Conduct;
- (g) ***Monitoring all complaints referred to it and*** dealing with ***assessment of and any hearing into*** any allegations of breach of the City of London Corporation's Code of Conduct in respect of Members and Co-opted Members, and in particular:
 - (i) to determine whether any allegation should be investigated by or on behalf of the Town Clerk or the Monitoring Officer and their findings reported to the Committee;
 - (ii) in relation to any allegation that it has decided to investigate, to determine whether there has been a breach of the Code of Conduct, taking into account the views of an Independent Person appointed under the Localism Act 2011;
 - (iii) where there has been a breach of the Code of Conduct, to determine the appropriate sanction, and where this involves removal of a Member or Co-opted Member from any committee or sub-committee, to make an appropriate recommendation to the relevant appointing body;

- ~~(iv) to determine any appeal from a Member or Co-opted Member in relation to a finding that they have breached the Code of Conduct and/or in relation to the sanction imposed; and~~
 - (h)** ~~monitoring all complaints referred to it and~~ **To** prepare an annual report on its activity for submission to the Court of Common Council.
-

Board of Governors of the Guildhall School of Music & Drama – Draft Terms of Reference

1. Constitution

A Non-Ward Committee consisting of,

- 11 Members elected by the Court of Common Council for a term of three years (renewable twice) at least one of whom shall have fewer than five years' service on the Court at the time of their appointment
- the Principal of the Guildhall School of Music & Drama
- one member of the Guildhall School academic staff to be elected by the Academic staff for a term of three years (renewable twice)
- one member of the Guildhall School administrative staff to be elected by such staff for a term of three years (renewable twice)
- one Guildhall student representative who shall normally be the President of the Students' Union
- up to six co-opted non-City of London Corporation Governors with appropriate expertise for a term of three years (renewable twice)

With the exception of the Principal, none of the ~~appointed~~ Governors shall serve on the Board for more than a maximum of nine years.

The Chairman and Deputy Chairman of the Board shall be elected from the City Corporation Members.

The Chairman of the Barbican Centre Board, the Chairman of the Culture, Heritage & Libraries Committee, ~~and one representative of the Centre for Young Musicians~~, ***and the Chairman of the Guildhall School Trust*** shall be permitted to attend the Board in a non-voting, advisory capacity.

2. Quorum

The quorum consists of any seven Common Council Governors plus three co-opted Governors.

3. Terms of Reference

These terms of reference should be read in conjunction with the Guildhall School's Instrument & Articles of Government which lists the primary responsibilities of the Board of Governors. In summary, these are to be responsible for:-

(a) the approval of a strategic plan and the determination of the educational character and the mission/aims of the Guildhall School of Music & Drama and oversight of its activities, ***assuring itself that appropriate steps are being taken to deliver the strategic plan;***

(b) ***Institutional sustainability and*** the approval of an annual Business Plan, ***assuring itself that there are effective systems of control and risk management;***

- (c) the approval of annual estimates of income and expenditure;
 - (d) the approval of the annual audited financial statements of the Guildhall School of Music & Drama;
 - (e) ***ensuring that the requirements of the Office for Students, UK Research & Innovation and other relevant statutory bodies are followed and compliance is monitored;***
 - (f) the appointment of the Principal of the Guildhall School of Music & Drama.
-

Committee(s):	Date(s):
Local Government Pensions Board	29 June 2018
Policy and Resources Committee	5 July 2018
Court of Common Council	18 July 2018
Subject:	Public
Local Government Pensions Board – Revision to term of appointment	
Report of:	For Decision
Town Clerk & Chief Executive	
Report author:	
Chris Rumbles	

Summary

At its meeting on 25 June 2015, the Court of Common Council established the Local Government Pensions Board (The Board) in order to meet the requirements of the Public Services Pension Act 2013, which specified that a Local Government Pensions Board must be established by 1 April 2015 but that it need not be operational at this point.

As well as approving the creation of a Pensions Board, the Court appointed two Members, Alderman Ian Luder and James Tumbridge, as Scheme Manager representatives for terms of four years both expiring in April 2019.

It is now considered that staggered terms of Membership would be more appropriate to allow for a continuation of Member knowledge and experience on the Board, as well as to offer a smooth transition in future years and a sensible rotation of Members to the Board going forward.

Recommendation(s)

Members are asked to endorse a proposed change in Membership term being that:

- The membership term of James Tumbridge be extended by two years to expire in April 2021. This will allow for a staggering of membership and offer sufficient overlap between elected Members on the Board when appointing these on four yearly terms going forward.

Main Report

Background and Context

1. The Local Government Pensions Board was established in June 2015 to meet the requirements of both the Public Services Pensions Act 2013 and a change in legislation relating to the overall governance of pensions schemes, in particular that a local Pensions Board be established by 1 April 2015; but that it need not be operational at this point. The first meeting of the Board was held on 20 October 2016.
2. In order to meet this requirement, the Court of Common Council agreed at its meeting on 25 June 2015 to the creation of a Pensions Board and appointed two Members, Alderman Ian Luder and James Tumbridge, as Scheme Manager

representatives for terms of four years expiring in April 2019. The final constitution of the Board also included a senior officer, by appointment of the Town Clerk, as an additional Scheme Manager representative.

3. Legislation further stipulated that the Pensions Board must also include an equal number of Scheme Member representatives. The Court of Common Council subsequently agreed at its meeting on 15 October 2015 that these representatives should be appointed by an application and appointment process, following which three Scheme Member Representatives were appointed in 2016 for four-year terms expiring in 2020.

Current Position

4. The current composition of the Board is two Common Councilmen, one Senior Officer and three Scheme Member representatives. Scheme Member representatives were appointed to the Board through an application and selection process against agreed criteria and Christina McLellan, Yvette Dunne and Martin Newnham were all appointed in 2016 for a period of four years expiring in 2020.
5. At the time of establishing the Board, the Court of Common Council agreed to a recommendation that Members be appointed for a four-year term expiring in April 2019. However, as the Board did not meet for the first time until October 2016, the appointed Members will have effectively served only a three-year term in practice.
6. Having reflected on the term of membership, it is therefore considered appropriate to introduce a staggered term for Common Councilmen to allow for a level of continuity of membership and to ensure the knowledge level is maintained, allowing for a sensible rotation of Members in future years.

Proposal

7. With the two Members on the Board having terms currently expiring in April 2019, the Board could be left in the undesirable position of retaining no continuity should both Members fail to seek or achieve re-election at that time.
8. One of the two Members on the Board must serve as Chairman or Deputy Chairman, to allow for the Board to report into the Court. There is therefore a strong case to be made for retaining an element of continuity and expertise amongst the two Common Council representatives.
9. It is therefore proposed that the current term of one of the two Common Council representatives, James Tumbridge, be extended by two years. This would result in the Member representative effectively serving a full term of five years on the Board, whilst also facilitating a staggering of terms and providing continuity of Membership going forward by allowing a two-year overlap in future years when reverting to four yearly terms.
10. This report does not address the terms of the three Scheme Member representatives on the Board. This will be subject to a separate review to allow for appropriate legal advice and consideration of best practice to be reviewed before putting forward a proposal on their terms

Corporate & Strategic Implications

11. The Board has a strategic oversight role in relation to the administration of the City Corporation Pension Fund and in securing compliance with the scheme regulations and other legislation relating to the governance of the scheme and any statutory pension scheme that is connected to it.

Financial Implications

12. There are no financial implications.

Conclusion

13. During the initial period of the Board, it has been acknowledged that staggered terms of membership would be appropriate to allow for continuity of Members and to ensure a suitable knowledge level is maintained and to allow for appropriate rotation of membership in future years. A staggered approach to membership would also be in line with the appointment process to a number of other City Corporation Committees.

Appendices

14. There are no appendices.

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Committee:	Date:
Policy and Resources Committee	5 July 2018
Subject: City Sponsorship of <i>There But Not There</i> – National Armistice Project	Public
Report of: Town Clerk City Remembrancer	For Decision

Summary

A national project *There But Not There* has been established by the charity Remembered with the three aims to commemorate those who lost their lives in the First World War, to educate the wider public and in particular young persons of the impact of war, and to raise monies for projects designed to heal contemporary veterans who are suffering from mental and/or physical wounds resulting from their service. The project is displaying silhouettes and other representational images of those who gave their lives throughout the United Kingdom to recognise their sacrifice.

Following an approach to the Town Clerk, this report seeks Member agreement for the City of London Corporation to become a corporate sponsor of the project and to make a donation of £15,000 to be met out of the Policy Initiatives Fund. In recognition of this contribution, approximately one hundred silhouette figures would be displayed in the Great Hall and the main reception areas to commemorate who lost their lives in the War and whose names are recorded on the plaque at the main entrance to Great Hall. There is scope for those figures to be displayed at locations throughout the wider City of London to raise further awareness of the project.

Recommendation

Members are invited to approve the making of a donation of £15,000 to the Charity 'Remembered' to be met out of your Committee's 2018/19 Policy Initiatives Fund, categorised under 'Promoting the City' and charged to City's Cash.

Main Report

1. Almost a million British and Commonwealth service men and women lost their lives in the First World War. Building on the success in 2014 of 'Poppies in the Tower' in drawing attention to the sacrifice made in the First World War, the *There But Not There* campaign is intended to commemorate the fallen; educate young people about the First World War; and help today's war veterans. *There But Not There* will provide a national commemoration by placing art installations, mainly in the form of silhouettes representing individual service personnel throughout the UK wherever there is a roll of honour. Installations have already taken place at sites including the Tower of London, King's Cross St Pancras and the Devil's Causeway in Northern Ireland.
2. Smaller figures ('Tommies') will also be produced for sale. The Royal British Legion will assist in the making and distribution of the installations and the smaller figures.

Funds raised through corporate sponsorship and the sale of the smaller figures directly benefit service charities.

3. The campaign, led by former Chief of the General Staff, Lord Dannatt, and supported by other leading figures including the Archbishop of Canterbury Justin Welby, aims to raise £15 million for charities including the Royal Foundation (in support of mental health and wellbeing), the Commonwealth War Graves Foundation, Walking With The Wounded (helping vulnerable veterans to re-integrate into society), Combat Stress (treating veterans suffering from Post-Traumatic Stress Disorder), Help for Heroes, and Project Equinox (a housing scheme in Plymouth for 40 single veterans).
4. Members are invited to agree that the City Corporation should make a donation of £15,000 to the Charity in support of the project. The City Corporation would receive a number of silhouettes matching the number of Members, Members' sons and Corporation staff who lost their lives in the service of this Country as displayed on the rolls of Honour located outside the main entrance to the Great Hall. It is anticipated that the silhouettes would at the very least be exhibited in the Great Hall and the main reception areas in Autumn 2018.
5. Subject to Members' approval of the City Corporation becoming a corporate sponsor of the project, there is also scope for the City providing further support, for example through educational outreach and through promoting the project amongst City Business and the Livery.
6. The November 2018 sitting of the Court of Common Council is an informal meeting but the opportunity could be taken at the October or December meeting to display the silhouettes in the Great Hall (representing Members and Members' sons and staff who lost their lives) after which the figures would be made available to the City Churches for display by them by way of commemoration.
7. City of London Corporation support for *There But Not There* and in particular its aim to support contemporary veterans would be in line with the City's commitment to the Armed Forces Community Covenant.

Appendix

- **Appendix 1:** Photograph of example silhouette

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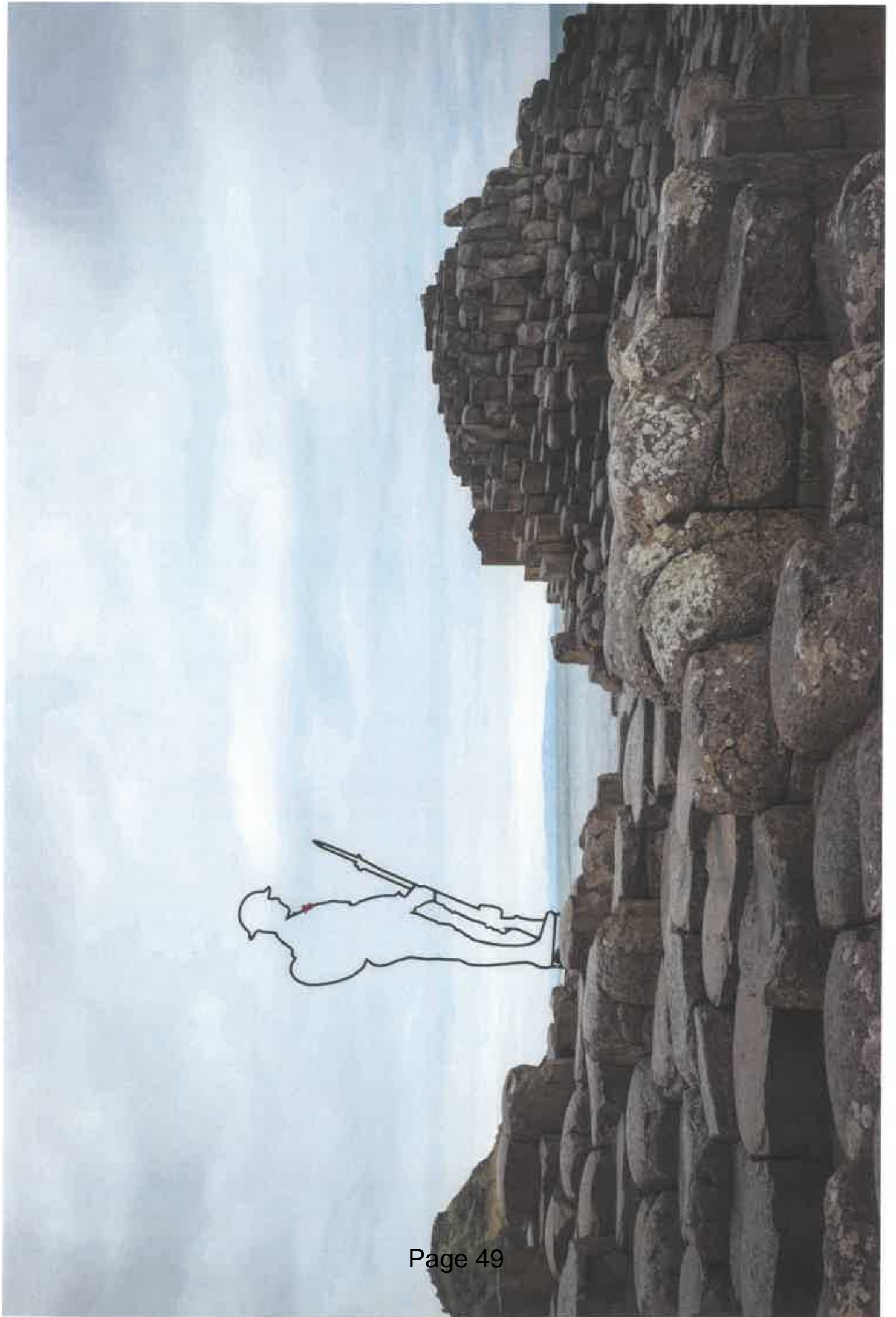
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Committee:	Date:
Policy & Resources Committee	05/07/2018
Subject: Proposed final version of Culture Mile Strategy, 2018-28	Public
Report of: Peter Lisley, Assistant Town Clerk and Culture Mile Director	For decision
Report author: Sufina Ahmad, Corporate Strategy Manager	

Summary

This paper brings forward a proposed final version of Culture Mile Strategy for 2018-28, for approval, which is included at Appendix One. The strategy brings together the learning from delivering Culture Mile, and the thinking that has been invested into the project to date into one document for the first time. The strategy outlines information about Culture Mile in terms of the vision, aims, outcomes and activities of the project. It also articulates who the founding partners are of Culture Mile – namely the Museum of London, the Barbican, the Guildhall School of Music & Drama, the London Symphony Orchestra and the City of London Corporation (City Corporation) – and the links this strategy has to the City Corporation's Culture Strategy for 2018-22 and the Corporate Plan for 2018-23.

The agreed vision for the strategy is: *The Square Mile is more than one of the world's most important financial markets: we want to redefine it as a global leader in both commerce and culture.* A one-page summary of the strategy is provided on the second page of Appendix One.

Recommendation(s)

Policy and Resources Committee is asked to:

- Note the process for developing this strategy.
- Agree a final version of the strategy – providing any changes discussed in today's meeting are incorporated.

Main Report

Background

1. There is currently no single document in existence that articulates in full the strategic direction of Culture Mile over the next ten years. There are other documents and systems in place that provide some strategic direction, such as team action plans, adopted strategies such as the Brand Strategy developed by Jane Wentworth Associates, the emerging Look and Feel Strategy and regular meetings held between Culture Mile team members, including a Culture Mile CEOs meeting. In March 2018 your Culture Mile Programme Board, chaired by the Assistant Town Clerk and Culture Mile Director, agreed that

there was a need for a Culture Mile strategy. The Corporate Strategy Manager was subsequently commissioned to produce the strategy in partnership with Culture Mile colleagues.

Current Position

2. The strategy has been developed based on literature provided by Jane Wentworth and her work on the Brand Strategy, as well as subsequent project documentation that has been produced by Culture Mile partners, including the funding and objectives agreed by Policy and Resources Committee in February 2018 and other emerging Culture Mile strategies. Furthermore, meetings have been held between the Corporate Strategy Manager and Culture Mile CEOs, Culture Mile Team, and other individuals linked to the project. The Corporate Strategy Manager has also attended a Culture Mile Learning partners workshop, the Cultural Strategy Network, Culture Mile Programme Board and Culture Mile Working Party.
3. The proposed final version of Culture Mile Strategy is aimed at internal and external audiences from 2018-28. It will be reviewed regularly by Culture Mile founding partners to ensure that it is being delivered and remains fit for purpose. The strategy offers a high-level strategic framework for Culture Mile, which outlines clearly the intended direction of travel for the project over the next ten years. Where possible, the strategy has been written accessibly and in plain English, in order for it to be used internally and externally, by subject matter experts and non-subject matter experts alike, as well as the organisations that are working with Culture Mile founding partners, as part of the wider Culture Mile partnership, including St. Paul's Cathedral.

Options and Proposal

4. Members of this Committee are asked to review the strategy presented at Appendix One and approve it – subject to the inclusion of any changes that are agreed in today's meeting.

Corporate and Strategic Implications

5. This strategy has clear links to the Corporate Plan for the City Corporation, which outlines its commitments to a vibrant and thriving City, supporting a diverse and sustainable London within a globally-successful UK. It intends to do this through the pursuit of three aims to contribute to a flourishing society, support a thriving economy and shape outstanding environments. Culture Mile directly supports and prioritises the following outcomes in the Plan:
 - Outcome 3: People have equal opportunities to enrich their lives and reach their full potential.
 - Outcome 4: Communities are cohesive and have the facilities they need.
 - Outcome 5: Businesses are trusted and socially and environmentally responsible.
 - Outcome 7: We are a global hub for innovation in finance and professional services, commerce and culture.

- Outcome 8: We have access to the skills and talent we need.
- Outcome 10: We inspire enterprise, excellence, creativity and collaboration.

It also supports outcomes 6, 9, 11 and 12 in the Plan. Culture Mile contributes heavily to the successful delivery of every objective outlined in the City Corporation's Culture Strategy for 2018-22 – and it is most directly responsible for fulfilling the following objectives:

- Objective 2: Develop Culture Mile in the north west of the City which will become an exciting destination for London and act as a catalyst for change across the rest of the Square Mile.
- Objective 3: Support cultural excellence in a range of fields and champion an ethos of creative risk taking, innovation and artistic citizenship.
- Objective 4: Support the City of London's Education Strategy through the nurturing of an exemplary Cultural Education Partnership, Culture Mile Learning, and enable our world-leading institutions to cultivate the creativity, skills and knowledge of the next generation.

6. Culture Mile strategy sits within the following hierarchy of work:



Implications and Health Implications

7. This strategy has been developed using existing officer resource and does not identify any health implications. The financial requirements to deliver the strategy have already been approved in part by this Committee, and future resource requirements will be directed to this Committee as needed.

Conclusion

8. The Programme Board and Working Party for Culture Mile have both endorsed this strategy, following the inclusion of their recommended alterations, and

request that Policy and Resources Committee now approve it. It is hoped that this Committee will recognise that this strategy has been designed in collaboration with others and is very much based on the work and learning to-date from Culture Mile colleagues and various contractors that have been involved in the project – including Jane Wentworth and her work on the Brand Strategy.

Appendices

- Appendix One – Proposed final version of Culture Mile Strategy, 2018-28.

Background Papers

- Proposed final version of Culture Mile Strategy, 2018-28 - Culture Mile Programme Board, 31/05/2018
- Proposed final version of Culture Mile Strategy, 2018-28 - Culture Mile Working Party, 14/06/2018

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Culture Mile Strategy

Cultural and creative capital for London and the world...

Foreword by the Lord Mayor and the Chairman of Policy and Resources

We are proud to champion the development of Culture Mile as a cultural, creative and learning destination that will benefit current and future generations in and beyond London. London's creative economy employs one in six Londoners and contributes £47 billion to the economy. The City of London Corporation is the fourth largest funder of culture in England. Each year it invests over £100 million in heritage and cultural activities of all kinds. We therefore understand first-hand the positive social impact that releasing and accessing creativity can have on all of us.

Over the next ten years, the founding partners – which include the City of London Corporation, the Museum of London, the Barbican, the Guildhall School of Music & Drama and the London Symphony Orchestra – will physically transform the area between Farringdon and Moorgate. The Square Mile, already one of the world's most important financial markets, will be redefined as a global leader in culture as well as commerce.

Culture Mile presents a real opportunity to experiment and innovate. Its remit will evolve and adapt continually to the requirements of the day. Culture Mile will be vibrant, welcoming and sustainable. Its benefits will be felt by everyone, including residents, visitors, learners, entrepreneurs, businesses, creatives and workers.

We believe that there is a societal imperative to ensure that culture and creativity can be accessed and enjoyed by all. Culture enriches lives, builds trust and helps people to fulfil their potential. For these reasons, we are pleased to champion Culture Mile and we look forward to supporting its partners on their journey to develop a valued and world-leading destination for culture, creativity and learning.

Alderman Charles Bowman
Lord Mayor of the City of London
2017/18

Catherine McGuinness
Chairman of the Policy and Resources
Committee

Culture Mile Strategy, 2018-28

Cultural and creative capital for London and the world

Culture Mile is situated in the north-west corner of the Square Mile, between Farringdon and Moorgate. Transforming Culture Mile into a major cultural and creative destination will take 10 years. Current and future partners are committed to role-modelling new ways of collaborating and working together to ensure the success of Culture Mile. The founding partners are:

City of London Corporation	The Barbican	Guildhall School of Music and Drama	London Symphony Orchestra	Museum of London
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Our Vision:

The Square Mile is more than one of the world’s most important financial markets: we want to redefine it as a global leader in both commerce and culture.

Our Values:

We commit to being: **Joined Up, Experimental, Generous and Agile**. These values underpin all that we do.

Our aims			
<i>To contribute to changing perceptions of the City to ensure that it is recognised as a global leader in culture, creativity and learning as well as commerce.</i>		<i>To develop Culture Mile as a vibrant and welcoming cultural, creative & learning destination for all.</i>	
Our outcomes			
People enjoy spending time in the area and participating in activities that enrich their lives.	All have equal access to creative, cultural and learning activities, developing their skills, enhancing their social mobility.	Working together in innovative collaborations, we transform the area and realise the aims of Culture Mile.	Culture Mile is economically and environmentally sustainable.
Our activities			
Partnership and community building Public art and performance	Transforming the physical environment		Learning Major investments

Our Signs of Success:

Culture Mile will be a valued destination for creativity, culture and learning in the Square Mile, City, London and beyond, delivered by a collaboration of individuals, communities and organisations from different sectors and with a global outlook, for the benefit of our audiences, made up of visitors, learners, workers and residents.

Culture Mile is here to bring the rich, diverse variety of culture, creativity and learning to the widest possible audience.

Vision

The Square Mile is more than one of the world's most important financial markets: we want to redefine it as a global leader in both commerce and culture.

About Culture Mile

Culture Mile is here to open minds, challenge prejudice and change perceptions – of the world, of the Square Mile, of the City, of ourselves.

Culture Mile is the destination in the north-west of the Square Mile, which is home to some of the world's greatest cultural institutions: the Museum of London, the Barbican Centre, the London Symphony Orchestra and the Guildhall School of Music and Drama. It is a 24/7 creative exchange where two thousand years of history collide with the world's best in culture, where creativity is the most valuable currency. Culture Mile brings culture and commerce together. Known meets unknown. Ancient and modern collide as the streets are animated with exhibitions, pop-ups events and vibrant environment and artistic and playful installations. Whether you're with family, friends or flying solo, there's something for everyone. And thanks to the new Elizabeth Line's connections at Farringdon and Moorgate within Culture Mile, the area is more connected than ever. Culture Mile will reach beyond borders to set new models of collaborations with partners and neighbours.

<<Insert map>>

Establishing Culture Mile as a permanent and major cultural, creative and learning destination will take 10 years. Everyone involved is committed to new ways of collaborating and working together to ensure the success of Culture Mile. The founding partners have come together as a devolved collaborative partnership to successfully realise the breadth of ambition linked to Culture Mile. They are:

City of London Corporation

The City of London Corporation invests over £100m every year in heritage and cultural activities of all kinds. It is the UK's largest funder of cultural activities after the government, the BBC, and Heritage Lottery Fund. The City Corporation's commitment to Culture Mile includes £110m funding to support the Museum of

London's move to West Smithfield and £2.5m to support the detailed business case for the proposed Centre for Music. The City Corporation has developed a distributed model for Culture Mile for the next two years, from 2017 onwards, with the other four core partners. Each partner is taking responsibility for different areas, with the City Corporation leading the management of this model, and on Property – exploring the development of property assets to support and enhance the new destination & Public Realm – to transform the public spaces between venues.

www.cityoflondon.gov.uk

The Barbican

A world-class arts and learning organisation, the [Barbican](http://www.barbican.org.uk) pushes the boundaries of all major art forms including dance, film, music, theatre and visual arts. Over 1.1 million people attend events annually, hundreds of artists and performers are featured, and more than 300 [staff](#) work onsite. The architecturally renowned centre opened in 1982 and comprises the Barbican Hall, the Barbican Theatre, The Pit, Cinemas 1, 2 and 3, Barbican Art Gallery, a second gallery the Curve, foyers and public spaces, a library, Lakeside Terrace, [a glasshouse conservatory](#), conference facilities and three restaurants.

The Barbican leads on Programming and Communications for Culture Mile. In March 2018 it delivered the first major artistic project *Tunnel Visions: Array*, as part of *Barbican Openfest* which brought 25,000 visits to the area over a weekend.

www.barbican.org.uk

Guildhall School of Music & Drama

The Guildhall School is a vibrant, international community of young musicians, actors and theatre technicians in the heart of the Square Mile. Twice-rated No.1 specialist institution in the UK by the Guardian University Guide, the School is a global leader of creative and professional practice which promotes innovation, experiment and research, with over 900 students in higher education, drawn from nearly 60 countries around the world. It is also the UK's leading provider of specialist music training at the under-18 level with nearly 2,500 students in Junior Guildhall and Centre for Young Musicians. The School is widely recognised for the quality of its teaching and its graduates, and its new building, Milton Court which opened in September 2013, offers state-of-the-art facilities to match the talent within its walls, ensuring that students enter their chosen profession at the highest level.

The Guildhall School leads on Partnerships for Culture Mile including the growing Culture Mile Network which currently comprises of twenty organisations from across the public and private sectors, based in and around the area, which are playing a critical role in realising the ambitions of Culture Mile, alongside the five core partners.

www.gsmd.ac.uk

London Symphony Orchestra

One of the best-loved orchestras in the world, the London Symphony Orchestra has been the sole resident of the Barbican since it opened its doors 40 years ago, giving 70-80 performances a year at its London home, undertaking more international touring than any other major UK orchestra, presenting 60 concerts a year in North and South America, Europe and Asia, and reaching listeners in over 148 different countries worldwide through its own-recorded digital initiatives and partnerships.

More locally, at LSO St Luke's music education centre five minutes from the Barbican, LSO Discovery has a home offering over 60,000 people a year the chance to make their own music. As LSO St Luke's has been building a sense of community with people who live and work within a two-mile catchment of the building for the past 15 years, a new Community Engagement Manager has been appointed and the London Symphony Orchestra will take the lead in building upon existing processes and designing new ways in which local people in and around Culture Mile can take part in the two Culture Mile flagship projects every year, and in responding to what residential groups and individuals want to create themselves, so that they are an integral part of building Culture Mile on their own back doorstep. www.lso.co.uk

Museum of London

The Museum of London tells the ever-changing story of this great world city and its people, from 450,000 BC to the present day. The museum is on the move and will tell the extraordinary story of London and Londoners in a new museum in West Smithfield, which itself is a deeply fascinating and historic area. We want to engage Londoners with their city and its history and display many more objects from our rich collection.

The museum will lead on the marketing and learning for Culture Mile, as well as the Smithfield 150 event in 2018. All the while working towards the transformational New Museum project which will be the first and biggest capital project in Culture Mile. www.museumoflondon.org.uk

There are already various initiatives linked to Culture Mile that are being developed by the founding partners and organisations within the wider partnership, such as Culture Mile Learning – which brings together organisations across the Square Mile and beyond to work together to build a world-leading learning destination, specialising in the fusion of the creative, technical, educational and emotional skills needed for success in the 21st century. Over the next 10 years there are likely to be a breadth of diverse Culture Mile initiatives, delivered by Culture Mile's ever-growing partnership, all committed to the successful delivery of Culture Mile.

Our values

The following values underpin all Culture Mile activities and approaches:

1. Joined Up

Together we create a new kind of wealth, made up of shared creativity, inclusive experiences and dynamic relationships.

2. Experimental

We are the enemies of mediocrity, disrupting the ordinary, animating the spaces in between, opening new pathways.

3. Generous

We are for everyone, dissolving barriers and inviting the world to share imaginative opportunities.

4. Agile

We dance on the deep history beneath our feet, playing, sharing and reaching out to the audiences of the future.

Our aims and outcomes

Over the next ten years, working with a wide range of collaborative partnerships, we aim to:

- 1) Contribute to changing perceptions of the City to ensure that it is recognised as a global leader in culture, creativity and learning as well as commerce.
- 2) Develop Culture Mile as a vibrant and welcoming cultural, creative & learning destination for all.

To achieve these aims, we are pursuing the following outcomes:

- a) People enjoy spending time in the area and participating in activities that enrich their lives.
- b) All have equal access to creative, cultural and learning activities, developing their skills, enhancing their social mobility.
- c) Working together in innovative collaborations, we transform the area and realise the aims of Culture Mile.
- d) Culture Mile is economically and environmentally sustainable.

Links to other strategies

Culture Mile is a major strategic initiative of the City of London Corporation, part of the City Corporation's Corporate Plan for 2018-23, and part of the City Corporation's Culture Strategy for 2018-22.

The Corporate Plan outlines a vision that as the governing body of the Square Mile, the City Corporation is committed to a vibrant and thriving City, supporting a diverse and sustainable London within a globally-successful UK. It aims to do this by contributing to a flourishing society, shaping outstanding environments and supporting a thriving economy, through strengthening the character, capacity and connections of the City, London and the UK for the benefit of people who live, learn, work and visit here. The outcomes, as written in the Corporate Plan, that Culture Mile directly supports and prioritises are as follows:

- Outcome 2: People enjoy good health and wellbeing.
- Outcome 3: People have equal opportunities to enrich their lives and reach their full potential.
- Outcome 4: Communities are cohesive and have the facilities they need.
- Outcome 5: Businesses are trusted and socially and environmentally responsible.

- Outcome 7: We are a global hub for innovation in finance and professional services, commerce and culture.
- Outcome 8: We have access to the skills and talent we need.
- Outcome 10: We inspire enterprise, excellence, creativity and collaboration.

Culture Mile also meaningfully contributes to the following outcomes – however, they are not Culture Mile’s primary focus:

- Outcome 6: We have the world’s best legal and regulatory framework and access to global markets.
- Outcome 9: We are digitally and physically well-connected and responsive.
- Outcome 11: We have clean air, land and water and a thriving and sustainable natural environment.
- Outcome 12: Our spaces are secure, resilient and well-maintained.

Culture Mile will support the Culture Strategy’s vision to seize a once in a generation opportunity to reposition the City as a world capital for commerce and culture, harnessing the power of arts, heritage, learning and libraries to make the Square Mile far more open, creative, resilient and entrepreneurial. The strategy insists upon working collaboratively with cultural partners to drive social and economic change and contribute to a thriving city. Whilst Culture Mile will support every strategic objective set out in the strategy, and it is most directly responsible for fulfilling the following objectives:

- Objective 2: Develop Culture Mile in the north west of the City which will become an exciting destination for London and act as a catalyst for change across the rest of the Square Mile.
- Objective 3: Support cultural excellence in a range of fields and champion an ethos of creative risk taking, innovation and artistic citizenship.
- Objective 4: Support the City of London’s Education Strategy through the nurturing of an exemplary Cultural Education Partnership, Culture Mile Learning, and enable our world-leading institutions to cultivate the creativity, skills and knowledge of the next generation.

What we will do

Culture Mile is a long-term strategic project which will extend beyond the range of this strategy. The core founding partners – the Museum of London, the Barbican Centre, London Symphony Orchestra and the Guildhall School of Music and Drama with the City of London Corporation – will aspire to develop Culture Mile in the following areas of activity:

1. Partnership and community building

We will:

- Develop an extensive network of organisations from multiple sectors and geographies to design and deliver Culture Mile activities and experiences and make it a major destination for creativity, culture and learning.

- Collaborate and create innovative partnerships throughout Culture Mile and beyond to maximise the economic and social benefits, and improve people's awareness, perceptions and experiences of Culture Mile.

2. Public art and performance

We will:

- Animate the whole neighbourhood with imaginative collaborations and events seven days a week, including events, pop ups and art installations.
- Develop programming that reflects and represents the distinct characteristics of the area, the creative and cultural industries and global audiences.
- Extend the reach of this work beyond the geographical boundaries of Culture Mile too, reaching out to attract more people in to the area.
- Support people to produce creative and cultural experiences in the area, through policy, curation of the land uses, incentivisation and more.

3. Learning

We will:

- Champion informal, formal and lifelong learning that is inclusive and accessible.
- Ensure inspirational learning opportunities are available to people of all ages and backgrounds, reaching out to all parts of London and beyond, including the agreement between the City Corporation and Foundation for Future London to develop the shared ambitions of Culture Mile and the East Bank.
- Develop a collaborative partnership model with other high-quality learning providers, including the City of London Corporation family of schools, to successfully deliver the learning ambitions of Culture Mile, which includes learning as a way of enabling social mobility.

4. Transforming the physical environment

We will:

- Transform and regenerate the look and feel of the area and raise its property profile too.
- Make it easier to find your way around the area and between venues by enhancing the streets through better signage, public information, lighting, green spaces and hoardings on development sites.
- Make it easily recognisable to all visitors that they are in Culture Mile.

5. Major investments

We will:

- Make economically and environmentally sustainable major investments in to the physical environment of Culture Mile, with a clear focus on regenerating the area. This will include the relocation of the Museum of London to West Smithfield, the transformation of Beech Street and supporting the proposed Centre for Music.

Delivering Culture Mile

Culture Mile's success relies on existing and new partners collaborating successfully to deliver the vision, aims, outcomes and activities that have been set out in this strategy – as well as the outcomes and principles set out in linked strategies such as the City of London Corporation's Corporate Plan and Culture Strategy.

To support with delivery, all core partners involved in Culture Mile have been assigned clear roles and responsibilities. Further details relating to delivery are being captured through the development of project plans that outline clearly step-by-step the key milestones that need to be achieved for all Culture Mile projects, and the timeframes for their delivery.

Culture Mile will require significant investments of time, talent and money, and all involved are committed to exploring sustainable and innovative funding models linked to the public, private and philanthropic sectors in the coming years. All funding and investments associated with Culture Mile will be managed responsibly and in the public interest, with the governance and management associated with Culture Mile reviewed regularly to accommodate for the development and progression of Culture Mile.

Conclusion

This strategy, which will be reviewed regularly, sets out an ambitious vision to establish Culture Mile as a permanent cultural destination over the next 10 years, with collaboration and partnership at its heart. By 2028 Culture Mile will be:

1. A collective of partners from different sectors, and with a global outlook, which work together in the best interests of Culture Mile and all that it represents.
2. A recognised and valued destination, hub and brand for creativity, culture and learning in the Square Mile, the City, London and beyond, attracting visitors, learners, workers and residents in high numbers.
3. Committed to a positive learning culture to sustain and grow the impact and influence of Culture Mile.
4. A physically and economically transformed area in terms of the look and feel of Culture Mile and the public art and programming activities.

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Committee: Policy and Resources Committee	Date: 5 July 2018
Subject: Responsible Business Strategy, 2018-23 – Towards a Sustainable Future	Public
Report of: The Chamberlain and the Chief Grants Officer	For decision
Report author: Amelia Ehren, Corporate Strategy Officer	

Summary

This paper seeks approval for the City of London Corporation's 'Responsible Business Strategy, 2018-23 – Towards a Sustainable Future'. The strategy seeks to commit the City of London Corporation (City Corporation) to 'creating a positive impact and reducing negative impact across all our activities and decisions because it is the right to do and will help ensure a sustainable future'. It outlines how, by adopting responsible business practices throughout the City Corporation's day-to-day work and decision making, the organisation will create social and environmental value, for a future where:

1. Individuals and communities flourish; and
2. The planet is healthier.

The paper also highlights how the strategy was developed, including a summary of the feedback received during Member consultation on the strategy, its corporate implications and an overview of how it will be implemented.

Recommendations

Members are asked to:

- Approve the 'Responsible Business Strategy, 2018-23 – Towards a Sustainable Future', at **Appendix 1**.

Main report

Background

1. Increasingly organisations are being encouraged to look beyond their core business and consider the ways in which they might create and sustain social and environmental value. As an organisation with private, public and charitable and community sector responsibilities, and significant capabilities and commitments, the City Corporation is well placed to role model responsible business practices internally across all our activities and externally across all three sectors.
2. In June 2017, the City Corporation commissioned a review of its internal responsible business practices using the B-Lab UK model. The review highlighted

many areas of excellence and a variety of recommendations to strengthen the City Corporation's work.

3. In September 2018 an Internal Responsible Business Task and Finish Group (TFG), co-chaired by your Chamberlain and your Chief Grants Officer, was set up to act as the advisory group to support the development of the strategy.
4. The strategy, **at Appendix 1**, was developed through a collaborative and participatory approach with the TFG, key departments and staff across the organisation. The TFG initially reviewed the recommendations from the B-Lab review alongside the 90 United Nations Sustainable Development Goals. These 90 sustainability issues were then narrowed down to 19 issues by:
 - Conducting a materiality assessment, which is an exercise in stakeholder engagement that helps define and determine the environmental, social and governance issues that are most relevant to delivering the outcomes in the Corporate Plan 2018-23; and
 - Carrying out internal consultation with staff in the form of meetings with relevant departments and an online staff survey. The consultation process enabled staff to give their views on which topics and issues were most important to them.

More details of the materiality assessment process can be found on the final two pages of **Appendix 1**.

5. In May 2018, Member consultation on the strategy began and a draft version of the strategy was presented to the following committees: City Bridge Trust, Markets, Establishment, Port Health and Environmental Services, Planning and Transportation, Public Relations and Economic Development Sub, Open Spaces, and Community and Children Services. The feedback received from Members was very positive and constructive, with clear encouragement for setting ambitious targets and ensuring the strategy becomes a reality through its successful implementation and resourcing. It was also recommended to include a strengthened commitment on the reduction of the use of diesel vehicles for staff and Members, and to also emphasise the achievements the City Corporation has made already in some of the priority areas e.g. air quality. The feedback received has been incorporated into the strategy, **at Appendix 1**.

Current position

6. The strategy describes the City Corporation's continuous and substantive commitment to creating positive impact and reducing negative on society and the environment across all its activities and decisions, to help ensure a sustainable future. It makes clear the City Corporation's commitment to responsible business and how this will be fulfilled, set within the framework of the Corporate Plan 2018-23. The strategy identifies eight topics, across two themes, and sets out how it will drive activity in these areas.
7. The strategy builds upon the successes and achievements of the City Corporation to date in this area and considers the ways in which it can improve its responsible

business practices, by capturing what it is already doing and outlining other actions that it can take to contribute further to a truly sustainable future. A one-page summary of the strategy can be found on the third page of **Appendix 1**.

Implementation

9. The strategy recommends the following five steps for implementing the strategy successfully over the next five years:

- To bring together good practice.
- To assign lead officers and develop action plans.
- To define success.
- To monitor and report.
- To tell the City Corporation's story on responsible business.

The next steps are explained in further detail on page 9 of the strategy, at **Appendix 1**.

10. The TFG has been repurposed to continue with the same Chairs and become the Responsible Business Implementation Group (RBIG). The purpose of the group is to lead on devising detailed and SMART (specific, measurable, achievable, realistic and time-limited) action plans relating to each outcome area and lead on the development of a performance management framework for the strategy.

11. The RBIG is a cross-departmental body made up of officers from the following departments: Chamberlain's, Town Clerk's (City Bridge Trust, HR, EDO and the Corporate Strategy & Performance Team), Markets and Consumer Protection, Built Environment and Open Spaces. The RBIG has identified lead roles for each priority area within the strategy to ensure its successful implementation.

12. The success of the strategy also relies on the continued support of staff and Members in taking collective responsibility for making responsible business part of the City Corporation's everyday work. The RBIG will develop a detailed communications plan to ensure the strategy is embedded across the organisation and appropriate external messages are delivered. Member and staff buy-in to the strategy will be gained through a series of engagement channels and activities. Activities will include: a Member briefing session, the Senior Leaders Forum in September and an internal communications campaign.

13. The strategy will be regularly reviewed over the five-year term, to ensure it is a live document that is relevant and responsive to the issues of the time, which allows for new ideas and opportunities to be integrated into it.

14. Ongoing staff resource will be needed to ensure the successful implementation of this strategy and to provide oversight of the RBIG. In the short-term, there is existing resource within EDO and in the Corporate Strategy & Performance Team, available until May 2019. With changes to EDO's current structure, a long-term resource will be sought to drive forward the responsible business agenda across the organisation, to support the implementation of this strategy and to drive

continuous improvement in this area of work. There is no request for funding currently being proposed.

Corporate & Strategic Implications

15. To achieve the outcomes set out in the Corporate Plan 2018-23, the City Corporation will need to consider how best to maximise social and environmental benefits through its business activities and its work with others.
16. The strategy is one of the main mechanisms for delivering Corporate Plan Outcome 5 – *Businesses are trusted and socially and environmentally responsible* – as it embeds responsible business practices throughout the organisation and across its operations and activities.
17. Although the principles in the strategy are integrated into all the Corporate Plan outcomes, it directly supports the achievement of the outcomes below, through the actions outlined under each of the priority areas.
 - Outcome 1 – People are safe and feel safe.
 - Outcome 2 – People enjoy good health and wellbeing.
 - Outcome 3 – People have equal opportunities to enrich their lives and reach their full potential.
 - Outcome 4 – Communities are cohesive and have the facilities they need.
 - Outcome 8 – We have access to the skills and talent we need.
 - Outcome 11 – We have clean air, land and water and a thriving and sustainable natural environment.
 - Outcome 12 – Our spaces are secure, resilient and well-maintained.

Conclusion

18. The 'Responsible Business Strategy, 2018-23 – Towards a Sustainable Future' sets out a commitment to creating positive impact and reducing negative impact across all the City Corporation's activities and decisions to help ensure a sustainable future where individuals and communities flourish, and the planet is healthier. It is hoped that the strategy will have been through all officer and Member governance for July 2018, for it to be launched at the Senior Leaders Forum in September 2018.

Appendices

- Appendix 1 – Responsible Business Strategy, 2018-23 - Towards a Sustainable Future.

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Responsible Business Strategy, 2018-23

Towards a Sustainable Future

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Executive Summary

We are in an era when organisations are asked to look beyond their economic impact and consider the way in which they create positive social and environmental value. As an organisation with private, public and charitable and community sector responsibilities, and significant capabilities and commitments, we are well placed to role-model responsible business practices across all of our activities and spheres of influence.

This strategy states our commitment to responsible business and how we will fulfil it, and is set within the framework of our Corporate Plan for 2018-23. We commit to embedding responsible practices throughout our work to take us towards a sustainable future.

To become a more responsible business, we will need to build on our strengths and learn from others along the way. We will champion what we are currently doing well, celebrating for example our role in conservation, philanthropy and responsible procurement. Implementing this strategy will provide us with more examples of change and impact to share internally and externally. By sharing our progress, impact and learning, we aspire to be a responsible business role model to other similar organisations.

Our commitment

We are committed to creating positive impact and reducing negative impact across all our activities and decisions, because it is the right thing to do and will help ensure a sustainable future.

We will achieve this by...

Focusing our efforts on:

- Impact achieved in pursuit of our core purpose, how we deliver our operations and how we procure our resources.
- Impact achieved through our advocacy and role-modelling to others.

Conducting ourselves in the most ethical and responsible ways possible, by using responsible business practices through our every day work and decision making.

- Engaging our employees
- Using our convening power
- Connecting our communities
- Ensuring transparency
- Championing responsible investment
- Leading responsible procurement
- Preventing bribery, fraud and corruption
- Promoting human rights

To create a future where...

Individuals and communities flourish

Create and champion equality, diversity and inclusion across our organisation and networks; and safeguard people and communities from social issues impacting London, by focusing on:

- People's wellbeing
- Equal opportunities
- Diverse organisations

The planet is healthier

Reduce our environmental impact across all our operations while increasing our positive impact through cleaning, greening, advocacy and influencing, by focusing on:

- Air quality
- Waste
- Plastics and packaging
- Climate change
- Biodiversity

Resulting in...

An organisation that makes the right decisions
An organisation that works collaboratively and innovatively to achieve positive impact
An organisation that is trustworthy
An organisation that leads the way in responsible business

Corporate Plan 2018-23 links

This strategy is one of the main mechanisms for delivering Outcome 5: Businesses are trusted and socially and environmentally responsible. It also directly supports the achievement of Outcomes 1, 2, 3, 4, 8, 11 and 12.

Introduction

Catherine McGuinness, Chairman of Policy and Resources & John Barradell, The Town Clerk and Chief Executive

The City of London Corporation has a reach that extends far beyond the Square Mile, spanning the private, public, and charitable and community sectors. Across our diverse responsibilities, our work is guided by our core aims of contributing to a flourishing society, supporting a thriving economy and shaping outstanding environments, for the Square Mile, London, UK and beyond. We are also guided by our commitment to being a relevant, responsible, reliable and radical organisation.

Our Corporate Plan 2018-23 maps out our vision of a vibrant and thriving City, supporting a diverse and sustainable London within a globally-successful UK. To achieve this, we need to consider both how we manage our own business, as well as the contribution we make to our communities and networks. Being a responsible business, that is committed to creating positive impact and reducing our negative impact on society and the environment, underpins all aspects of our work and will be embedded throughout the organisation.

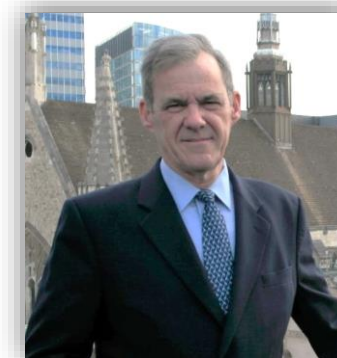
Recent events have put businesses, charities and governments in the spotlight, with the public increasingly calling for transparency, accountability, and probity across a range of issues. More than ever, there is the need to create a lasting legacy of better business trusted by society. This strategy is, therefore, both timely and necessary.

Adopting a responsible business strategy is crucial for motivating our employees, attracting talent and developing trust with our stakeholders and communities. During the consultation on this strategy, many employees passionately described their commitment to a wide variety of sustainability issues facing the organisation and our stakeholders. This strategy will support us in our ambition of having an engaged and motivated workforce who are catalysts for change and work to magnify our impact.

We hope that this strategy and our journey to implement it, will provide an example for other organisations starting or continuing on their responsible business journey. We will share our progress openly and learn from others as we go, and will use our story as a mechanism for inspiring others in our networks and spheres of influence to follow our example and join us in striving to create a more positive impact on society and the environment. Successfully implementing this strategy will require our elected Members and staff to be fully engaged with our responsible business practices, as everyone has a role to play in building a sustainable future.



**Catherine
McGuinness,
Chairman of Policy
and Resources**



**John Barradell, The
Town Clerk and
Chief Executive**

Responsible Business Strategy, 2018-23

Towards a Sustainable Future

In June 2017, we completed an external assessment with B-Lab to assess the efficacy of our responsible business practices. These findings, which included the recommendation to develop a centrally located responsible business strategy, resulted in the formation of a dedicated Task and Finish Group, with responsibility to drive forward the development of the strategy. More details of how the strategy was developed can be found in Appendix 1.

Our resulting Responsible Business Strategy brings together two strands of work where we can make an impact. These are:

- Impact achieved in pursuit of our core purpose, how we deliver our operations and how we procure our resources – i.e. our business activities.
- Impact achieved through our advocacy and role-modelling to others – i.e. our work with others.

By bringing together these two strands of work into one corporate strategy, we can make sure we are doing all we can to move towards a sustainable future. Our unique blend of capabilities and commitments, as set out in Corporate Plan 2018-23, make us well placed to achieve impact in these areas.

This strategy will support the achievement of the three aims and twelve outcomes in the Corporate Plan and is one of the main mechanisms for delivering Outcome 5 ‘Businesses are trusted and socially and environmentally responsible’. Although the principles outlined in the strategy are integrated into all the Corporate Plan outcomes, it also directly supports the achievement of Outcomes 1, 2, 3, 4, 8, 11 and 12.

Working to this strategy will require us to create a shift in the way we think, plan and implement our work. Underpinning the Corporate Plan is a variety of existing and emerging strategies and initiatives that ensure our decisions in this sphere are robust, including but not limited to our: Climate Action, Air Quality, Volunteering, Responsible Procurement, Social Mobility, Philanthropy, Employability, Waste, and Transport strategies and Responsible Investment initiative.

Responsible business practices

We have developed a set of responsible business practices that we commit to using and embedding in our work and in our decision-making processes.

Engaging our employees	We enable and empower our staff to act as a catalyst for change within the communities they live and work in.
Using our convening power	We lend our voice and influence, as an independent and respected organisation, to highlight and advocate for responsible practices across our networks and partnerships.
Connecting with our communities	We listen to our communities and wider stakeholders, within the Square Mile and beyond, to understand the challenges they face and to include them in our planning and decision-making processes, as appropriate.
Ensuring transparency	We embrace transparency and accountability across all our work, including our governance structures and use of funds.
Preventing bribery, corruption and fraud	We actively prevent fraud, corruption and bribery in our own operations and influence our supply chain and partners to do the same.
Promoting human rights	We advocate for human rights in our decision-making processes so that people are treated appropriately and with dignity.
Championing responsible investment	We ensure that our own investments reach and exceed the standards set by United Nations supported Principles for Responsible Investment.
Leading responsible procurement	We apply our responsible business principles to our procurement procedures to maximise social value, minimise environmental impact and strive to ensure the ethical treatment of people throughout our supply chains.

Creating a sustainable future

Our commitment to creating a sustainable future is based on two pillars where we can make positive social and environmental impact. In this strategy, we outline where we currently make positive impacts and then set out actions we will pursue to build upon our successes and help create a more sustainable future.

This strategy allows us to amplify specific responsible business outcomes through our own business and through our influencing role. We have indicated the types of activities we will pursue to further these aims and will establish detailed action plans for each outcome and priority during the implementation of this strategy. We also know that working closely with our partners, stakeholders, communities and networks will be essential to achieving the positive future we want to create.

Individuals and communities flourish

Where we make impact

We are committed to championing equal opportunities and reducing inequality through tackling the barriers that exist for different groups and creating a positive and inclusive culture within our organisation, the Square Mile, London and the UK. We are also committed to creating opportunities for development and progression and building a collaborative and supportive organisation. Our external reach, which involves working with organisations across all sectors, puts us in a unique position to influence the agenda around equality, diversity and inclusion across these industries.

Our unique blend of capabilities also enable us to support communities to become stronger, better connected and more resilient. We play a particular role in this area by supporting the development of resilient communities, managing risks, protecting children and adults at risk, promoting health and wellbeing, and as the police authority for the Square Mile. We also advocate for disadvantaged groups across London, tackling exclusion, hate crime, and harassment through our networks of influence, events and community spaces to build a culture of tolerance. We also support these ambitions by funding a range of charities, through our charitable funder City Bridge Trust.

The planet is healthier

Where we make impact

As a major custodian of London's green belt and the local planning authority for the Square Mile, our role in supporting London's and the UK's environment continues to grow in importance. We manage over 11,000 acres of green space in and around London, which helps to improve air quality and people's health and wellbeing, safeguard biodiversity and contribute to vital ecosystem services. Improving air quality is a high priority for the organisation and we are committed to tackling air pollution in the Square Mile, and we work closely with the Mayor of London and other organisations to do so. We have implemented a range of different measures to improve air quality including piloting a number of initiatives in a Low Emission Neighbourhood, trialling the use of an all-electric refuse collection vehicle and closely monitoring air quality at over 100 locations.

As a planning authority, we work with our partners to set challenging environmental targets for property, in order to deliver our ambitious Local Plan. Our role as provider of local authority services also provides us with opportunities to implement cleaning and greening programmes in the public realm, influence licence-holders, manage flood risk and work with residents, businesses, workers and visitors through environmental campaigns. Through our direct operations, we are also able to reduce our contribution to climate change, for example through our energy use.

Corporate Plan Links

Outcomes 1, 2, 3, 4, 5 and 8

Key related strategies

Volunteering Strategy, Philanthropy Strategy, Employability Strategy, Social Mobility Strategy, Education Strategy, Bridging Divides

Outcomes 5, 11 and 12

Climate Action Strategy, Air Quality Strategy, Transport Strategy, Waste Strategy, Sustainability Plan, Biodiversity Action Plan, Local Plan

Outcome 1: Individuals and communities flourish

Create and champion equality, diversity and inclusion across our organisation and networks; and safeguard people and communities from social issues impacting London.

Priority 1: People's wellbeing

As an organisation with reach across the Square Mile, London, UK and beyond we have a responsibility to positively contribute to people's wellbeing by creating safer and healthier environments which enable individuals and communities to flourish.

Through our business activities, we will:

- Embed third party reporting mechanisms for people in the Square Mile who experience domestic abuse, sexual violence or hate crime to help ensure we provide appropriate services.
- Improve the health and wellbeing of our own workforce, building an even more collaborative and supportive working environment.
- Protect, and where possible enhance, the acoustic environment to mitigate against the effects of noise, to contribute to an improvement in well-being for the people who live, learn, work and visit here.

Through our work with others, we will:

- Convene organisations and groups tackling hate crime and other violence against minorities to strengthen their collective voice.
- Continue to promote the safety of groups facing discrimination and harassment – through funding, facilitation and advocacy.
- Help improve the resilience of individuals and communities, including those who have experienced violence crimes or a loss of their safety, by delivering City Bridge Trust's 'Bridging Divides'.

Priority 2: Equal opportunities

To create a more fair and equal society, we must support social mobility and reduce inequalities at an organisational, local, regional and UK-wide level. We are committed to promoting equality of opportunity and creating accessible environments for all, regardless of background, and will champion this within our own organisation and use our influence to encourage others to do the same.

Through our business activities, we will:

- Develop an ambitious organisation-wide strategy and vision on social mobility, which outlines the key internal enablers, systemic changes and cultural shifts that we need to pursue.
- Enhance access to training and skills for our workforce.
- Create pathways to fulfilling employment in our organisation by providing and supporting opportunities such as volunteer roles, work experience placements, apprenticeships and graduate schemes.
- Develop clear progression pathways through our own organisation to enable staff to reach their full potential, regardless of their background.
- Strengthen and promote our Employee Volunteering Programme to encourage staff learning and development and to facilitate greater levels of giving.

Through our work with others, we will:

- Support a more successful and inclusive London, by delivering our Employability Strategy for 2017-20 and our Living Wage commitments.
- Work with City businesses to create pathways to fulfilling employment and open up more City jobs to people of all backgrounds.
- Understand the future skills gaps and build programmes to address them in partnership with businesses, communities, schools and universities.
- Provide funding, via City Bridge Trust, to charities that aim to reduce inequality and foster more cohesive communities.

Priority 3: Diverse organisations

To develop a diverse and inclusive workforces, we need to consider carefully how to remove the barriers to employment that exist for different groups who experience more exclusion or disadvantage than others.

Through our business activities, we will:

- Ensure diversity and representation within our decision-making processes, groups and wider activity, in line with the Public Sector Equality Duty.
- Continue to build flexibility within our HR processes and procedures that consider the barriers and needs of excluded and protected groups to help ensure their retention and employee satisfaction.
- Analyse, identify and tackle issues within the recruitment and progression systems that present barriers to groups who experience more exclusion or disadvantage.
- Increase the gender-balance of our workforce, particularly at senior management levels, and progress gender pay equality.

Through our work with others, we will:

- Take a lead role on advocating for diversity and inclusion within the sectors where we have influence.
- Champion the role of women in sectors they typically face increased barriers in, for example the financial and professional services sector, and highlight the issues they face.

Outcome 2: The planet is healthier

Reduce our environmental impact across all our operations while increasing our positive impact through cleaning, greening, advocacy and influencing.

Priority 1: Air quality

Air pollution is a major issue affecting the health of every Londoner. It has been estimated that annually up to 9,500 people in London die prematurely due to poor air quality. Due to its location at the centre of London and the density of development, the Square Mile has some of the highest levels of pollution in the country. With our local authority duties, we have a responsibility to improve local air quality by reducing emissions of air pollutants in the Square Mile.

Through our business activities, we will:

- Improve local air quality in the Square Mile and reduce exposure to air pollution by continuing to develop and deliver the City of London Air Quality Strategy.
- Significantly increase the number of clean vehicles in our fleet and continue to trial new technology.
- Encourage and facilitate the uptake of clean alternative vehicles throughout our supply chain.
- Increase the number of electric vehicle charging points across our sites.
- Reduce emissions of air pollutants from our building stock.

Through our work with others, we will:

- Provide leadership for air quality policy and action across London.
- Encourage City businesses to become air quality champions and support our work for cleaner air.
- Support research and development into measures to improve air quality.
- Act as a facilitator for collaborative action on air pollution in London.

Priority 2: Waste

Pursuing more sustainable methods of waste disposal is vital for a healthier planet, with pressures on current waste disposal methods becoming more acute. Our overall waste production and recycling programmes across our operational practices, as well as our local authority waste collection operations, are therefore becoming more relevant and in need of review. Our reliance on other waste planning authorities to take the waste produced within the Square Mile is a growing risk, with landfill sites closing and an increasing focus on the treatment and/or disposal of waste within reasonable proximity to their point of generation. We need to pursue other waste disposal methods that are more sustainable. Further, there is significant staff appetite to ensure that our own internal recycling programme is better understood and adhered to by colleagues.

Through our business activities, we will:

- Develop a consistent and robust approach to waste reduction and collection, including recycling, across all our operational properties.
- Deliver a recycling campaign across the organisation to ensure that waste is correctly sorted and disposed of by staff day-to-day.
- Promote circular economy principles, where resources are kept in use for as long as possible before being recycled or disposed of, across the organisation.

Through our work with others, we will:

- Investigate the use of on-site waste disposal systems, such as anaerobic digestors in new build projects, with developers.
- Encourage businesses to manage their resources in line with the waste hierarchy, firstly by reducing and then re-using or recycling the waste they produce.

Priority 3: Plastics and packaging

The impact of non-biodegradable plastics and packaging on the health of our ecosystems is an increasingly important public concern. We have a unique opportunity to influence this issue through our role as a local authority service provider with excellent relationships with businesses, retailers, and suppliers. However, we also need to ensure that there is coherence between our outward messaging and our internal actions.

Through our business activities, we will:

- Reduce the amount of non-biodegradable plastics and packaging used across all our internal and contracted retail operations.
- Eliminate single use plastics from our operational properties.
- Increase the number of drinking fountains in the Square Mile to promote a refill culture.

Through our work with others, we will:

- Lead on a campaign for a 'Plastic Free City'.
- Raise awareness of the impacts plastics can have on the environment.
- Promote alternatives to single-use packaging.

Outcome 2: The planet is healthier

Reduce our environmental impact across all our operations while increasing our positive impact through cleaning, greening, advocacy and influencing.

Priority 4: Climate change

Flooding, temperature variations, extreme weather events and their effects on infrastructure and public health, will increasingly affect the natural environment and the communities we work with in the Square Mile, London, UK and beyond. As a responsible organisation, we need to ensure that we minimise our effect on climate change through our direct operations, while taking a more central role in advocating good practice across our networks and spheres of influence.

Through our business activities, we will:

- Develop and implement the 2018 Climate Action Plan for the Square Mile.
- Reduce the risk and impact of flooding on the Square Mile by implementing the City of London Local Flood Risk Management Strategy.
- Source 100% renewable electricity across our operational and investment portfolios in the short term.
- Invest in renewable energy installations in the medium term, to increase renewable energy supply and resilience for our organisation.
- Increase the proportion of renewable gas in our energy supply in the longer term.
- Minimise the use of diesel vehicles being used by staff and Members to travel to and from work and during work, by promoting and providing more environmentally-friendly forms of travel.
- Reduce energy use in our offices.

Through our work with others, we will:

- Influence developers to prioritise green construction through our planning policies.
- Work to implement a carbon offsetting scheme to invest in carbon reduction projects through the City Carbon Fund.
- Improve businesses and occupiers resilience to flooding within the City Flood Risk Area.

Priority 5: Biodiversity

The impacts of urbanisation, loss of green areas, land use changes and intensification of farming are all harming our environment and reducing our biodiversity, which negatively effects the resilience and sustainability of our natural environment. This is particularly felt in urban areas where pressure from housing and infrastructure can threaten green areas. With our local and planning authority responsibilities, and as part of our own construction projects, we can prioritise sustainable development and greening initiatives through policy which affects developers and our own public realm initiatives.

Through our business activities, we will:

- Protect existing habitats and create new biodiverse habitats in the Square Mile, using our planning policies and corporate requirements.
- Support the continued management of 11,000 acres of green space in and around London to ensure high quality habitats and biodiversity.
- Increase the greening of our operational properties.

Through our work with others, we will:

- Set challenging environmental targets for developers, contractors, occupiers, workers and residents.
- Use planning policy and strengthened corporate requirements to prioritise sustainable development and greening in new and existing developments and in the public realm.

Making this strategy a reality

We have outlined five next steps that are essential in implementing the strategy successfully over the next five years, which all rely on the continued commitment of our staff and elected Members. These steps are underpinned by the responsible business practices that we will embed in our everyday work to achieve our aims, such as championing responsible investment and responsible procurement. Delivering on these steps will thus help us to tell our story more powerfully, building on our current work and amplifying our potential.

1. Bringing together good practice

Work has already taken place on identifying new and existing initiatives, programmes and services which are contributing to our responsible business outcomes. However, we know that we have not yet fully captured and understood our impact and excellence. Knowing this, allows us to tell our responsible business story with more confidence and energy, focusing on our outcomes, impact and practices.

2. Responsibility and Action Planning

Indicative actions have been identified for the key priority areas under each outcome. To successfully deliver these actions, dedicated staff resource is needed to develop detailed action plans, which include specific outputs, targets and measures, promote collaboration and measure the success of our activities in delivering our outcomes and commitments. However, the success of this strategy also relies on all staff taking collective responsibility for making responsible business part of their everyday work and for challenging decisions that do not align with our commitments and aims. As part of the implementation process, we will develop a comprehensive communications plan to engage all staff with the commitments and practices set out in this strategy.

3. Monitoring and Reporting

Monitoring progress to ensure we are on track to achieve our vision and aims is an important part of our responsible business approach. We will measure our performance against our impact on outcomes and priority areas, and against the targets set out in the detailed action plans. We will be transparent in our reporting of where we are having the greatest impact and the areas where there is still room for improvement. The strategy will be reviewed regularly over the five years to ensure we remain relevant and responsive to the issues of the time.

4. Defining success

We see success as building on our values and outcomes to ensure that we are an organisation that:

- Evaluates our decision making and activities in the context of responsible business, ensuring that we make the most positive impact while reducing our negative impact.
- Works collaboratively and innovatively across our organisation and externally in order to meet the outcomes we have defined in this strategy.
- Involves our communities in our decision making and activities, with our outward messages matching our inward actions, thus building trust in our organisation.
- Becomes a leader in responsible business, sharing our expertise and insights with other government bodies, charitable and community sector organisations and non-profit organisations.

5. Telling our story

We want our responsible business journey to inspire and influence others to follow our example, both within our organisation and externally through our partners and stakeholders. We will start by sharing and championing the successes we have already achieved, including for example the conservation and enhancement of biodiversity across our 11,000 acres of green spaces, the hiring of 100 apprentices in 2017/18 and the implementation of low emission zones in the Square Mile.

We will use this strategy to generate and tell real stories of change and impact which we hope that others will use as examples to start or progress their own responsible business journeys. We will share these messages through internal and external communications campaigns, to embed a collective understanding of what responsible business is in practice and to inspire other similar organisations.

Acknowledgements

We are very grateful for the time, knowledge and passion of all our contributors and stakeholders who have informed the development of this strategy.

We owe a special thank you to the members of the Task and Finish group who drove the development of this strategy forward:

Dr Peter Kane – Chamberlain, Chamberlain's (co-chair)
David Farnsworth – Chief Grants Officer and Director of City Bridge Trust, Town Clerk's (co-chair)
Grace Rawnsley – Internal Responsible Business Strategy Officer, Town Clerk's
Amelia Ehren – Corporate Strategy Officer, Town Clerk's
Sufina Ahmad – Corporate Strategy Manager, Town Clerk's
Natalie Evans – Responsible Procurement Manager, Chamberlain's
Noa Burger – Head of Responsible Business, Economic Development
Simon Cribbens – Assistant Director, Children and Community Services
Jon Averbs – Assistant Director, Markets and Consumer Protection
Paul Beckett – Policy and Performance Director, Built Environment
Esther Sumner – Business Manager (previous), Open Spaces
Mansi Sehgal – Energy Manager, City Surveyors
James Rooke – Energy Manager (maternity cover), City Surveyors
Tracey Jansen – Assistant Director, Human Resources
Fiona Rawes – Head of Philanthropy Strategy, City Bridge Trust
Inspector Lorenzo Coniglairo – Counter Terrorism, City of London Police

"We can be rightly proud of what we have already achieved in becoming a responsible business, but this strategy underlines our passionate commitment to building a more sustainable future."

Dr Peter Kane and David Farnsworth
(Co-chairs)

Appendix 1

Developing the strategy

In June 2017, we commissioned a review of our internal responsible business practices using the B-Lab UK model. This review highlighted many areas of excellence and a variety of recommendations to strengthen our internal work. One of these recommendations was a centrally located Responsible Business Strategy aiming to bring coherence between our inward actions and outward messaging, and aligning our work more closely with the Corporate Plan, 2018-2023.

A Task and Finish Group with representation from across the organisation, and chaired by the Chamberlain and Chief Grants Officer, began a collaborative and participatory process of designing the strategy in September 2017. Using desk based research, commissioned reviews, 1-2-1 internal and external meetings, the UN Sustainable Development Goals and the corporate risk register, the group initially identified over 90 issues and opportunities that are relevant to our operations and corporate outcomes. Some of these issues were very localised and could be dealt with by individual teams or departments, some of the issues were large and complex and require a corporate response. A materiality assessment was then carried out, which identified eight topics to become the priority areas for this strategy.

UN Sustainable Development Goals

We have identified ten UN Sustainable Development Goals where we feel we can have the most impact through our internal responsible business strategy. These goals sit at the heart of our thinking around responsible business and have influenced the development of our strategy.



Materiality assessment

There are hundreds of social and environmental issues facing the planet; within our supply chains, our communities and our business. Our aim is to create social and environmental impact through all our activities by reducing our negative impact and maximising our positive impact.

Our material issues and opportunities give direction for the focus of our organisation's responsible business work into the future. We will continue to update our materiality assessment to capture new risks and opportunities that the organisation faces.

We work closely with our staff and stakeholders to identify the issues that are most pressing, relevant and important to our organisation. To identify the eight priority areas in this strategy, we carried out a internal staff survey to highlight the issues that were most important to our employees and then ranked these issues against their impact on our Corporate Plan, which was finalised in March 2018. This process enabled us to focus in on a smaller number of our material issues in the five-year term of this strategy to provide more focus, drive and meaningful impact.

This process does not minimise the importance of the other material issues we have highlighted on this page, and we are committed to supporting and reporting on our actions to minimise our negative impact and create meaningful positive impact across all of these issues.

Societal issues

Increasingly, individuals and communities are facing a number of societal issues. As a responsible organisation, we have a part to play in championing equal opportunities, promoting diversity, reducing inequality and safeguarding people from negative risks within our organisation, the Square Mile, London and the UK.

Key material issues

- People's wellbeing
- Equal opportunities
- Diverse workforce
- Affordable housing
- Women in the workplace
- Pay differentials
- Crisis and resilience
- Employment within socially excluded groups
- Intensification of London's population
- Support for charities
- Support for SMEs

Environmental issues

Our planet is under increasing pressure from a variety of sources including climate change. As a responsible organisation, we have a part to play in ensuring that our operations and supply chains are as environmentally friendly as possible, while recognising our unique responsibilities and opportunities to influence as a major contributor to London's green belt and the planning authority for the Square Mile.

Key material issues

- Air quality
- Waste
- Plastics and packaging
- Climate change
- Biodiversity
- Embodied carbon
- Emissions through energy use
- Food security

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Committee:	Date:
Policy and Resources	5 July 2018
Subject: Housing Delivery	Public
Report of: Andrew Carter, Director of Community and Children's Services Paul Wilkinson, City Surveyor	For Decision
Report author: Simon Cribbens – Assistant Director, Community and Children's Services	

Summary

The City of London Corporation (City Corporation) set a target to deliver 3,700 homes on sites in its ownership by 2025. The complexity, and subsequent timeline, of bringing some significant sites forward for development is such that this target will not be completed within the timescale set. This is likely to reduce delivery of new homes by 2025 to the 700 units planned on existing social housing estates and 200 units on other sites.

Members of the Housing Delivery Programme Working Group would like the City Corporation to consider an additional policy to identify other housing opportunities, to resource the development of these options and commit in principle to investment in such options.

Recommendations

Members are asked to:

- Note the challenges to delivering the existing policy of 3,700 additional homes by 2025.
- Consider the development of an additional policy and options to increase the supply of new homes beyond the use of its own sites and if agreed to:
 - Agree in principle to the allocation of resources for future investment.
 - Note the potential and range options and opportunities set out.
 - Approve resources of up to £100k from City Cash to provide expertise and capacity to develop and propose costed options for delivery.
 - Amend the Terms of Reference of the Housing Programme Delivery Working Group accordingly.

Main Report

Background

1. In October 2015 the City of London Corporation set out its policy response to the capital's housing shortage. This committed to the delivery of 3,700 additional homes by 2025.

2. An assessment of opportunities to increase housing supply identified capacity within the City Corporation's existing social housing estates for approximately 700 additional homes. Outside of these estates, the City Corporation has identified sites in its ownership with the potential to deliver a further 3,000 new homes post their current operational or investment use.
3. The shortage of housing in London remains acute. Since the City Corporation set out its approach in 2015, the capital has witnessed the tragic events of Grenfell Tower, and renewed commitments to tackling housing shortage from the government and Mayor of London. These have served to ensure housing remains a significant political, social and economic issue.
4. This context provides an opportunity for the City Corporation to fulfil the aims of its Corporate Plan to contribute to a flourishing society and thriving economy.

Current Position

5. Delivery on sites within the City Corporation's social housing estates has focused on smaller scale development, yielding 62 new homes to date. Seven other current schemes are expected to deliver a further 270 new homes, support by £14.6 million grant funding secured from the Greater London Authority (GLA).
6. Beyond these schemes, delivery within the social housing portfolio will focus on larger scale opportunities offering better economies and value (albeit at greater complexity). This focus coincides with changes to planning policy, London Plan targets and approaches in boroughs in which the Corporation has housing stock. Together, these offer the potential to deliver more homes than originally proposed for these estates.
7. However, the social housing (Housing Revenue Account) business plan is being reviewed in the light of investment commitments arising from a new stock condition survey of existing homes, and commitments to retrofit fire safety measures. These needs may reduce the resources available for new build development.
8. The greatest potential for delivery on other City Corporation sites is focussed on the opportunities provided by the Markets Review. These sites have been assessed as having capacity to deliver in excess of 4,000 homes, subject to planning. However, realising these opportunities is subject to decisions regarding the relocation of existing wholesale markets, planning challenges, and a change in legislation. The timeline and complexity of these elements means the sites may not be available for redevelopment for up to ten years. Therefore, there can only be confidence in the delivery of the 700 homes planned on existing social housing estates by 2025 and a further 200 units on other sites (see Appendix 1)
9. Other significant opportunities are being explored, but are contingent on negotiation with, and the co-operation of, third party leaseholders and the local planning authority.

Housing Delivery Programme Working Group

10. To support the City Corporation's housing delivery, a member-led Housing Delivery Programme Working Group has been established. Its remit relates to the delivery of the target and policy agreed in October 2015. The conclusion of members of this Working Group is that the delivery of 3,700 new homes on these sites cannot be achieved by 2025.
11. This conclusion has given rise to consideration within the Working Group as to whether the City Corporation's contribution to tackling housing shortage should be met through additional policy approaches. It is proposed by members of that Working Group that any such approaches, if supported, should
 - i. Look at all opportunities for delivering new homes with a focus on:
 - City Corporation owned land
 - land owned by other London Boroughs or authorities within close proximity to London that could be developed in partnership with the City Corporation
 - land owned by other parties including the GLA, Homes England, Housing Associations, the NHS, TfL or similar that could be developed in partnership
 - ii. Where such opportunities:
 - drive additional volume that might not otherwise be delivered
 - accelerate housing output.
12. In doing so the City Corporation would seek to provide and encourage the provision of homes of mixed tenures for those on a range of incomes. It would avoid simply bidding for land on the open market where the role of City Corporation would not bring added value, additional volume or accelerate delivery.
13. Such an approach would recognise the potential of a broad range of investment vehicles for supporting delivery through partnerships, joint ventures and scheme borrowing with both the public sector and private sector. These would be evaluated on a scheme by scheme basis.

Potential future approaches

14. The high-profile nature of the City Corporation's policy commitment to new homes has encouraged a number of partners – both in private and public sectors – to propose development opportunities and potential ventures.
15. At face value some would appear to propose schemes that would otherwise be delivered by the market. However, other proposals seek support to unlock delivery - including investment in homes on public sector land, supporting schemes with partner authorities and investing in infrastructure. In addition, a more ambitious approach to the regeneration of some City Corporation housing estates could deliver significantly more units than planned. A number of these emerging proposals are set out in Appendix 2.

16. Members of the Working Group also suggested the City Corporation could use its brand and balance sheet to give reassurance to developers of potential schemes and accelerate delivery where market conditions had softened.
17. While a range of external opportunities beyond our own land exist for the City to consider, it was noted that their exploration would need a dedicated and skilled resource. It was also noted that any such approaches imply a financial investment, potentially of significant scale, and that further exploration should only be pursued if there was commitment in principle to consider such additional investment alongside what will be required to deliver our own sites and other City priorities.

Proposals

18. Members are asked to consider whether in the light of the conclusions of the Housing Delivery Programme Working Group, the City Corporation should develop an additional policy and options to increase the supply of new homes beyond the use of its own sites. These options would remain consistent with the other principles agreed in the City Corporation's policy "Increasing the Supply of Homes – the Role of the City of London Corporation".
19. If such an approach is supported, Members are asked to agree in principle to the allocation of resources for future investment, the source of which will be identified as proposals develop, and which will depend on the capacity in which the City is acting. This would enable a meaningful dialogue with partners to identify the range and cost of options for full and future consideration by Members.
20. The return on such investment would depend on the quality of the decision taking, market conditions and unforeseeable external factors. It is noted that private sector investment in social and affordable housing is currently targeting up to 5 per cent and in some cases 6 per cent investment yields.
21. To provide guidance and focus to the options that should be pursued for detailed consideration, it would be necessary to amend the terms of reference of the Housing Delivery Programme Working to reflect any agreed change in policy or remit. The current Terms of Reference are appended (Appendix 3).
22. To progress these proposals, Members would need to approve and resource additional capacity, with appropriate skills, knowledge and experience. This would be delivered through either a fixed term appointment or commissioning of an external advisor.
23. The duration and scale of such a resource will be driven by the number of opportunities identified for appraisal and whether subsequent or additional opportunities are sought.
24. Members are therefore asked to make available funding of up to £100,000 from City Cash to support this work.

Corporate & Strategic Implications

25. The City Corporation's contribution to tackling housing shortage will support its corporate strategy aims to "contribute to a flourishing society" and "support a thriving economy".
26. As the proposals progress, specific consideration can be given to the capacities in which the City may most appropriately undertake the activities (ie City's Cash, as trustee of Bridge House Estates, or in its local authority capacity). This will need to include consideration of trustee duties (if BHE is involved) and of relevant statutory powers (if the City acts in its local authority capacity). These issues would be the subject of further reports containing detailed consideration of the issues highlighted and all other issues which emerge.

Implications

27. The cost of delivering any wider housing ambition will be contingent on the site, nature and scale of any such scheme. A recent example includes reported expenditure of over £40m by the Mayor of London to acquire a hospital site for 800 homes in north London. It should also be noted that the average cost of delivering affordable housing in the capital – including land and on-costs – is currently estimated in the range of £300,000 - £400,000 per unit.

Health Implications

28. Adequate housing is fundamental to the health and wellbeing of individuals, and therefore increasing the supply of homes will have positive implications for health.

Conclusion

29. Tackling housing shortage in the capital remains one of the most urgent issues facing all tiers of government in London. The City Corporation has committed to play its part to address this issue by increasing the supply of homes on development sites across London. In doing so it has the opportunity to provide and encourage the provision of homes of mixed tenures for those on a range of incomes.

Appendices

- Appendix 1 - Delivery opportunities on City Corporation sites outside of the Housing Revenue Account (non-public)
- Appendix 2 – Housing opportunities: emerging proposals (non-public)
- Appendix 3 – Housing Delivery Programme Working Group: Terms of Reference

Background Papers

16 October 2015: Report – Policy and Resources Committee: Increasing the Supply of Homes. Role of the City of London Corporation

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(N.B. – Appendices 1 and 2 in non-public)

Appendix 3

Housing Delivery Programme Working Group: Terms of Reference

Housing Delivery Programme Working Group

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

Terms of Reference

To be responsible for supporting the Policy and Resources Committee in progressing the delivery of the Corporation's target of establishing 3,700 new houses over the next 10 years, 700 on the City Corporation's Housing Revenue Account estates and 3,000 on other sites owned by the Corporation.

Committees:	Dates:
Resource Allocation Sub Committee Policy and Resources	5 July 2018 5 July 2018
Subject: City Mental Health Centre	Public
Report of: Andrew Carter, Director of Community and Children's Services, DCCS	For Decision
Report author: Zoe Dhami, Strategy Officer – Housing and ASC, DCCS	

Summary

The Community and Children's Services (CCS) Committee supports proposals to deliver mental health centre in the Square Mile, to deliver a range of clinical treatments to tackle mental ill health among workers and the resident population. The planned provision will include low cost interventions for workers and residents on low incomes, enabled by provision of rent-free premises provided from the Housing Revenue Account (HRA) portfolio of commercial shop units.

Members of CCS expressed a strong preference for a larger delivery model, with the provider having the option to deliver from two adjoining shop units. This report seeks funding to cover the rental income loss to HRA for two shop units to enable a three-year pilot scheme to be progressed.

Recommendation(s)

Members are asked to:

- Approve funding of:
 - £32,000 to compensate the HRA for void losses (of which £16,000 is committed at risk)
 - Up to £192,000 to enable a maximum of two shop units from the HRA to be provided rent free for three years.

Main Report

Background

1. Officers have brought forward a proposal to set up a Mental Health Centre in the City of London to address a gap in provision and fulfil the commitments of the City Corporation's Joint Health and Wellbeing Strategy and Mental Health Strategy to address mental health needs of workers.
2. In March 2018, Members of CCS Grand Committee approved the use of commercial premises within the HRA estate to be made available for this purpose, subject to compensation to the HRA for loss of rent.

3. Members of CCS also proposed a larger scale model that would require two adjoining shop units. It was felt that this would provide for a more financially viable and ambitious scheme.
4. The department had sought funding for the rent element to be reimbursed to the HRA from the Priorities Pot funding process. However, funding from this source was only awarded for a single year on a bid based on a single shop unit, and therefore is not appropriate to the three-year proposal and Member's wishes for a larger scheme.

Current Position

5. Officers have identified two adjoining HRA shop units - 75 and 77 Middlesex Street - for use. They are located in an area providing access to both City residents and workers. The competitive process to select the service provider will allow potential providers to develop a business model based on one or both units. The City Surveyor's Department has estimated that rental values for 75 and 77 Middlesex Street are £32,000 per unit, per annum.
6. A void period of several months is usual for these properties. This is estimated (based on units in the same parades) to be nine months. The delivery of this project requires two units to be held void so that adjoining units can be guaranteed, and for a period that exceeds the usual expected void period.

Proposals

7. To ensure the HRA does not experience undue financial loss from extended voids, members are asked to fund a period of six months rent for each property at a total cost of £32,000. This will allow three months for the provider selection and three months for refurbishment (works that cannot begin until the chosen provider and business model is selected). If agreed, it is proposed that £16,000 of this is paid at risk – given the possibility the project may not attract a successful provider.
8. The shop units will be offered to a provider for a period of three years rent free. During this period the rent is fixed and therefore represents a total rental income to the HRA of £192,000 over three years from the point of occupation. It is proposed Members agree to reimburse the HRA up to £192,000 to enable the operation of this centre.

Refurbishment costs

9. To further support the delivery and viability of the centre, the department sought capital funding from the Community Infrastructure Levy (CIL) for refurbishment costs. This was approved at the Priorities Board meeting of 20.06.18. The bid for CIL funding was based on the estimates provided by the City Surveyor, which range from £186,751.95 (+ VAT) for a basic scheme up to £432,630.00 (+ VAT). Both estimates include fees set at 15%. The total cost will be driven by whether a single or two shop units are chosen by the selected provider.

Provider selection

10. A competitive commissioning process will identify a provider based on the City Corporation's ambitions for the scheme. It would place an emphasis on attracting

providers who are either charities, social enterprises, SMEs or consortia of practitioners, and the evaluation of submissions would be based on clinical excellence, potential outcomes and social value.

11. Proposals will need to demonstrate an ability to offer a range of short, medium and longer term therapeutic interventions to maximise the breadth of the centre's impact. It is expected that the provider will put forward a plan to ensure outcomes are sustained beyond the three-year initial period without further rent subsidy.

Corporate & Strategic Implications

12. The plans for a mental health centre in the City relate to the Department of Community and Children's Services' Business Plan (2017-22), which lists a priority objective as health and wellbeing, specifically that "people of all ages enjoy good health and wellbeing".
13. The proposal also relates to the draft Corporate Plan (2018-23), where a corporate outcome within the strategic objective of "contributing to a flourishing society" is that "people enjoy good health and wellbeing".

Financial Implications

14. Financial implications for the three-year pilot scheme are as set out in the body of the report. Were the project to be successful a longer-term funding requirement would need to be addressed for the scheme to continue.

Health Implications

15. According to the City and Hackney Joint Strategic Needs Assessment (JSN) 2014 City Supplement, "most City workers perceive themselves to be in 'very good health'; however independent reports suggest that mental health... [among other issues, such as musculoskeletal disorders and respiratory issues] remains a major risk factor". The supplement also states that approximately 21% of City workers (2014 figures) report suffering from depression, anxiety, or other mental health conditions.
16. Turning our attention to the City's residents, the Health and Wellbeing Profile Update of the City and Hackney JSNA (2016) estimates that 1,300 of 19 to 64-year-olds have at least one common mental health disorder, of whom half have depression and/ or anxiety. Only a small proportion of this demographic have their condition recorded by their GP.

Conclusion

17. There are a limited range and number of mental health-related NHS services available in the City of London. Provision is further limited for those working, but not living, in the Square Mile. The delivery of a mental health centre for both residents and workers would fill this gap in NHS services, and allow access to long-term methods of treatments.
18. Approval of the requested funding would ensure that the City of London continues to fulfil its duty of care to both residents and workers, and support the outcomes of the Corporate Plan.

Appendices

- None.

Background Papers

- “Mental Health Centre” paper, approved by Community & Children’s Services on 7 March 2018.

Zoe Dhami

Strategy Officer – Housing and Adult Social Care, Department of Community & Children’s Services

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Committees:		Dates:
Streets and Walkways Sub-Committee		03/07/2018
Resource Allocation Sub-Committee		05/07/2018
Policy and Resources Committee		05/07/2018
Projects Sub-Committee		18/07/2018
Port Health & Environmental Services		16/07/2018
Subject: Beech Street: Transport and Public Realm Improvements	Issue Report: Gateway 3 Complex	Public
Report of: Director of the Built Environment Report Author: Kristian Turner		For Decision

Dashboard

Timeline: G4 Detailed Option Appraisal ~ May 2021

Total Estimated Cost: £12M-£15M (for the transport, highway and public realm elements on Beech Street only)

Approved budget: £120,525

Spend to Date: £66,336

Overall Project Risk: High

This report

In June 2018 the Policy and Resources Committee agreed the vision for Beech Street; the objective of the vision is to transform the property and public realm on Beech Street to create a vibrant retail precinct with a high quality public realm at the centre of the Culture Mile.

The programme for the delivery of the Beech Street vision, the *Beech Street Major Transformation* programme, includes three individual projects on Beech Street; the podium waterproofing, property redevelopment, and transport and public realm improvements. In June 2018 the Policy and Resources Committee agreed that these three projects, which all have significant interdependences, be developed individually with their own specific budgets and milestones through the committee approvals process.

This report is for the ***Beech Street Transport and Public Realm project***, which is a key project to be delivered in advance of the opening of the redeveloped Exhibition Halls (the property project).

It is recognised that (at least) the partial removal of traffic from Beech Street is critical to enable the widening of the northern footway which then facilitates the redevelopment of the adjacent exhibition halls.

The purpose of this report is to:

- provide an update on the results of the initial traffic modelling and traffic surveys;
- provide an update on the work that has been done to date on the concept design for the public realm;
- advise Members of the proposed next steps, forward programme and risks;
- seek Member agreement to change the scope of the project to investigate the feasibility of improving air quality by restricting some/all traffic on Beech Street to

Ultra Low Emission Vehicles (as recommended by the Low Emissions Neighbourhood project);

- seek approval for the procurement route;
- seek approval to increase the existing project budget and secure funding to proceed to Gateway 4.

Progress to date – Transportation and Public Realm

Traffic Modelling – Beech Street traffic options

An initial, Preliminary Impact Analysis (using the strategic TfL 2018 ONE Model for Central London) was produced in 2016 as part of a study to identify the geographical area that would be affected by different options for the restriction or removal of traffic from Beech Street. The options for testing were:

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

The areas affected by the reassignment of traffic are presented in Appendix 1.

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.

It was determined that Option 1 affects traffic over the smallest area. Option 1 would support the delivery of the Beech Street vision (by reducing traffic and allowing the footway to be widened) and it is proposed that the feasibility of Option 1 is now explored further as this has a higher chance of being approved by Transport for London than the other options.

The successful progression of Option 1 will present a significant challenge for the organisation, likely requiring a reduction in traffic volumes in the area to make the scheme traffic neutral and acceptable to TfL.

Traffic Modelling – Centre for Music

In addition to the aspirations for Beech Street, two other projects of significance in the Culture Mile area are the Centre for Music (at the Rotunda) and the new Museum of London at West Smithfield.

In late 2017, an initial concept design for the proposed Centre for Music (C4M) was shared with officers and Members. The C4M team sought a preliminary steer from DBE to confirm if the outline design of the building and requirement for significant highway changes would be deliverable, and this would enable the building design to progress to the Planning stage in 2020.

A similar high-level scenario was run through the ONE model to understand the scope of traffic reassignment caused by the new highway layout for C4M. It was found that when considering C4M in isolation the traffic impacts could be kept within the City boundary because most of the traffic passing through the Rotunda junction would still be able to do so in all directions and traffic queues would increase but not unsustainably so.

Further scenarios were then run to get an indication of the scope of impact if Options 1,2 and 3 for Beech Street was layered with the C4M project. It was found that the areas of impact would stay broadly the same, but that further congestion would eventuate on Old Street and on the streets approaching the Rotunda junction because its capacity would be reduced by the highway changes required to facilitate the C4M building design.

Traffic Surveys during Beech Street closure (Barbican Open Fest)

In March Beech Street was closed for 5 days for the “Tunnel Visions Array” sound and light event. This was used as an opportunity to undertake traffic surveys on the key junctions on the alternative routes to the north and south of Beech Street. These surveys were then compared to a “normal” day when Beech Street was open as usual. A full briefing note is included in Appendix 2. In summary the key findings are that:

- traffic volumes are consistent, suggesting that most of the traffic has a local destination;
- the traffic signals in the area operate at full capacity in the AM peak;
- traffic diverts around Beech Street primarily via London Wall and Old Street;
- With adjoining junctions such as Moorgate / London Wall already operating at full capacity, the additional traffic causes traffic queues to increase;
- Overall, there is an average 23% increase in journey times on the routes to the south and north of Beech Street;
- On some arms of junctions, (such as Aldersgate Street northbound at Beech Street junction) journey times increase by over 100% (i.e. from 34 seconds to 73 seconds).

The above simply presents the analysed data of the traffic surveyed during a closure with no other traffic management interventions. Despite requests for information, we do not know if TfL altered traffic signal timings on the days of closure.

Public Realm

Beech Street was identified as a priority area for enhancement in the Barbican & Golden Lane Area Strategy (approved in 2015), with an emphasis on reducing traffic levels and improving conditions for pedestrians and cyclists.

The Culture Mile Look & Feel Strategy, which is due for adoption in summer 2018, also identified Beech Street as a critical section of the ‘cultural spine’, the main east-west route through the Culture Mile area. The principles for the cultural spine include creating new places along the route, prioritising pedestrian movement, and making the area easier and more pleasant to navigate. Specifically, for Beech Street, the intention is to create a unique and vibrant urban ‘destination’, with an enhanced street environment and the potential for future pedestrianisation.

Initial design approaches for Beech Street have been considered, dependent on the option(s) taken forward for further development. These opportunities include, but are not limited to:

- widened footways in enhanced materials;
- alterations to the junctions at either end of Beech Street, but particularly the junction with Aldersgate Street;
- improved lighting, including the potential for architectural or curated lighting;
- the introduction of public art.

Air quality – Ultra Low Emission Vehicles (ULEV)

In parallel to the transport and public realm investigations for Beech Street has been the work undertaken in the Barbican area by the Low Emissions Neighbourhood (LEN) project. This work has identified the air quality on Beech Street as a local concern for residents and visitors.

The complexity and timelines for removing traffic from Beech Street extend beyond the TfL funding for the LEN project (i.e. April 2019). An alternative approach has been agreed by the Port Health & Environmental Services Committee in which a pilot ULEV project will be introduced on Moor Lane to both improve air quality on that street and provide a template for future ULEV only streets in the City (potentially including Beech Street) to tackle poor air quality.

The Port Health and Environmental Services Committee has requested that the potential for ULEV restrictions on Beech Street be investigated as part of the traffic reduction options. It is therefore proposed that the scope of this project be expanded to determine the feasibility of restricting some or all traffic on Beech Street to ULEV vehicles only. This will include investigating if an eastbound restriction to ULEV vehicles can be delivered in advance of the main works.

Proposed next steps

To deliver the vision for Beech Street, the following tasks will be undertaken:

1. The most urgent requirement is to establish the physical constraints of the site, in particular the structures underneath Beech Street to determine if the structure is capable of bearing the additional “loading” (i.e. the weight of extra concrete and paving) from widening the northern footway.
2. Officers will begin an engagement process with Transport for London and LB Islington at a strategic and operational level.
3. Officers will develop a detailed project plan and advise Members on the high level political engagement which is likely to be required with neighbouring authorities and GLA/TfL.
4. At this early stage, it is proposed that it will be necessary to build a VISSIM micro-simulation model over a wide area of the City and part of Islington to enable the impacts of the Beech Street proposal (Option 1) to be fully quantified. This is a more detailed model of the area that traffic will reassign to when Beech Street (eastbound) is closed. The VISSIM model enables a detailed analysis of the impact on junctions and individual streets. This will be subject to TfL’s Model Audit Process with the objective being that TfL, as Strategic Traffic Authority, accept the model and grant the necessary approvals under the Traffic Management Act.
5. The VISSIM traffic model will be designed so that it can be adapted to be used for future City projects. It is possible that the model needs to be developed with information from other authorities to capture their schemes which also affect traffic. The City would retain ownership of this model for the future.
6. The project team will produce computer generated images of what a transformed Beech Street could look like, this will be used in engagement and stakeholder management and to help build momentum for the project.

7. When a level of confidence has been reached that traffic can be removed or reduced in Beech Street, a landscape architect will produce a design for the street. A Working Party for the public realm will be established to define objectives to guide the design approach.

Key Project Risks and Opportunities

The main project risks, challenges and opportunities are detailed below:

1. The condition and capacity of the underground structure is unknown and is to be assessed. There is a programme and cost risk that the structure will not be able to accommodate the additional loads on the surface which could prevent the footway widening, which would in turn limit the potential for the public realm improvements and property redevelopment. – **Programme and cost risk**
2. From the initial work done to date, it has been determined that the traffic modelling required to keep the project traffic neutral will be much more complex than for the Aldgate and Bank on Safety projects. The scale of the traffic modelling required has never been attempted by the City before. – **Technical risk**
3. Both Transport for London and LB Islington have aspirations on Old Street for the Old Street roundabout and a cycle route along Old Street/Clerkenwell Road. Old Street is a Principal Road in Islington linking to the Strategic Road Network (SRN) and Transport for London Road Network (TLRN) at Old Street roundabout. All works with an impact on the SRN/TLRN require TfL approval as Strategic Traffic Authority under the Traffic Management Act. These schemes are likely to seek to reduce traffic capacity whereas the partial closure of Beech Street would require more traffic to use this route. There is a risk that both parties will not support having traffic reassign to Old Street which could significantly delay or halt the Beech Street project. - **Programme and political risk**
4. There is a risk that TfL, residents or businesses will object to changes to the Route 153 bus.
- **Programme risk and political risk**
5. There is a high risk of vociferous opposition from single issue transport groups. – **Political risk**
6. There is an opportunity to work collaboratively with LB Islington on the traffic challenges so that both parties can realise their aspirations. The Culture Mile may also provide significant cross boundary benefit for Islington.
7. Future projects, such as Centre for Music and Museum of London at West Smithfield add an extra layer of complexity to the planning, management and resilience of the street network in the next 10-15 years. The delivery of C4M may require two way traffic on Beech Street – **Programme and cost risk**
8. The City's emerging Transport Strategy will provide a framework for new initiatives to actively manage traffic volumes in the City where traffic volumes are expected to be reduced over time. This is necessary to enable the delivery of the Culture Mile projects as well as other initiatives across the City.
9. To obtain the necessary Traffic Management Act permission from TfL will require more engagement and working with TfL than recent projects. TfL is undergoing its largest restructure in a generation. Key staff have been redeployed or departed and relationships need to be built at a political and operational level by Member's and officers. – **Programme risk**

10. There are opportunities to be explored for funding through the Mayor of London's Transport Strategy, i.e. the Healthy Streets initiative. With delays to other TfL programmes, Beech Street may receive a high level of GLA support.

Procurement

Work to procure the services of a transport consultancy to undertake the traffic modelling and a landscape architect for the public realm design (~£600K of services) will be undertaken with the assistance of the City Procurement team. DBE does not presently have a framework consultant for transportation and landscape services.

Studies and design will be done in-house where possible to reduce consultant costs. Traffic modelling is one service that cannot be delivered in-house, and it is considered that only 2-3 consultancies in London have the necessary experience and staff to undertake this complex work.

There are 3 options for the procurement of transportation and landscape design services:

Option 1 – Full OJEU tender

Time to tender ~ 6 months

Benefits – full compliance

Disbenefits – programme delay. The cost benefit is diminished by the cost of the officer time in preparing, tendering and assessing bids. Additional risk is a challenge if the “value” of the tender changes as the project progresses. This is difficult to estimate for the nature of this work.

Option 2 – utilise another public sector framework (i.e. TfL)

Time to tender ~2-3 months

Benefits – compliant and faster than Option 1

Disbenefit – the 2-3 consultancies we believe have the necessary skills are not on these frameworks as they tend to be smaller and more specialised SME's.

Option 3 – utilise design services in the Riney's contract (preferred method)

Time to tender ~1-2 months

Benefits – compliant and immediately available, sufficient time on Riney contract. Similar approach used in Westminster on the Conways contract

Disbenefits – would be a large amount of fees to route through the Riney's contract.

Options 1 and 3 would be the routes most likely to result in procuring a consultant with the necessary skills and experience. Given the expediency which is required for the project to meet the opening time for the redeveloped exhibition halls, in consultation with City Procurement it is proposed that Option 3 utilising the design services in the Highway Term Contract is used.

Structural services will be procured through the term contract for Structures and Bridges.

Forward Programme

A forward programme which represents the best judgement of officers for a project of this size and complexity is detailed below. This programme is reliant on a significant amount of agreement by third parties and is indicative only.

The key dates are as follows:

- **August 2018 – December 2018** Structural assessment and site surveys completed
- **August 2018** Scoping of modelling brief
- **September 2018** Procurement of transport and public realm services (*dependent on procurement option chosen)
- **October 2018 – April 2021** Traffic model completed and accepted by TfL and supported by LB Islington
- **November 2019 – April 2021** Public realm and highway outline design completed
- **May 2021** Gateway 4 Report
- **June 2021 – August 2022** Detailed design completed (structures and highways)
- **September 2022** Gateway 5 Report
- **October 2022 – Autumn 2023** Highway construction
- **Autumn 2023** Highway works complete

It is understood that the above indicative programme would not meet Members expectations to proceed at pace with this project. Officers have further work to do to determine how the programme tasks could be expedited and advise Members in the next update report. One possibility is to accept the additional cost risk of abortive staff costs and proceed with elements of detailed design in advance of receiving the necessary approvals from TfL.

Regular update reports will be provided and significant changes to programme will be reported as part of this.

Detail on how the physical highway and public realm construction works will be coordinated with the Exhibition Halls refurbishment will emerge as both programmes progress, this is dependent upon the progress of the transportation work to reduce traffic in Beech Street. This will then define the feasibility and timing of a proposed ULEV restriction on Beech Street.

Funding

The current expenditure on the project is £66,336 of an approved budget of £120,525, leaving a remaining budget of £54,189. These remaining funds will be utilised to continue developing the project to Gateway 4.

The table below shows the estimated cost to reach Gateway 4.

Description	Approved Budget (£)	Additional Funds Required (£)	Revised Budget to Gateway 4 (£)
Fees	77,025	715,611	792,636
Highways Staff Cost	5,000	64,280	69,280
P&T Staff Costs	38,500	844,946	883,446
TOTAL	120,525	1,624,837	1,745,362

The additional budget required to reach Gateway 4 will be £1,624,837.

Please refer to Appendix 4 for a more detailed breakdown of the total estimated costs to reach Gateway 4.

The staff costs to reach Gateway 4 have been benchmarked against other transportation and public realm schemes delivered by the City and are commensurate. Staff costs to reach Gateway 4 represent approximately 6% of the £15M scheme estimate. This is considered proportionate and appropriate for a project of this complexity.

A full time Project Manager with a designated team providing technical and support skills will be required to develop the project to deliver key tasks; such as procurement, the traffic modelling and approvals, pedestrian modelling, air quality, transport surveys and monitoring, traffic design, structural assessments, public realm lighting design, public and stakeholder engagement, communications and consultation.

Funding Strategy

The table below shows the funding strategy to fund the project to Gateway 4.

Funding Source	Amount (£)
CIL (Public Realm & Local Transport Improvements	1,624,837
Total	1,624,837

Recommendations

It is recommended that all Members note:

1. The Vision for Beech Street as approved by the Policy and Resources Committee;
2. The podium water-proofing, property redevelopment and transportation & public realm projects are formally separated, to follow individual Gateway paths and reporting times;
3. The results of the traffic and public realm work done to date;
4. It is anticipated that the successful delivery of the Vision for Beech Street will require a reduction in traffic volumes in the area;
5. The proposed programme, next steps and project risks;

It is recommended that Members of the Streets and Walkways and Project Sub Committees approve:

6. Further development of the feasibility of Option 1 (Beech Street closed to eastbound traffic)
7. An increase in the scope of the project to investigate the feasibility of introducing Ultra-Low Emission Vehicle restrictions on Beech Street (in either direction or both directions)
8. The proposed procurement route for consultancy services utilising the City's Term Highways Contract;

It is recommended that Members of the Streets and Walkways Sub Committee, the Resource Allocation Sub Committee and the Policy and Resources Committee approve:

9. An increase in the estimated project budget of £1,624,837, to £1,745,362 to fund the project to Gateway 4, the final budget being subject to the procurement of the relevant consultancy appointments;
10. The allocation of Public Realm and Local Transport Improvement CIL funds to fund the development of the project to Gateway 4;
11. Delegate authority for any adjustments between elements of the £1,745,362 required budget to the Director of the Built Environment in conjunction with the Chamberlain's Head of Finance provided the total approved budget of £1,745,362 (subject to procurement) is not exceeded and the scope remains unchanged.

Appendices

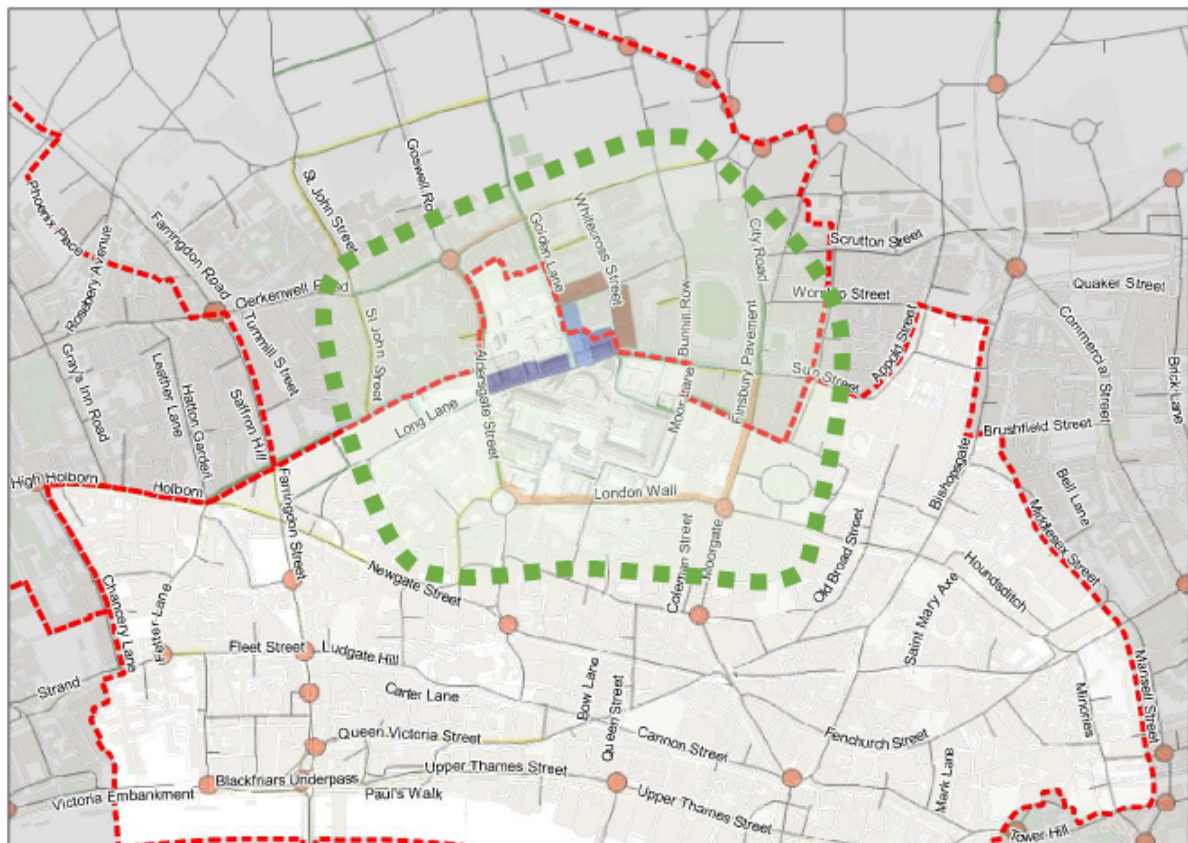
Appendix 1	Traffic Modelling – areas of impact
Appendix 2	Beech Street closure – traffic survey analysis
Appendix 3	Expenditure to date
Appendix 4	Total Additional funds to reach Gateway 4

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Appendix 1 – Traffic Modelling Areas of Impact



Eastbound Closure



Westbound Closure



City Transportation Briefing note on traffic during Beech Street closure

Date: 31/05/18

Methodology

1. Observations by Network Management team of a significantly busier network with Beech Street closed
2. Hourly snapshots of the network via the TomTom website between 9am and 6pm
3. 20-30 cameras installed at 7 sites (junctions) that were anticipated to experience additional traffic due to the Beech Street closure
4. Thursday 15th March main survey day, Thursday 22nd March the comparison (baseline) day
5. Data captured
 - journey times
 - traffic volumes
 - queue lengths

Observations

6. Visual observations that significantly more traffic on London Wall and Moorgate
7. Hour snaps of TomTom surveys, significantly elevated levels of congestion on London Wall, Moorgate, City Road, Goswell Road, Bunhill Row and Old Street, in the AM and midday period, less so after 2pm

Traffic analysis:

8. Traffic volumes summary
 - Traffic flows are total flows across the AM peak only. As expected, there is little overall difference in traffic volumes however vehicles spent almost 23% more time queuing than in normal network operation in the AM Peak. This tells us that the surveyed junctions cannot operate at an increased capacity to accommodate the reassigned traffic, which generally manifests itself in additional traffic queues.
 - The vast majority of traffic diverting around Beech Street use either Old Street or London Wall.
 - This note analyses the impact of the closure at four levels: the City Level, the Junction Level, the Junction Arm Level and the Traffic Lane Level.

Table 1: change to vehicle volumes and average Queue time at the City level in the AM Peak

	Thursday 22nd (Baseline)	Thursday 15th (Closure)	% difference between closure and baseline
Number of vehicles	12,360	12,136	-2%
Total Queuing time (hours, minutes and seconds)	04:54:01	06:02:49	+23%

9. Traffic journey times summary

- Increased journey times have been measured to understand the level of congestion on the network.
- As can be seen in the table below, as anticipated there is a significant increase to the average journey time at key junctions on the alternative route.

Table 2: change to vehicle volumes and average Queue time at the junction level in the AM Peak

Junction	Total vehicles (Baseline)	Total vehicles (Closure)	% change to vehicle volumes	Average Queue JT (Baseline)	Average Queue JT (Closure)	% change to Queue JT
Beech Street / Aldersgate Street	2132	1757	-18%	00:30	00:34	+13%
London Wall / Wood Street	1369	1477	+8%	00:35	00:37	+7%
Moorgate / Ropemaker Street	1793	1866	+4%	00:44	00:58	+33%
Moorgate / London Wall	2134	2170	+2%	01:00	01:03	+6%
Old Street / Goswell Road	2700	2482	-8%	01:00	01:17	+29%
Rotunda	2040	2039	0%	No Survey	No Survey	No Survey
Whitecross Street / Fortune Street	192	345	+80%	No Survey	No Survey	No Survey

- Looking at the average delays for the junction as a whole masks the effects on some arms where the experience for vehicles is much worse, for instance it is clear there has been a change to the average queue time at the Old Street / Goswell Road Junction.
- Table 3 below shows which arms are most affected by the closure.

Table 3: Change to average queue times by Junction Arm Level in the AM peak only

Junction Arm	Baseline	Closure	Difference	% difference
Old Street / Goswell Road WB	00:01:10	00:02:32	00:01:22	116%
Moorgate / South Place EB	00:02:11	00:03:22	00:01:11	54%
Old Street / Goswell Road EB	00:00:53	00:01:53	00:01:00	114%
London Wall / Moorgate SB	00:01:23	00:02:06	00:00:43	51%
Beech Street / Aldersgate NB	00:00:34	00:01:13	00:00:39	113%
Beech Street / Aldersgate SB	00:01:23	00:01:46	00:00:22	27%
London Wall / Wood Street WB	00:02:05	00:02:23	00:00:17	14%
London Wall / Wood Street EB	00:01:08	00:01:21	00:00:13	19%
Moorgate / South Place SB	00:00:53	00:01:05	00:00:12	22%
Moorgate / South Place NB	00:01:06	00:01:17	00:00:11	17%
London Wall / Wood Street NB	00:00:06	00:00:16	00:00:11	188%
Moorgate / South Place WB	00:00:59	00:01:06	00:00:07	12%
London Wall / Moorgate WB	00:02:38	00:02:41	00:00:03	2%

London Wall / Moorgate EB	00:02:38	00:02:41	00:00:03	2%
Beech Street / Aldersgate WB	00:00:50	00:00:47	-00:00:03	-6%
Beech Street / Aldersgate EB	00:01:37	00:01:29	-00:00:07	-8%
Old Street / Goswell Road SB	00:02:38	00:02:17	-00:00:20	-13%
London Wall / Wood Street SB	00:00:45	00:00:22	-00:00:24	-52%
London Wall / Moorgate NB	00:02:38	00:02:04	-00:00:34	-21%
Old Street / Goswell Road NB	00:04:05	00:03:16	-00:00:50	-20%

- Again as there are multiple movements on each junction arm (for example there two lanes at Old Street / Goswell Road WB), effects can be masked and as such it is necessary to observe the changes to queue times at the traffic lane level as shown in table 4 below.

Table 4: Change to average queue times and average queue length by traffic lane level in the AM peak only

	Change to average queue length	Average queue time (baseline)	Average queue time (closure)	Difference	% Difference
Ropemaker / Moorgate EB traffic lane	6.8	00:02:11	00:03:22	00:01:11	54%
Old Street / Goswell Road WB ahead and right	0.2	00:00:43	00:01:27	00:00:44	104%
Old Street / Goswell Road NB ahead and left	-0.8	00:00:28	00:01:12	00:00:44	157%
London Wall / Moorgate EB ahead lane	7.4	00:01:46	00:02:28	00:00:42	40%
Old Street / Goswell Road WB ahead and left	0.6	00:00:28	00:01:06	00:00:38	135%
Long Lane / Aldersgate EB traffic lane	-0.2	00:00:14	00:00:43	00:00:29	207%
Moorgate / London Wall SB Nearside	5.4	00:01:01	00:01:22	00:00:21	35%
Moorgate / London Wall SB Right Turn	3.3	00:00:22	00:00:44	00:00:21	94%
Moorgate / Finsbury Pavement NB ahead and right	2.8	00:00:28	00:00:46	00:00:18	65%
London Wall / Moorgate WB nearside ahead lane	1.0	00:00:28	00:00:46	00:00:18	65%
Old Street / Goswell Road NB cycle lane	-0.2	00:00:25	00:00:42	00:00:17	67%
Finsbury Pavement / Moorgate SB	1.7	00:00:26	00:00:40	00:00:14	54%
Aldersgate / Beech Street SB ahead and left	-1.2	00:00:33	00:00:46	00:00:14	42%
London Wall / Wood Street EB ahead and left	0.6	00:00:28	00:00:41	00:00:13	48%
London Wall / Wood Street WB Traffic Lane	0.5	00:00:50	00:01:03	00:00:12	25%
Wood Street / London Wall NB	0.4	00:00:06	00:00:16	00:00:11	188%
Long Lane / Aldersgate EB cycle feeder lane	0.0	00:00:20	00:00:30	00:00:10	48%
South Place / Moorgate cycle lane	-0.1	00:00:25	00:00:34	00:00:09	37%
Aldersgate Street / Beech Street SB cycle feeder lane	-0.9	00:00:21	00:00:29	00:00:07	35%
Beech Street / Aldersgate WB Cycle Feeder Lane	-1.6	00:00:15	00:00:21	00:00:06	37%
London Wall / Wood Street WB Ahead and Right	0.9	00:00:49	00:00:53	00:00:05	9%
Aldersgate / Beech Street SB ahead and right	0.0	00:00:29	00:00:31	00:00:01	4%
London Wall / Wood Street WB Cycle Lane	-0.1	00:00:26	00:00:26	00:00:00	1%
London Wall / Wood Street EB offside	-1.9	00:00:40	00:00:40	-00:00:00	-1%

South Place / Moorgate ahead and left	0.7	00:00:33	00:00:31	-00:00:02	-7%
Finsbury Pavement / South Place Right turn lane	0.8	00:00:27	00:00:25	-00:00:02	-8%
London Wall / Moorgate WB right turn lane	2.8	00:00:50	00:00:47	-00:00:02	-5%
Old Street / Goswell Road SB offside	0.3	00:00:44	00:00:38	-00:00:06	-13%
Aldersgate Street / Beech Street NB ahead and left	0.0	00:00:29	00:00:22	-00:00:07	-23%
Moorgate / Finsbury Pavement NB ahead and left	4.2	00:00:38	00:00:31	-00:00:07	-19%
Old Street / Goswell Road EB cycle lane	0.2	00:00:52	00:00:44	-00:00:08	-14%
Old Street / Goswell Road EB nearside	-0.5	00:00:55	00:00:46	-00:00:09	-16%
London Wall / Moorgate NB cycle lane	-4.0	00:00:34	00:00:25	-00:00:09	-27%
Aldersgate Street / Beech Street NB ahead and right	-0.3	00:00:30	00:00:17	-00:00:13	-42%
Beech Street / Aldersgate WB ahead and right	-11.7	00:01:22	00:01:08	-00:00:13	-16%
Old Street / Goswell Road SB nearside	-0.6	00:01:54	00:01:40	-00:00:15	-13%
Wood Street / London Wall SB	0.2	00:00:45	00:00:22	-00:00:24	-52%
London Wall / Moorgate NB traffic lane	8.6	00:02:04	00:01:39	-00:00:24	-20%
Old Street / Goswell Road EB offside	-0.1	00:01:16	00:00:50	-00:00:26	-35%
London Wall / Moorgate EB left turn lane	2.3	00:00:51	00:00:13	-00:00:39	-76%

Appendix 3

Table 1: Expenditure to date - Beech Street - 16800068			
Description	Approved Budget (£)	Expenditure (£)	Balance (£)
PreEv Fees	15,000	15,000	-
PreEv P&T Staff Cost	13,500	13,500	-
P&T Fees	62,025	17,636	44,389
Env Servs Staff Cost	5,000	-	5,000
P&T Staff Costs	25,000	20,200	4,800
TOTAL	120,525	66,336	54,189

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Appendix 4

Total additional funds to reach Gateway 4		
Item	Description	Estimated Cost (£) *
Staff Costs	City Transportation: Project Management of transportation, structures and highway design, Stakeholder Engagement & Communications	483,608
	City Public Realm: Project management of public realm and lighting design	342,936
	Highways: Design and technical support for highway and lighting	64,280
	DBE Structures: design, technical advice	18,402
Total additional Staff Costs		909,226
Professional Fees	Traffic model consultant to advise brief and liaise with TfL	£10,000
	Traffic surveys on Beech Street, activity surveys, topographical and ground radar surveys	80,000
	Structural assessments and possible strengthening design	80,000
	Utility C3 notices	20,000
	Traffic modelling	455,611
	Lighting strategy and concept design	20,000
	Public Realm concept design	50,000
Total Professional Fees		715,611
Total Estimated Cost To Gateway 4		1,624,837

*Excludes any underspend to-date

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Committee(s):	Date(s):
Policy & Resources Committee – for decision	05/07/2018
Planning & Transportation Committee – for decision	26/07/2018
Property Investment Board – for decision	18/07/2018
Public Relations and Economic Development sub-committee – for decision	28/06/2018
Subject: MIPIM property conference 2018/2019	Public
Report of: The City Surveyor / Director of the Built Environment	For Decision

Summary

This report informs your Committees of the City of London Corporation's activities at the MIPIM property exhibition in March 2018 and seeks approval for City of London Corporation attendance at MIPIM 2019. This report also identifies potential areas to develop to maximise the benefit of the City Corporation's attendance at MIPIM 2019.

MIPIM provided an opportunity to engage with local and international representatives of the property industry together with high-level representatives of other international and UK cities and regions. It provided a unique opportunity to engage in the debate relating to key issues and demonstrate how the City Corporation will provide leadership in taking forward matters of local and international importance. The programme of activities was extremely well received by delegates attending.

Key activities from MIPIM 2018 included:

- Promote the City and London
- Relationship building with UK/international cities and regions
- Launch of the *City as a Place for People* research report:
- A pre-MIPIM research launch event hosted by the City Property Association and media interviews to generate publicity on the research report before MIPIM
- A City-hosted dinner with high-level guests.
- An evening reception hosted jointly with the City Property Association and the London Chamber of Commerce
- Meetings with high-level representatives of property companies and stakeholders active in the Square Mile.
- Participation in six panel sessions involving the Chairman of Policy and Resources Committee, the Chairman of Planning & Transportation Committee and Director of the Built Environment.
- Production of a new promotional video for the City stand
- Significant pieces of media coverage in national, local and trade publications
- Property tech company Built ID's dynamic platform that incorporates many of the City developments was on display at the City stand.

The cost of representation at MIPIM 2018 was above the approved budget of £98,000 totalling £99,197. The additional cost related to last minute loss of accommodation due to flooding for 4 members of the delegation and the need to source alternative accommodation.

Recommendations

- I. That this report on MIPIM 2018 is received
- II. That the additional cost of attending MIPIM 2018 be noted
- III. That the Policy & Resources, Planning & Transportation Committees, and the Property Investment Board, approve that the City of London Corporation should attend MIPIM 2019 with a total budget of £94,000.

Main Report

Background

1. **MIPIM** is widely recognised as the world's leading and most influential event for the property sector. It is a global marketplace that offers the opportunity to connect with key players in the industry, from investors to end-users and local government to international corporations. This year 28,000 delegates attended from 100 countries.
 2. The focus of The City Corporation's attendance at MIPIM 2018 centred on the following headline objectives:
 - a) Promoting the City to the international property investment market, including investors from the Far East, building on last year's research theme of *The City as the original co-working space* while also incorporating the key messages from this year's research theme: *The City as a place for people*.
 - b) Managing relationships with and extending hospitality to new and existing investors, developers and influencers.
 - c) Positioning the City as a thought leader in property and place making.
 - d) Supporting the London stand, and a joined-up message of London is Open.
 - e) Building relationships with UK cities and regions.
 3. The City Corporation representatives attending MIPIM 2018 were the Chairman of Policy and Resources Committee, Chairman of Planning and Transportation Committee, Chairman of the Property Investment Board in addition to the City Surveyor, Director of the Built Environment, Chief Planning Officer and the Director of Investment Property Group. The senior team were supported by three representatives from the City Property Advisory Team and one officer from the Communication's team
- City Corporation events and speeches:**
4. The City Corporation jointly hosted a seminar with the City Property Association (CPA) to launch "*The City as a Place for People* – based on [research](#) undertaken

by the City Corporation's research team. 130 delegates attended the session chaired by the Chairman of Policy & Resources Committee. The report was an opportunity to highlight future work trends and the impact of "place" on current and future occupier needs.

5. The Head of Research in the Economic Development Office was flown over for 24 hours to present the findings of this report at the seminar. The cost of flights and accommodation (£500) came out of the research local risk project budget utilised for disseminating the research to key audiences. This cost together with the cost of producing the report has not been included as part of the main MIPIIM budget.
6. The seminar examined the current trends and drivers of change – including Brexit, automation; and the rise of agile working which all have the potential to disrupt the existing links between jobs and location. The session also explored the ways in which firms are putting people at the heart of their location decisions.
7. A pre-MIPIIM launch of the research was also hosted by the CPA with the Chairman of Planning and Transportation Committee providing the keynote address at an event in the City.
8. The Chairman of Policy & Resources chaired the seminar promoting the research at MIPIIM and also participated in three other panel sessions. This year, the Chairman was invited to participate on a panel in the main conference programme as part of the "*London: a special city in a world of cities*" together with the Deputy Mayor for Planning Regeneration and Skills. The Chairman also chaired a seminar that was promoted by the City Corporation with the title "Collaboration not competition: the integrated UK offer for financial and professional services" together with representatives of Edinburgh, Belfast, Manchester and the Department for International Trade (DIT). The Chairman also sat on a panel as part of a City Property Association session titled "The power of public private partnerships for regenerating UK City centres", as part of the DIT programme of events within their pavilion.
9. The Chairman of the Planning & Transportation Committee participated in a specific panel session hosted on the London Stand entitled "*Smart Streets*" which looked at the work the City Corporation is doing in the areas of vehicle/pedestrian discord, air quality and freight consolidation.
10. The Director of the Built Environment was invited to sit on the Placemaking panel session which examined key placemaking strategies across the capital.
11. One City dinner and one evening reception were held during MIPIIM 2018. The key City dinner was hosted for 7 high level guests and a joint evening reception was hosted in conjunction with the CPA and the London Chamber of Commerce where 120 delegates attended. The evening reception was a new feature for MIPIIM 2018 and was organised and funded in partnership with the London Chamber of Commerce (LCCI) and the City Property Association (CPA). Delegates from across the property sector attended the event, including Far Eastern investor contacts with the DIT. It was felt that this form of event provided considerable opportunities to make new contacts and develop existing relationships that were invaluable and the that the event should form part of the City's MIPIIM programme for 2019.

12. The Chairman of Policy and Resources participated in a programme specifically designed to engage with UK and European cities to promote new contacts and enhanced relationships and support development of the Regional Strategy. A focussed engagement programme with the UK regional stands included: Belfast, Manchester, Birmingham, Glasgow, Leeds, Bristol and Bath. The Chairman also met with senior level representatives from Paris, Berlin and Amsterdam. The meetings were felt to be a valuable opportunity to engage with key officials from other UK and international cities and regions.

Meetings

13. Programmed meetings were held with 18 developers and investors actively investing in the Square Mile. The meetings provided an opportunity to engage on emerging trends and issues and to reinforce existing relationships. In addition, there were several un-programmed meetings relating to inquiries that MIPIM provides an opportunity to engage in.

City Stand

14. The stand also showcased emerging property tech company Built ID's dynamic platform that incorporates many of the developments in the City providing key information relating to stakeholders that were involved in delivering the project. Built ID also produced a video that highlighted these developments which was complementary to the City Corporation film. The stand design incorporated a new film commissioned by CPAT that highlights key elements of the City's economy and built environment which showcases many of the vibrant new developments recently completed in the City as well as future opportunities and developing strategies such as Culture Mile.

Media campaign and coverage

15. Media consultants FTI Consulting provided support for the City's attendance of MIPIM, working closely with the Communications Officer, as part of its year-round engagement to support development of key messages relating to initiatives being delivered by the Department of the Built Environment. Key messages were delivered through a co-ordinated campaign which commenced in the week prior to MIPIM when briefings were undertaken with national, local and trade media. The campaign picked up on key City messages about the City as a place to work and invest which aligned closely with the research launched the week before MIPIM "The City as a Place for People".
16. The campaign secured coverage in: Le Monde, Estates Gazette, Property Week, MIPIM News, Evening Standard, City AM, CoStar, Building Magazine, The Telegraph, London Loves Business and Commercial News Media. A complementary social media campaign was launched on Twitter with the hashtag #TheCityforPeople.
17. A new promotional video was created to showcase the totality of the City's offer in terms of offices, leisure amenities, arts, culture and green space.
18. "The City of London: The Original Co-Working Space" brochure and the CPAT brochure were both refreshed for the trade show. The brochures were

accompanied by a Chinese information fact sheet highlighting some of the key points that were set out in the brochure, for use when engaging with Chinese businesses / investors.

MIPIM 2019

19. The MIPIM 2018 programme provided an opportunity to fully engage with local and international representatives of the property industry together with high level representatives of other London boroughs and UK cities. It provided a unique opportunity to engage in the debate relating to key issues and demonstrate how the City Corporation will provide leadership in taking forward matters of local and international importance. The programme of activities was extremely well received by those who attended. Due to the value derived from the programme, it is considered that there will be similar/better opportunities to develop a programme that would be beneficial to the City Corporation's attendance at MIPIM 2019.
20. Following an event de-brief by those attending, it was considered that there are areas where further thought should be given to ensure the value of the City Corporation's attendance at MIPIM 2019 is maximised and to support emerging strategic priorities. These include:
 - A greater emphasis placed on promoting the City and the wider London area and delivering the Regional Strategy.
 - Ensure that meetings with investors are not specific to development but have a strong focus on the wider City offer to support on-going investment to maintain the City as the pre-eminent place to do business.
 - An increased focus on Brexit readiness in light of the March 2019 transition period which coincides with the timing of MIPIM 2019
 - The 2019 research report will similarly focus on the competitiveness and attractiveness of the City for location decisions post-Brexit
 - The composition of the MIPIM team will be reviewed to reflect strategic business objectives
 - The layout of the City stand will be reviewed to make it more open and welcoming to delegates by creating an open meeting space on the stand
 - Following the success of this year's evening reception It is considered worthwhile to repeat in 2019. The London Chamber of Commerce and City Property Association have both indicated their willingness to jointly support such an event at MIPIM 2019.

MIPIM Team

21. The Chairman asked for the MIPIM team to be reviewed in light on the more strategic approach on promoting the City and London around Brexit. It is not intended to hold meetings about individual developments, which can be done in London. As such the proposed team to attend MIPIM 2019 are: The Chairman of the Policy & Resources Committee, the Chairman of the Planning & Transportation Committee and the Chairman of the Property Investment Board who will be accompanied by the Director of the Built Environment, the City Surveyor, the Investment Property Director and the CPAT Team Manager. To ensure the smooth running of the event, two members of the CPAT team and one member of the

Communications team will also be in attendance. It is not proposed that the Chief Planning Officer attends on this occasion.

MIPIM Expenditure

22. There was a slight overspend of £1,197 on the approved MIPIM budget of £98,000 which was as a direct result of hotel accommodation for some of the team being cancelled two days before the event due to flooding. The estimated budget and actual budget for MIPIM 2018 are set out in the table below. The additional cost of £1,197 was absorbed by the CPAT local risk budget. Whilst there was an underspend in the actual Corporate hospitality budget there was an increase in the cost of accommodation which in part was a consequence of the cancellation of accommodation 2 days prior to the event and in part due to a general increase in the cost of accommodation.
23. The City Property Association has jointly sponsored the delivery of the research for MIPIM over the last 4 years and as part of its contribution towards next year's research they have agreed to fund the costs of the auditorium hire for the seminar which will be a cost saving of £4,750. They have also agreed to absorb any costs associated with flying out the Head of Research to present the findings.
24. The reduction of the team to attend MIPIM by one person would deliver a cost saving of £3,350 (event pass, flights, accommodation).
25. The cost savings will reduce the overall cost for MIPIM 2019 by £8,100. The table below sets out a full cost comparison between 2018-19. It is proposed that the baseline budget for MIPIM 2019 should be reduced to £94,000 reflecting the savings set out in Para's 21-22 and a contingency of £3,000 from the CPAT local risk budget to cover any additional costs that could be associated with stand design, hotel accommodation and airfares. Previous budgets have not built in a contingency, but it is considered prudent to do so.

MIPIM 2018/2019 Budget

Item	Approved budget 2018	Actual spend 2018	Proposed budget 2018
Exhibition and attendance costs: City Model, stand delegate passes, artwork graphics, furniture hire and technical support	£58,500	£58,200	£56,850
Travel (including transfers) accommodation and subsistence expenses	£21,000	£24,010	£21,650
Seminar room hire and technical support	£5,000	£4,743	£0
Corporate hospitality (evening reception and dinner)	£13,500	£12,244	£12,500
Contingency			£3,000
Total	£98,000	£99,197	£94,000

26. In the previous sixteen years, each committee has contributed a sum of money for MIPIIM in approximate proportion to the level of representation and relevance to the work of each committee.

The anticipated contributions from existing budgets for MIPIIM 2019 are:

Policy & Resources Committee

Communications Director Budget	£5000.00 – City Fund
Planning & Transportation Committee	£11,250.00 – City Fund
Property Investment Board	£23,750.00 – <i>(split equally between City Fund, City Cash and Bridge House)</i>
City Property Advisory Team	£54,000.00 – City Fund
Total:	£94,000.00

Legal implications

27. The main purpose of the City's attendance is to support key adopted strategies to promote the City as a leading world business centre and encourage inward investment. As such, its power to undertake the activity in its City Fund capacity and to incur City Fund expenditure is in Section 1 of the Localism Act 2011. No power is required in respect of its City's Estate capacity and expenditure. In respect of its involvement and expenditure in its capacity as trustee of Bridge House Estates, this may be considered in the best interests of the charity in that, as a significant owner of property within the City, it is in the charity's interests that inward investment be encouraged, and the City's status as leading business centre be promoted. In addition, potential investors with an interest in any particular BHE property will have an opportunity to explore that interest.

Conclusion

28. MIPIIM 2018 provided the City Corporation with an excellent opportunity to showcase the City's attributes as a place to live, work and invest. MIPIIM is still the premier event of its kind, and it is felt that there is no real alternative to MIPIIM at which the City Corporation's City of London message would be as effectively disseminated, given the predominance of senior and influential property professionals and the increasing number of representatives of UK and European cities attending MIPIIM, and the amount of press attention that it receives. It is also felt that the City Corporation's attendance is a key factor in promoting the Square Mile as a place to invest and do business in the face of increasing competition from other centres and countries, and underpinning confidence in London post Brexit, as the leading global financial centre.
29. MIPIIM 2019 takes place from 12-15 March 2019 and will provide similar opportunities as experienced at MIPIIM 2018. The Policy & Resources Committee, Planning and Transportation Committee, and the Property Investment Board are now asked to decide if the City Corporation should attend MIPIIM 2019.

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Committee(s):	Date:
Policy & Resources Committee	5th July 2018
Subject: Progress on Gigabit City programme	Public
Report of: Director of Built Environment	For information
Report author: Steven Bage Strategic Infrastructure Advisor	

Summary

This report seeks to update Members on the progress of the Gigabit City programme being led by the City Property Advisory Team (CPAT), which aims to improve wired and wireless connectivity in the Square Mile. The report follows on from an agreed resolution passed by Members at the Annual Wardmote in Aldgate Ward on the 22nd March 2018, which stated: *“That this Wardmote asks that the Court of Common Council reconsiders the resolution passed at the Wardmote on the 22nd 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.”*

The Gigabit City programme is making good progress in addressing existing issues with wired and wireless connectivity. Agreement has been secured from Openreach to deploy “Fibre To The Premises” (FTTP) to all areas of the Square Mile by the end of 2018, offering speeds up to 1 gigabit per second (100 times faster than standard copper broadband, 12 times faster than superfast broadband) at affordable prices, with over half of the City expected to be enabled by July 2018.

The City of London Wireless Concession, signed with Cornerstone Technology Infrastructure Ltd (CTIL) in March 2017, has already delivered a world leading gigabit Wi-Fi network, (which has over 100,000 users), and will boost mobile network coverage and capacity through the installation of up to 400 “small cells” providing enhanced mobile coverage at street level by Q1 2019. The Wireless Concession will also present attractive market conditions for mobile operators, which will ensure that the Square Mile is amongst the first to benefit from 5G when it becomes available in 2021.

Recommendations:

Members are asked to note the contents of this report for information.

Main Report

Background

1. Whilst the City benefits from 10 fibre optic networks providing dedicated “leased line” fibre optic services to larger businesses, residents and small businesses in the Square Mile are unable to afford such services and have no option other than using Openreach’s outdated copper broadband lines, providing some of the slowest speeds in the UK. Broadband is now recognised as the “fifth utility” necessary for both domestic and business use, and businesses and residents are now demanding speeds of up to 1 gigabit per second at affordable prices. Such provision is widely available elsewhere in the UK but not in central London.
2. In addition to lack of provision of affordable broadband, many parts of the Square Mile suffer from patchy wireless coverage (Wi-Fi and 4G), owing to the sheer volume of users using the services, and coupled with the difficulty in getting signal penetration as a consequence of historic narrow streets and a dense urban environment.
3. The “Gigabit City” programme (formerly called the Superfast City programme) being led by the City Property Advisory Team (CPAT) is addressing both of these issues and seeks to bring about world leading wired and wireless connectivity in the Square Mile by:
 - Securing investment and quick deployment of new fibre broadband infrastructure to offer speeds of up to 1 gigabit per second at affordable price points.
 - Working with wireless delivery partner CTIL, to build unparalleled world class wireless networks (Wi-Fi, 4G and 5G post 2021) within the Square Mile using City owned street furniture assets and buildings.

Wired connectivity

Fibre To The Cabinet (FTTC)

4. In response to pressure from the City Corporation, in 2015 Openreach committed to the roll out of “Fibre To the Cabinet” (FTTC), also known as superfast broadband, in 37 locations across the Square Mile, offering enhanced broadband speeds of up to 80 megabits per second. The deployment is now 90% complete with the 4 remaining cabinets (Mansell St, Crutched Friars, Frobisher Crescent and Breton House) being completed by September 2018. The FTTC roll out (shown by the green sections in Appendix 1) predominately covers only the larger residential and small business clusters in the City, and buildings with less small office or residential units have not been able to benefit from the FTTC deployment.

Fibre to The Premises (FTTP)

5. Following a meeting with the Chairman of Policy & Resources and the CEOs of BT and Openreach on the 30th August 2017, Openreach committed to rolling out “Fibre

To The Premises”, to all parts of the Square Mile by the end of 2018, at no cost to landlords and using existing ducts (following the route of phone lines into buildings) to avoid the need for street works. The City Corporation has provided dedicated resource from the Highways Division of the Department of Built Environment to ensure that installation works happen faster by allowing out of hours working in the evening and at weekends to speed up install time to small businesses and residents.

6. FTTP offers speeds up to 1 gigabit per second (100 times faster than copper broadband and 12 times faster than FTTC) at affordable prices, and Openreach has committed to enabling all parts of the City to receive FTTP by the end of 2018, irrespective of the number of residential or office units in a building, (some fibre providers require a minimum number of 30+ flats / offices in a building to ensure quicker return on investment).
7. The first building in the City to be provided with FTTP was 21 Whitefriars St, which went live on the 15th May 2018 with subsequent deployment taking place across the Square Mile in phases (shown in Appendix 2 – Openreach FTTP deployment) based around when each Openreach exchange is enabled for FTTP. Over half of the City is expected to be enabled to receive FTTP by the end of July 2018.
8. Openreach does however require a wayleave to be signed by the landlord in order to connect a building to FTTP, and owing to the complex ownership structures applied to many buildings in the Square Mile, Openreach is struggling to identify landlords of buildings, to approach them asking for consent. Therefore, despite having expended significant resource in trying to contact landlords, Openreach has to date connected very few buildings to FTTP in the Square Mile.
9. CPAT is working in conjunction with Openreach in using all City Corporation media channels to increase awareness of FTTP amongst small businesses and residents (so that they can approach their landlord directly). CPAT is writing to managing agents to request that they ensure that their tenants are aware of the service. Openreach has similarly developed an “expression of interest” form (hosted on the City of London website) to allow residents and small businesses to request for their property to be surveyed for connection, and to provide information around the building’s landlord or managing agent.
10. All City of London owned buildings in the Square Mile (Investment and Corporate Property Group buildings) have been offered to Openreach, who is in the process of surveying them prior to connecting them to FTTP.
11. CPAT has engaged over 50 other fibre broadband providers to encourage investment in similar FTTP networks in the Square Mile, however the majority of providers have to date been discouraged by the cost and complexity of deploying new fibre networks in the City.
12. The City Corporation has completed an Expression of Interest exercise which has selected 3 fibre broadband operators (Community Fibre, Hyperoptic and Vision Fibre Media) to provide affordable gigabit fibre broadband to the City’s 3000 flats across Golden Lane, Middlesex St estates and other outlying housing estates in

other London Boroughs by the end of 2018. CPAT is leading the coordination of installations with the department of Community & Children's Services across the 12 estates, which is expected to be completed by December 2018.

13. CPAT and Remembrancers have worked alongside the City Law Society and the British Standards Institution to develop a standardised wayleave toolkit to speed up installation of broadband services, which has been downloaded several thousand times and is being used routinely across the property and telecoms industries. The City of London and City Law Society has recently been awarded the "Barriers Removal Award" at the Connected Britain Awards 2018 for the standardised wayleave toolkit.

Wireless connectivity

14. The City of London has entered into a 15 year contract with Cornerstone Telecommunications Infrastructure Ltd (CTIL) to undertake a Wireless Concession to address existing issues with patchy 4G and WiFi coverage across the Square Mile.
15. The Wireless Concession has already delivered a world leading free to use gigabit Wi-Fi network (at no cost to the City Corporation), using 156 street furniture locations which went live in September 2017, and currently has over 100,000 users.
16. The second phase of the project is to roll out "small cells" to improve 4G mobile coverage at street level. This is now underway with over 100 small cells already having been built and a further 300 small cells being mounted on the City's street furniture by Q1 2019. This will be the largest concentration of small cells deployed anywhere in the UK. The City of London and CTIL was recently awarded the "Wireless Connectivity Award" at the Connected Britain Awards 2018 for the gigabit Wi-Fi and Small Cells deployment in the Square Mile.
17. Whilst O2 is currently the only mobile operator installing small cells in the Square Mile, CTIL expect other mobile network operators to follow suit for 4G services and eventually 5G (the next generation of mobile standards) in the next few years.
18. 5G will offer greater data speeds and will be heavily reliant upon small cells to ensure optimum coverage at street level. The City Corporation is committed to becoming an early adopter of 5G to support future mobile phone usage and future technologies such as smart city applications and it is expected that there will be significant demand for small cells be installed on City owned street furniture post 2021 (once 5G standards have been internationally ratified).
19. The Wireless Concession promotes the City as an exemplar in providing world class wireless infrastructure, to support agile working and future adoption of smart cities applications. The London Assembly Regeneration Committee's *"Digital Connectivity in London"* report published on 29th June 2017 recognised the leading role of the City Corporation in delivering a world leading wireless infrastructure across the Square Mile.

20. It is important that the Square Mile is in a state of readiness for the roll-out of 4G cells and for when 5G becomes available. As the roll out of 5G evolves beyond 2021, it is widely anticipated that due to the growing requirement for small cells to support 5G, and the limited number of street furniture locations in areas such as the Square Mile, there will be a need to house small cells on building elevations facing the street. This would require a widening of current planning legislation around the number of antennae permitted to be housed on a building (under the General Permitted Development Order 2015), and this is likely to be a future work stream for the City Corporation in line with partner organisations such as the GLA.

Conclusion

21. Whilst the Square Mile has a world class telecommunication infrastructure for those businesses that can afford it, the City has lagged behind other global and UK cities in the provision of affordable gigabit broadband. The securing of Openreach's investment in FTTP will finally overcome this problem in allowing residents and small businesses to benefit from affordable broadband services offering speeds up to 1 gigabit per second utilising "full fibre" infrastructure. CPAT will support Openreach in their endeavours to identify landowners and seek the relevant consents needed to connect buildings to FTTP.
22. The Wireless Concession granted to CTIL has already put the City Corporation ahead of the game in delivering a world leading free to use public gigabit Wi-Fi network and being the first in the UK to deploy a network of 4G small cells. The concession will also provide attractive market conditions to encourage greater investment from mobile operators so that the Square Mile will be an early adopter of 5G networks in 2021.

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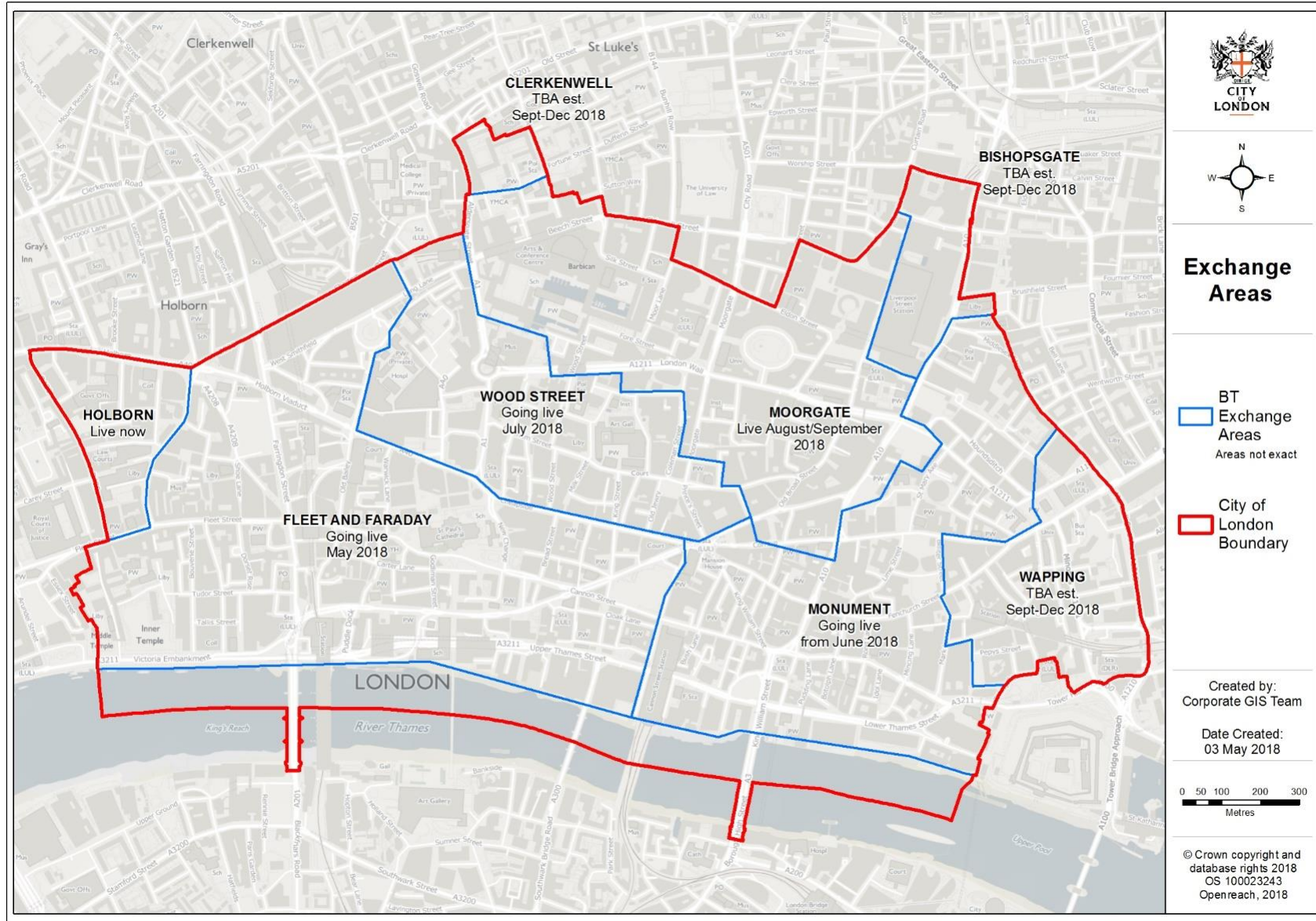
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Appendix 1 – Openreach Fibre To The Cabinet (FTTC) deployment in the Square Mile



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Appendix 2 – Openreach Fibre To The Premises (FTTP) roll out



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Committee:	Date:
Resources Allocation Sub Committee Policy and Resources Committee	05 July 2018 05 July 2018
Subject: Resourcing Diversity and Business Engagement	Public:
Report of: Director of Human Resources	For Decision
Report author: Tracey Jansen – Town Clerk’s Department	

Summary

This report outlines the proposal endorsed by the Establishment Committee to further our work both internally and externally in equality diversity and inclusion. The proposal is to establish a post of Diversity and Business Engagement Manager to support our staff networks and to develop the City Corporation’s reputation as a credible voice and influence in the wider city and beyond in relation to staff networks, diversity equality and inclusion. It is also proposed that there is an associated budget to support this work.

In addition, it is recommended that the City Corporation joins Stonewall’s Diversity Champions to assist us with measuring how we are performing and provides a framework for creating a workplace that enables Lesbian Gay Bisexual and Transgender (LGBT) staff to reach their full potential. We will also adapt the framework to assess performance in relation to other protected characteristics.

Recommendation

Members are asked to:

- Approve a budget uplift of £66,000 for a Diversity and Business Engagement Manager (on a pro-rata basis for 2018/19).
- Approve a budget uplift for associated Equality and Inclusion (E&I) budget of £20,000 to support and develop the staff networks and City of London Corporation E&I Initiatives both internally and in the City.
- Approve a budget uplift for the annual membership to Stonewall Diversity Champions and event attendance of £4,000.
- Approve a one-off budget uplift to fund £6,250 for a diversity entry at the Lord Mayor’s Show.
- Approve a base budget increase of £74,250 to be funded from the Policy and Resources 2018/19 Committee’s Contingency and a base budget increase of £90,000 per annum thereafter.

Main Report

Background

1. The City Corporation staff networks have been established for 3 years and have between them made a significant contribution to the equality and inclusion agenda. They attend the Equality and Inclusion Board and have organised and hosted a range of events for their own members and also wider staff events.
2. Each network has been allocated a modest budget of £1,000 each to support their work. Some of the staff network Chief Officer Sponsors have also provided funding to support their events. However, when we established the staff networks the expectation was that they should be self-sufficient and there was no HR resource or budget provision allocated to their development.
3. The networks have been influential and contributed to HR policies and guidance such as the Transgender, Ramadan, Carers guides, and revisions to maternity adoption and shared parental leave pay.
4. We have supported them with development and networking opportunities both internally and externally. However, these have not always been well attended mainly due to time commitments. Some of the networks have struggled with generating interest from their membership to volunteer for lead roles within the networks and some of the networks have relatively small visible membership. Overall this has meant that embedded and generating wider support and interest in the networks has in the main been relatively slow and they have had limited ability to contribute to staff network events in the wider business community.
5. We also have limited ability to undertake work in the City as part of the employability strategy to demonstrate best practice and being a model employer and have relied on colleagues in EDO to undertake this role. We are also supporting as an employer, commitments to the Women in Finance Charter, the social mobility agenda, responsible business and the education strategy all of which are of interest to the staff networks. Members will be aware the E&I is a workstream of the HR Transformation Programme.

Current Position

6. We are making good progress as an employer with the E&I Action plan, the attracting talent project, and responding to Gender Pay Gap but we are not resourced to take the next step and develop the City Corporation as a credible voice and influence in the wider city and beyond in relation to staff networks, diversity equality and inclusion. We are in a unique position of having our public sector equality duty experience and good employment practice but at the same time we have links with the city organisations who are driving the business case for linking E&I to the corporate social responsibility agenda, public relations and marketing. We also propose to become members of Stonewall Diversity Champions which will assist us with measuring how we are performing and provides a framework for creating a workplace that enables Lesbian Gay Bisexual and Transgender (LGBT) staff to reach their full potential. We would also use the framework to assess our performance in relation to other protected characteristics.

7. The Establishment Committee considered this matter at its meeting in April 2018 and endorsed a bid to fund a post with an associated budget to sit within HR initially to:
 - support the development of our own networks and their sponsors to become more influential in the city;
 - act as an Ambassador in the city promoting the benefits of staff networks and E&I;
 - develop employer networks interested in creating and supporting their own staff networks with a view to sharing knowledge and experience; and
 - work collaboratively to deliver cross organisation events and best practice, establishing the City Corporation as a key player and influencer in the city and beyond.
8. The Establishment Committee also endorsed a funding bid for the City Corporation to become Members of Stonewall Diversity Champions and to have a diversity entry at the Lord Mayor's Show in November 2019. The Establishment Committee has funded an entry to Pride in London Parade on 7 July 2018.

Options

9. We have established our staff networks and could continue with the current arrangement. Alternatively, we could provide them with greater financial support to put on events and/or allocate fixed release time to undertake their work within the City Corporation. However, these are not considered to be viable options if we are to develop our role and influence in the city.

Proposals

10. The Sub Committee is asked to approve the business case for the establishment of a Diversity and Business Engagement Manager to support and develop staff networks and with an associated budget provision. In addition, approval is sought to fund the annual Membership of Stonewall Diversity Champions and to have a diversity entry at the Lord Mayor's Show in November 2019.

Corporate & Strategic Implications

11. This report supports and complements the Corporate Plan aim to contribute to a flourishing society; the E&I Action Plan and the HR Transformation Programme.

Financial Implications

12. The estimated cost of the post with on costs is £66,000 (mid-point of Grade F plus on-costs).
13. An additional budget provision of £20,000 is requested to support the new post holder in maintaining and further developing the networks, hosting events, securing key speakers, and development and networking initiatives.
14. The annual membership of Stonewall Diversity Champions and attendance at events is estimated at up to £4,000 and the one-off cost of entry to the Lord Mayors Show is £6,250 for 2018/19 only.
15. It is proposed that a base budget increase of £74,250 is provided for provision of the new Diversity and Business Engagement Manager (£44,000, pro rataed on the

basis that the post will be filled by the beginning of August), the associated budget (£20,000), annual membership to Stonewall Diversity Champions (£4,000) and entry to the Lord Mayors Show (£6,250) in 2018/19 from the Policy and Resources 2018/19 Committee's Contingency and a base budget increase of £90,000 per annum thereafter.

Conclusion

16. There is a desire to continue to embed E&I in the workplace. We are now in a position where we can have a credible voice and influence by undertaking outreach work and hosting events in the city. By working collaboratively with others, we can develop and increase the number of staff networks sharing best practice and increasing opportunities for networking and development. The establishment of a dedicated resource to support the work of the networks and E&I agenda will not only assist us with delivering a more balanced workforce but also have an impact on the wide business community.

Background Papers

Equalities and Inclusion Update – Establishment Committee April 2018

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Committee(s)	Dated:
Public Relations & Economic Development Sub Committee – For Information	28 June 2018
Policy & Resources – For Decision	7 July 2018
Education Board – For Information	19 July 2018
Subject: Closure of City Careers Open House (CCOH) and City of London Business Traineeship (CBT) programmes	Public
Report of: Damian Nussbaum, Director, Economic Development Office	For Decision
Report author: Sarah Jane Enson, Senior Policy & Programmes Manager, Economic Development Office	

Summary

The City of London Corporation has supported the employability of Londoners for many years. As a leading voice in financial and professional services, a significant employer and funder via City Bridge trust and other programmes, we have supported many individuals into employment. We have also supported businesses to secure the talented workforce they need.

Two employability programmes: City Careers Open House (CCOH) and City of London Business Traineeship (CBT) have been delivered since 2006 and 2000 respectively, when there was little to support the access of talent to the FPS sector.

As part of our ongoing programme management, we have undertaken rigorous analysis of the impact of these funded programmes. Over their lifetime, both programmes have delivered many positive outcomes, but in recent years, have struggled to achieve targets or deliver significant impact for students or businesses, leading to a lack of return on investment. At the same time, the landscape of similar employability programmes has evolved and expanded and businesses capacity to administer such activity themselves has improved.

Given the above, we propose the closure of the CCOH and CBT programmes from the end of the current contract cycle (October 2018), enabling a shift in focus towards innovative solutions for businesses on talent and skills issues which support our strategic objective to ensure businesses have access to the skills and talent they need.

Recommendations

Members of the **Policy & Resources Committee** are asked to:

- Agree to the closure of the CCOH and CBT programmes at the end of the current contract cycle.

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

- Note the report.

Main Report

Background

City of London Business Traineeship

1. The City of London Business Traineeship programme was launched in 2000 to provide paid summer internships for students who lack connections to the City and may not otherwise find an FPS internship independently. When launched there were very few programmes of this type available.
2. Over 18 years, the programme has provided internships to over 1,400 students, and been linked to some positive outcomes, for example, 50% of participating students expected to work in FPS before their placement, but over 90% expected to work in FPS after their placement.
3. However, long-term tracking shows just over 56% went on to work within FPS, and of these, 24% reported that they think they will leave the sector within 2 years (above the industry average of 18.6%), suggesting the programme increases interest in the sector, but does not increase the number of students pursuing careers in FPS or their likelihood of staying in the sector.
4. Since 2016 it has been increasingly difficult to engage businesses in the programme and secure placements within companies, this is despite the efforts of officers and the delivery partner. Just 28 businesses have participated in the past two years and over 50% of interns have been placed in 5 companies.
5. The annual target for this programme is to secure 110 internships. However, in 2017, only 55 internships were secured. For summer 2018, 66 placements have been confirmed. Currently, the delivery partner expects to deliver 64% of the target for the current contract.

City Careers Open House

6. City Careers Open House provides classes of Year 6 and Year 10 students with tours of FPS business offices, this incorporates talks by professionals on working in the sector and Q&A sessions. The programme has run since 2006 and has an immediate impact in increasing student's confidence levels in business settings. However, it is not known if there is any longer-term impact on raising aspirations.
7. Our conversations with schools have shown that workplace visits are not highly prioritised, as schools are increasingly focused on engaging with businesses to establish work experience placements.
8. Similarly to CBT, CCOH has struggled to engage businesses. Since 2013, over 50% of all tours have taken place within just 5 large corporates and there are a large number of similar programmes offered in the market. Businesses have turned down the opportunity to host tours, owing to being engaged in other similar offerings. In the past two years, the contract has been extended to enable delivery partners to reach the contract targets.

Current Position

9. The demand among schools for these programmes has changed. CBT and CCOH launched when the Corporation had few education outreach programmes. In the interim period, we have increased our interactions with students from the City and neighbouring boroughs and beyond. Today the Corporation supports a range of high-impact and successful aspiration raising, skills development and career insights programmes, through our cultural institutions, charitable programmes, apprenticeships, Liveries and as a sponsor of the growing City of London Academies. See appendix 1.
10. Feedback from schools shows a shift to focus to 100-hours of quality work related learning for students. Schools are prioritising work-experience, meaning interest in the CCOH and CBT programmes has fallen. Some schools will miss the service, but we are concerned about the number of schools who are not engaging with the service – numbers are dropping – and the number of schools who are not ‘repeat customers’. Uptake among our own academies is low.
11. Under the proposed new skills strategy, activities will be occurring from Key Stage One through to post school leaver phases and will be part of a spiral development of introduction to the world of work through to bespoke careers guidance and advice and beyond into pre-employability programmes. Going forward, we intend to move away from direct delivery, working more closely with a range of partner organisations to pilot an activity within the City Family of Schools. Following pilot delivery, activity and impact would be evaluated and results used to influence others to enable scale and scope of future activities.
12. The demand among businesses for these programmes has declined. Since 2013, many businesses who were historically involved in the programmes are no longer participating, having created their own similar programmes in-house, or using of the 90+ similar programmes in this market. A range of high-impact access-to-work programmes are now available which fill the space that CCOH and CBT helped create. See appendix 2.
13. We have spoken to several businesses about the reasons for their lack of uptake of the programmes, and have received feedback that:
 - a. CBT reduces the number of graduate summer internships that can be offered, which will then increase graduate recruitment costs as businesses cannot transfer a graduate intern into a full-time employee
 - b. Businesses have developed CCOH-type school/student outreach programmes in-house and lack capacity to support other programmes
 - c. Businesses lack capacity to host a paid intern for 6-13 weeks
 - d. Many businesses now sponsor academies and invest their time in supporting those schools
14. The ongoing difficulties in engaging businesses, the difficulty in achieving the targets of the programmes in recent years, and the large number of similar programmes on offer to employers, suggests that CCOH and CBT are operating in

an increasingly crowded and competitive market place, and are complicating, rather than supporting the employability agenda.

15. There is also concern that as many Education Business Partnerships have started offering businesses this type of activity through a subscription model. It is possible that our programmes may be undercutting their work.
16. Improving access for talent is now supported by a substantial number of providers, and analysis suggests CoLC would be able to deliver more impact by supporting the progression and retention of talent in the sector, which has high drop-out rates for women, BAME and individuals from lower socio-economic backgrounds. Working on this agenda would allow CoLC to build on our current Social Mobility, Diversity and Inclusion and Apprenticeship activities.
17. Closing these programmes would also allow us to focus on piloting innovative approaches to the talent and skills issues that FPS faces. This year we have piloted delivery of the 'Fundamentals of Financial Services' course, delivered by the Chartered Institute of Securities & Investments. This course is being delivered to 18 students, (11 from CoLC Academies) and is providing students with an industry-led qualification and a fuller insight into careers in the sector. Transitioning away from previous models and towards the space in which we can add the most value will enable us to deliver programmes with impact and be a leader in this space.
18. There is much to celebrate in the legacy of the CCOH and CBT programmes. They have helped forge the space for 90+ similar programmes which now operate in this market and serve business needs. If closure is agreed, we would seek to communicate and celebrate the outcomes of these programmes with participants, and sign-post to schools and businesses to similar provision in the market.

Conclusion

19. In recent years, the CCOH and CBT programmes have been operating in an increasingly crowded marketplace and have been unable to meet targets. This has led to a substantial lack of return on investment.
20. Many of the finance sectors talent and skills issues are not currently served by programmes in the market. Closing the CCOH and CBT programmes will enable us to focus on delivering innovative and high-impact solutions, which strategically align our work to our objectives.

Appendices

- Appendix 1 – CoLC Programmes which support young people
- Appendix 2 - Similar FPS focused work experience programmes in the market

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Appendix 1: CoLC Programmes which support young people

CULTURAL INSTITUTIONS

London Symphony Orchestra – Key Stage Concerts; Workshop; CPD for Schools; LSO on Track; A-Level Seminars; Arts Awards; Soundhub; String Experience; Orchestral Artistry; LSO Academy; Panufnik Composers Scheme

Guildhall School of Music and Drama – Summer Schools Programmes; (Im)Possibilities; Weekend Labs

Barbican – Big Barbican Workshop – creative learning workshops; Barbican Box – education programme; School Screenings; Science on Screen Programme; Into Film Festival; Young Barbican Membership; Young Creatives; Creative Careers Programme; City of London School Visits Fund

Museum of London – Visits; Interactive Sessions; Dickens in Context; SEND programme; KS1-5 Programme; In-School sessions; Teachers Network

Open Spaces – Insect Hotel; Tree Planting; Wildlife area creation; Planting Festival Gardens.

CHARITABLE PROGRAMMES

City Bridge Trust – Bridges to Work Programme; Bridging Divides Strategy

Central London Forward – Working Capital Programme; Central London Working; Construction Careers Programme.

Education Grants – City Educational Trust Fund

School Visits Fund – Grants to cover the cost of school visits.

Heart of the City – Membership Toolkit includes Introduction to Work Programme

Scholarships – Anglo-Irish Literature MA.

Lord Mayors Appeal – On-Side Youth Zones; She Can Be

EDUCATION

City of London Schools – Sir John Cass Foundation Primary School; City of London School for Girls; City of London Freemans School

City of London Primary Academies – Islington; Redriff; Galleywall

City of London Secondary Academies – Hackney; Islington; Southwark; Highgate Hill; Highbury Grove; Newham Sixth Form College; Shoreditch Park.

City Law Officers – Essay prize

APPRENTICESHIPS

CoLC Apprentices - we now employ 111 Apprentices at Levels 2 and 3.

Apprenticeships in the City – workshops and webinars supporting FPS businesses to utilise their levy payments and create apprenticeship opportunities

GRADUATES

National Graduate Development Programme – annual recruitment

WORK EXPERIENCE

Hosting students from CoL Academies for work experience across EDO and DCCS for work experience in March and July.

CISI – Fundamentals of Financial Services: Level 2 Qualification for students from London state schools and our academies.

LIVERIES

Livery Schools Link –Careers Talks; Employability Days; Volunteering Platform.

Apprenticeships – Livery Apprenticeship Scheme. **Skills Council** – Training

Appendix 2: Similar FPS focused work experience programmes in the market

Introduction to the sector - (CCOH-type programmes)

- **Authenticity:** Accenture, Aviva, Bryan Cave Leighton Paisner, JLL, J.P.Morgan, KPMG, M&G Investments
- **BLD Foundation:** Baker McKenzie, DAC Beachcroft, Government Legal Service, Pinset Masons, University of Law, Barclays, BPP
- **Inside & Out:** BNP Paribas, Citibank, Deutsche Bank, Goldman Sachs, HSBC, J.P.Morgan, Morgan Stanley, Nomura, Royal Bank of Canada
- **Open Doors Event:** Barclays, Deutsche Bank, HSBC, Nomura, J.P.Morgan, Royal Bank of Canada
- **Stafford Long Diversity Solutions:** Accenture, Barclays, Deutsche Bank, EY, Hogan Lovells, J.P.Morgan, KPMG, M&G Investments, Aviva, Baker McKenzie, Bank of America Merrill Lynch, Bank of England, Berwin Leighton Paisner, Blackrock, BNP Paribas, Citibank, Goldman Sachs, Herbert Smith Freehills, HSBC, JLL, Morgan Stanley, MUFG, Nomura, Reed Smith, Royal Bank of Canada, Slaughter & May, UBS

Work experience (CBT-type programmes)

- **Access Accountancy:** Baker Tilly, BDO, Blick Rothenberg, Buzzacott, Cafcass, Deloitte, Duncan & Toplis, EY, Grant Thornton, Kingston Smith, KPMG, Kreston Reeves, Mazares, MHA Macintyre Hudson, Moore Stephens, National Audit Office, Price Bailey, PWC
- **Aspiring Solicitors:** Barclays, Virgin Money
- **Prime:** Addlesaw Goddard, Ashurst, Berwin Leighton Paisner, Bird & Bird, Blake Morgan, Charles Russell Speechlys, Clifford Chance, Clyde & Co, Cooley, DLA Piper, Eversheds Sutherland, Goodman Derrick, Herbert Smith Freehills, Hogan Lovells, Irwin Mitchell, Latham & Watkins, Lewis Silkin, Linklaters, Macfarlanes, Mayer Brown International, Osborne Clarke, Penningtons Manches, Pinset Masons, Reed Smith, Shakespeare Martineau, Sidley Austin, Simmons & Simmons, Slaughter & May, Squire Patton Broggs, Start Smart, Stephenson Harwood, Taylor Wessing, Travers Smith, Trowers & Hamlin, Weightmans, White & Case, Withers
- **Big City, Bright Future - Into University:** AB, Blackrock, Bank of America Merrill Lynch, BMO Capital Markets, CIBC, Equilend Bondlend, Evercore, Lloyds Banking Group, Mako, Market Axess, Nomura, Prism FP, Royal Bank of Canada, Simmons & Simmons, TD Securities, Tradeweb, Weil
- **In-house managed programmes:** HSBC, Royal Bank of Canada, Standard Chartered, JP Morgan, Credit Suisse, Morgan Stanley, Nomura, Lloyds Banking Group, Institute of Economic Affairs, Brewin Leighton Paisner, Hardwicke, Matrix Chambers, Pinset Masons, Santander, HSBC, Capgemini, EY, Grant Thornton, Hymans Robertson, PWC, RSM, St James's Place

Mentoring programmes

- **SEO London:** McKinsey & Co, Alpha, Reed Smith, Herbert Smith Freehills, Addlesaw Goddard, Baker McKenzie, CMS, Cleary Gottlieb, Eversheds, Skadden, McFarlanes, Pinset Masons, White & Case, Stewarts, Debevoise & Plimpton, Jones Day, K&L Gates, Kirkland & Ellis, Linklaters, Mayer-Brown, Norton Rose Fulbright, Shearman & Sterling, Simmons & Simmons, Weil, Winston & Strawn, Bank of America Merrill Lynch, Barclays, Citibank, Goldman Sachs, HSBC, Man Group, Aberdeen Standard, Pictet
- **Aspiring Solicitors:** Freshfields, Bank of America Merrill Lynch, Hogan Lovells
- **Brokerage:** Lloyds of London, Momentum

Skills Development Programmes

- **MyKindaFuture:** Aspen Insurance, Allen & Overy, Accenture, Bank of America Merrill Lynch, Bank of England, Barnett Waddingham, Capgemini, City & Guilds, Clifford Chance, Cumming, Credit Suisse, Deloitte, Diageo, Cushman & Wakefield, FCA, Freshfields Bruckhaus Deringer, HSBC, Horatio Investments, ICAEW, James Caan, Lloyds Banking Group, London Capital Group, Rothschild, Talbot Underwriting
- **The Brilliant Club:** PhD technology and digital skill sessions for students
- **BLD Foundation:** Baker McKenzie, DAC Beachcroft, Government Legal Service, Pinset Masons, University of Law, Barclays, BPP

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Committee:	Date:
Policy and Resources	05 July 2018
Subject: City Week 2019 event sponsorship	Public
Report of: Damian Nussbaum, Director of Economic Development	For Decision
Report author: Sarah Murray, regulatory affairs	

Summary

The City of London Corporation is seeking to continue its high level involvement with the annual City Week event, organised by City and Financial Global taking place on May 20-21 2019. The Corporation has been involved for many years and hosted the 2018 edition. The City's support of City Week, providing the Guildhall as the venue for the conference, and with an active role in the shaping of the agenda, places the Corporation at the heart of on key debates amongst international stakeholders.

Recommendation

Members are asked to agree to provide £25,000 from the 2019/20 Policy Initiatives Fund, categorised under 'Events' and charged to City's Cash in order to finance the City's sponsorship of the 9th City Week annual conference. A high profile for the City of London Corporation in City Week provides a valuable opportunity to shape discussions with our business stakeholders on key topics and promote the UK to a global audience.

Main Report

Background

1. The City Corporation has previously participated in City Week as a partner. The event has become established in the annual financial services events calendar and is actively supported by TheCityUK and the Department for International Trade (DIT), to showcase UK expertise in financial and professional services. Prominent speaking roles were taken by the City Corporation in previous editions, including the keynote address being provided by CPR as well as a number of senior representatives of the City Corporation and IRSG members.

Proposals

2. The proposal is for the City Corporation to be a partner of the 2019 City Week conference, by providing the Guildhall as a venue for the conference. In return, the City of London Corporation will play an important role in shaping the agenda around themes and topics of central importance to the Corporation. The themes for City Week 2019 are still being developed but previous topics have been relevant to the Corporation's promotional and engagement work – 2018 conference themes included the free trade agreement with the EU; One Belt, One Road; US and UK, developments in the 'special relationship'; and UK trade priorities post Brexit.

3. In line with previous editions, a number of senior figures will be identified as speakers. This year's line-up included the Rt Hon Liam Fox MP, Rt Hon John Glen MP, senior figures from industry, as well as international representatives including European Commission Valdis Dombrovskis. Other partners include TheCityUK and DIT. In addition to partners, the City Week conference is typically sponsored by a coalition of businesses. In recent years this has included HSBC, London & Partners, Linklaters, The Investment Association, the Law Society, ICMA etc.
4. Partnership in this event provides the City Corporation also with complimentary conference passes, along with prominent branding opportunities. In addition to the Policy Chairman providing the keynote address, the Corporation would look to securing high profile speaking opportunities once again for City of London Corporation representatives in debates that best fit priority topics to promote the City as the premier international destination for global investors. In particular, the 2019 edition provides an opportunity to reflect on a post Brexit environment, promote our global Britain agenda and joint work on international investment underway in partnership with the Department for International Trade, as well as the Corporation's global regulatory engagement strategy.

Implications

5. It is proposed that the required funding of £25,000 is drawn from your committees 2019/20 Policy Initiatives Fund, categorised under Events and charged to City's Cash. City and Financial Global are once again taking a larger space for the 2019 event (costing £35,320 plus VAT in total¹) and covering the remaining costs (£17,384). The current uncommitted balance in the 2018/19 Policy Initiative Fund is £852,365 prior to any allocation being made for any other proposals on today's agenda.

Conclusion

6. The proposed support of the 2019 City Week as a partner, and in particular the prominent involvement of the Corporation in the events of City Week accords well with the role the City Corporation plays in leading debates on issues that affect the City and the financial services industry. Partnership of this event will provide a forum for high-level interaction with key City Corporation audiences and supports the City Corporation's economic development programme and engagement on key political and economic issues.

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¹ This covers 09.00-19.00 set up on Sunday 19th May; 06.00-23.00 hire on Monday 20th; 07.00-23.00 on Tuesday 21st – Great Hall and Old Library – as before

Committee:	Date:
Policy and Resources Finance Committee	5 July 2018 24 July 2018
Subject: Lord Mayor's Show 2018 – Fireworks Display	Public
Report of: Director of Communications Director of the Built Environment	For decision
Report author: Sheldon Hind Ian Hughes	

Summary

At June's Policy & Resources Committee meeting, Members were presented with a proposal to cancel the Lord Mayor's Show fireworks this year and, if time, funding and logistics allowed, replace them with a light display at Bank Junction.

Members were not convinced by the proposal, feeling that such a display would lack the special status of the fireworks and that not enough time was available to develop a suitable finale to the Show. The Director of Communications was asked to submit a revised paper to the July meeting that reflected Members' concerns.

Given Members' views at the last committee meeting, it is intended to plan for the fireworks to go ahead this year, subject to:

- regulatory approvals and consents from Westminster City Council and Transport for London;
- continued support and resources from the City Police;
- approval by Members to appoint AD Health & Safety to manage the event;
- the agreement of AD Health & Safety and the City's Safety Advisory Group that a safe event can be delivered;
- approval by Members of the likely additional funding needed to deliver this year's event.

The multi-agency debrief that followed the 2017 event highlighted a number of safety, security and traffic concerns that would have to be resolved before such consents would be granted and failure to achieve these consents will prevent the fireworks from taking place.

In particular, Westminster and TfL require a reduction in the timing, duration and extent of the closures on Waterloo Bridge to lessen the impact on congestion across central London, as well as a single, cohesive traffic and event plan combining both the Show and the fireworks. In addition, it is also understood that the Police still have significant concerns regarding the event, and a full re-evaluation of the security, crowd management and traffic planning aspects will be required to safely deliver the event that Members have requested.

The Department of the Built Environment has advised that, given the increased security considerations involved with last year's fireworks, additional funding in the region of £90,000 is being sought to allow for this year's display to be delivered safely.

The Chamberlain has advised that there is insufficient funding remaining within Policy Committee Contingency to cover this allocation. If Members are content with the proposed approach, they are therefore asked to note that funding will be sought from Finance Committee contingency.

This figure would cover a full-time event officer for six months (£25,000) to help manage the extra demands upon the team, a specialist provider to bring together the holistic traffic plan (£50,000), and for strengthened security and crowd management provisions (£15,000).

Additionally, because of the reduced time to prepare for this year's display, a single supplier waiver (WLOF0085) has been agreed by Procurement to allow for AD Health & Safety to be appointed to deliver the fireworks on behalf of the organisation.

Recommendation

Members of the **Policy & Resources Committee** are asked to:

- Agree that the Lord Mayor's Show fireworks display should continue and endorse an approach to the Finance Committee for funding of £90,000 from that Committee's 2018/19 Contingency Fund for the three elements crucial to deliver this year's Lord Mayor's Show fireworks display.

Members of the **Finance Committee** are asked to:

- Agree an allocation of £90,000 from that Committee's 2018/19 Contingency Fund for the three elements crucial to deliver this year's Lord Mayor's Show fireworks display.

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Committee:	Dated:
Policy and Resources	5 July 2018
Subject: Events Partnership with the Strand Group, King's College London	Public
Report of: Bob Roberts, Director of Communications	For Decision
Report Author: Jan Gokcen, Corporate Affairs Officer	

Summary

The Strand Group at King's College London examines the institutions of British Government through partnered teaching, research and events with government and business. The Strand Group's events bring together figures from the worlds of government, business, journalism and academia, discussing contemporary issues of government and public affairs and to placing them into their historical context. The Strand Group's most developed institutional relationship is with HM Treasury.

It is proposed that the Strand Group and the City of London Corporation enter into a two-year partnership, spanning September 2018 to August 2020, centered around a series of events focused on HM Treasury as an institution and topics of interest to both the government and the City Corporation such as:

- Economic growth
- Brexit
- Housing and local government planning policies
- Infrastructure
- Financial and professional services.

The cost of three events per year would be £25,000, amounting to total cost of £50,000 over two years.

Recommendation

Members of the Policy and Resources Committee are asked to:

- Agree to fund three events at a cost of £25,000 per annum for two years, to be met from your Committee's Policy and Initiatives Fund for 2018/19 and 2019/20 categorised under Events and charged to City's Cash.

Main Report

Background

1. On 2 May 2017 the City of London Corporation sponsored an event organised by the Strand Group marking the 20th anniversary of the decision to grant operational independence over interest rates to the Bank of England. Hosted at KCL's Strand Campus, panellists and guests included former Shadow Chancellor of the Exchequer, Ed Balls, and the Governor of the Bank of England, Dr Mark Carney.

2. On 14 November 2017 the City Corporation sponsored an event organised by the Strand Group with Lord Andrew Adonis, then Chair of the National Infrastructure Commission, concerning the infrastructure developments required to maintain London's global competitiveness.
3. Following these events, it is proposed that the City Corporation enters into a two-year partnership with the Strand Group based on the latter's institutional relationship with HM Treasury. The partnership would involve the Strand Group organising 3 events per annum on policy areas of relevance to the City Corporation (such as economic growth, Brexit, housing and local government planning policies, Infrastructure, and the financial and professional services) and, as well of business leaders and eminent academics, will feature senior HM Treasury representatives and departmental Ministers.

Current Position

4. Over the past three years, the City Corporation has developed its engagements with KCL. These include:
 - 2015 – 2018: the City Corporation supported KCL's 'King's Commission on London', examining London's health, further education, and skills systems needs as well as its economic prospects through 2030 and beyond.
 - February 2018: the Policy Chairman met with Deborah Bull, Vice President and Vice-Principal of KCL, and other senior representatives from the University, discussing general initiatives on which both KCL and the City Corporation can cooperate.
 - Ongoing: the Economic Development Office are liaising with KCL and other Russell Group Universities based in the capital on the possibility of hosting a roundtable on technology, innovation, and the role that these universities can play in developing an ecosystem necessary to grow innovative technology firms to scale.
5. This report thus provides further strategic direction to the City Corporation's ongoing engagement with KCL.

Proposals

6. It is proposed that the Strand Group and the City Corporation enter into a two-year partnership, spanning September 2018 to August 2020, centered on a series of events focused on HM Treasury as an institution and topics of interest to government and the City of London, i.e. economic growth, Brexit, housing and planning policies, infrastructure, financial and professional services
7. The mechanics of this proposed relations comprise the following:
 - The cost of three events per year would be £25,000, amounting to £50,000 for the two years. Any excess costs will be met by KCL.
 - The Strand Group will host each event/lecture for approximately 100-200 guests, on mutually agreed topics of interest and relevance to the City Corporation, followed by an invitation-only dinner for 40-60 guests.

- The Strand Group will host two of the City Corporation partnered events in the Guildhall. Should opportunities for strategic engagement with senior civil servants, politicians, and government ministers be more opportune elsewhere, the third event can be hosted in an alternative venue.
- A City Corporation representative will be offered a speaking opportunity at each event.
- The City Corporation will invite up to 30 guests to the lectures and up to 10 guests to the invitation only dinner.
- The Strand Group will manage the organisation and logistics of these events in their entirety.
- Event materials will be co-branded, including email invitations, the relevant page of The Strand Group's website and any materials presented or distributed.

Corporate & Strategic Implications

8. A two-year partnership with KCL's Strand Group, a research, teaching and events unit examining the contemporary history of the institutions of British Government, will enable the City Corporation to strategically engage with civil servants, policymakers and government Ministers on a range of pertinent issues such as economic growth, Brexit, housing and local government planning policies, infrastructure, and the financial and professional services. The two-year partnership with the Strand Group will be based primarily on the organisation's developed institutional relationship with HM Treasury.

Implications

9. It is proposed that the required funding of £25,000 per annum for two years is drawn from your Policy Initiatives Fund for 2018/19 and 2019/20 categorised under 'Events' and charged to City's Cash. The current uncommitted balance available within your Committee's 2018/19 and 2019/20 Policy Initiatives Fund amounts to £258,841 and £815,865 prior to any allowances being made for any other proposals on today's agenda.

Conclusion

10. Partnering with KCL's Strand Group will strengthen the City Corporation's voice in key public policy matters with government departments, specifically HM Treasury, by strategically engaging with business representatives, policymakers, civil servants, and government ministers.

Jan Gokcen

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Committee: Policy and Resources	Date: 5 July 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 £258,841 and £152,200 respectively.
6. Please note that if the Committee approves all Policy and Resources Committee Contingency Fund requests submitted on today's agenda there will be a balance available of £77,950. Members may wish to consider requesting a top-up for your Committee's Contingency Fund from Finance Committee to meet future requests.

Recommendations

7. It is recommended that the contents of the schedules are noted and that members consider requesting a top-up for your Committee's Contingency Fund from Finance Committee.

Contact:

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POLICY AND RESOURCES COMMITTEE - POLICY INITIATIVES FUND 2018/19

ALLOCATIONS FROM PIE

STATUS OF BALANCE

<u>COMMITTEE</u> <u>DATE</u>	<u>DESCRIPTION</u>	<u>RESP</u> <u>OFFICER</u>	<u>ALLOCATION</u> £	<u>ACTUAL</u> <u>PAID</u> TO 21/06/2018 £	<u>BALANCE</u> <u>TO BE SPENT</u> £	<u>NOTES</u>
	Events					
07/07/2016	London Councils' London Summit - the City is to host the annual conference for 3 years.	EDO	15,500	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	
01/01/2018	Sponsorship of the Annual Review of Women in Finance Charter - the City Corporation to sponsor this annual review.	DOC	35,000	35,000	0	
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	29,500	55,000	

<u>ALLOCATIONS FROM PIF</u>					<u>STATUS OF BALANCE</u>	
<u>COMMITTEE</u> <u>DATE</u>	<u>DESCRIPTION</u>	<u>RESP</u> <u>OFFICER</u>	<u>ALLOCATION</u> £	<u>ACTUAL</u> <u>PAID</u> TO 21/06/2018 £	<u>BALANCE</u> <u>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	25,000	75,000	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
06/03/2017	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	18,650	36,250	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	10,000	0	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</u> <u>DATE</u>	<u>DESCRIPTION</u>	<u>RESP</u> <u>OFFICER</u>	<u>ALLOCATION</u> £	<u>ACTUAL</u> <u>PAID</u> TO 21/06/2018 £	<u>BALANCE</u> <u>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	70,332	11,668	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	62,500	187,500	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	
07/06/2018	City of London Corporation - Engagement with Strategy World Economic Forum (WEF): City of London Corporation to develop a 3 year rolling engagement strategy with WEF, an independent non-profit organisation dedicated to improving global economic and social conditions on a global scale. The CPR and LM to attend the WEF Annual Meeting in Davos and an event in another priority market and CoL to host a WEF meeting/event in the City.	DED	35,000	0	35,000	3 year funding: £36,500 in 2019/20 & £38,000 in 2020/21

ALLOCATIONS FROM PIF					STATUS OF BALANCE													
COMMITTEE DATE	DESCRIPTION	RESP OFFICER	ALLOCATION £	ACTUAL PAID TO 21/06/2018 £	BALANCE TO BE SPENT £	NOTES												
06/07/2017	Communities STEM and Policy Education Programme - additional funding of the Hampstead Heath Ponds Project.	DOS	40,601	9,860	30,741	£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												
07/06/2018	2018 Party Conferences Funding - the City Corporation to hold private roundtables and dinners at the 2018 party conferences of the Liberal Democrats, Labour and Conservatives.	DOC	38,100	0	38,100													
07/06/2018	Social Mobility: Sponsorship of the Social Mobility Employer Index - City of London to sponsor the 2018 SMEI and enable City of London to continue being a leading voice on Social Mobility.	DED	60,000	0	60,000													
09/09/2013	Attracting and Retaining International Organisations International Valuation Standards Council (IVSC) - City of London to support the accommodation costs of the IVSC.	CS	50,000	12,500	37,500	5 year funding: final payment in 2018/19												
	BALANCE REMAINING		1,326,159	401,181	924,978													
	TOTAL APPROVED BUDGET		258,841															
	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>NOTES: (i) The Committee date records the actual approval meeting; in some instances approval is given for multi-year support for a project but the financial details in this table only show the expenditure due in the current year (2018/19). It should be noted that actual payments sometimes are made towards the end of a financial year.</p> <p>KEY TO RESPONSIBLE OFFICER:-</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> <p>CAROLINE AL-BEYERTY - DEPUTY CHAMBERLAIN</p>							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													

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

Date	Description	Allocation 2018/19	Allocation 2019/20	Allocation 2020/21	Allocation 2021/22
	BASE BUDGET	£	£	£	£
	1,250,000	1,250,000	1,250,000	1,250,000	1,250,000
	+ additional allocation				
	+ balance brought forward as agreed by Committee: 15/03/2018	161,000			
	+ unspent balances deferred from 2017/18	125,000			
	+ unspent balances in 2017/18 returned to Fund	49,000			
	TOTAL BUDGET	1,585,000	1,250,000	1,250,000	1,250,000
	ALLOCATIONS				
19/09/2013	International Valuation Standards Council	50,000			
07/07/2016	London Councils Summit	15,500	16,000		
16/10/2016	Sponsorship of the IPPR Commission on Economic Justice	9,200			
19/01/2017	TheCityUK	100,000			
19/01/2017	Chemistry Club, City	3,222			
16/03/2017	City of London Advertising	54,900			
16/03/2017	International Business and Diplomatic Exchange (IBDE)	12,755			
04/05/2017	City Matters Newspaper - additional Advertising	15,600			
04/05/2017	Secretariat of Standing International Forum of Commercial Crts	110,000	50,000		
08/06/2017	Office Space Renewal: Commonwealth Enterprise & Invest Council	10,000			
06/07/2017	STEM and Policy Education Programme	40,601			
06/07/2017	One City Social Media Platform	60,000	60,000		
16/11/2017	Proposed Grant to retain the Centre for the Study of Financial	6,635	6,635	6,635	6,635
16/11/2017	City of London Asia Next Decade - a campaign for the future	7,255			
14/12/2017	The Commonwealth Business Forum 2018	82,000			
14/12/2017	Sponsorship of Chemistry Club City	34,691			
14/12/2017	Sponsorship of CPS Margaret Thatcher Conference on China 2018	21,000			
18/01/2018	Sponsorship of the Annual Review of the Women in Finance Charter	35,000			
22/02/2018	Sponsorship of the Wincott Foundation's 'Wincott Awards'	4,000	4,000	4,000	
22/02/2018	Continued Sponsorship to support Innovate Finance	250,000	250,000	250,000	
15/03/2018	Match Funding from The Honourable Irish Society to the National Citizenship Scheme	11,000	11,000	11,000	
12/04/2018	Chatham House Event: Financial Services 10 Years on	17,000			
12/04/2018	City of London Corporation Regional Strategy	63,200			
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			
07/06/2018	2018 Party Conferences	38,100			
07/06/2018	City of London Corporation - Engagement with Strategy World Economic Forum (WEF)	35,000	36,500	38,000	
07/06/2018	Social Mobility: Sponsorship of the Social Mobility Employer Index	60,000			
	TOTAL ALLOCATIONS	1,326,159	434,135	309,635	6,635
	BALANCE AVAILABLE	258,841	815,865	940,365	1,243,365

Less: Possible maximum allocations from this meeting: **05 July 2018**

-	Events Partnership with The Strand Group, King's College London	25,000	25,000	-	-
-	City Sponsorship of 'There But Not There' - National Armistice Project	15,000	-	-	-
-		-	-	-	-

Date	Description	Allocation 2018/19	Allocation 2019/20	Allocation 2020/21	Allocation 2021/22
	Balance	218,841	790,865	940,365	1,243,365

POLICY AND RESOURCES COMMITTEE - CONTINGENCY 2018/19

ALLOCATIONS FROM CONTINGENCY

<u>ALLOCATION</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 21/06/2018 £	<u>BALANCE TO BE SPENT</u> £	<u>NOTES</u>
23/01/2014	Career fairs - City of London Corporation to host up to three events per year to enhance employability of young people in neighbouring communities	DED	62,000	0	62,000	3 year funding: £62,000 deferred from 2016/17
08/05/2014	City of London Scholarship - Anglo-Irish Literature: CoL to award a yearly scholarship to a single student to continue their studies in the field on Anglo-Irish Literature	TC	39,700	0	39,700	£14,700 deferred from 2016/17; £25,000 deferred from 2017/18
19/02/2015	Supporting the Commonwealth (CWEIC): to engage with the Commonwealth further by becoming a partner of the Commonwealth Enterprise and Investment Council	TC	37,100	0	37,100	Originally allocated from 2015/16; £37,100 deferred to 2018/19
17/03/2016	Lord Mayor's Show Fireworks: City of London Corporation to hold a public fireworks display following the LM's Show. Funding to cover all aspects of the planned display including the fireworks display itself, and all the traffic management, public safety and crowd and related events management issues.	DOC	125,000	0	125,000	3 year funding - final payment in 2018/19
11/11/2016	Police Arboretum Memorial Fundraising Dinner: City Corporation to host a fundraising dinner at Guildhall	DED	30,000	0	30,000	Originally allocated from 2016/17; deferred to 2018/19
11/11/2016	Co-Exist House: City of London Corporation to fund a learning institution and centre in London dedicated to promoting understanding of religion and to encourage respect and tolerance	TC	40,000	0	40,000	3 year funding - £20,000 final payment in 2018/19; £20,000 originally allocated to 2017/18 deferred to 2018/19
07/06/2018	Renewal Electricity Policy and Sourcing Strategy: City of London Corporation to adopt this strategy and purchase renewable electricity	CH / CS / TC	25,000	0	25,000	
			358,800	-	358,800	
	BALANCE REMAINING		152,200			
	TOTAL APPROVED BUDGET		511,000			
	ANALYSIS OF TOTAL APPROVED BUDGET					
	ORIGINAL PROVISION		300,000			
	APPROVED BROUGHT FORWARD FROM 2017/18		211,000			
	TOTAL APPROVED BUDGET		511,000			

NOTE: The Committee date records the actual approval meeting; in some instances approval is given for multi-year support for a project but the financial details in this table only show the expenditure due in the current year (2018/19). It should be noted that actual payments sometimes are made towards the end of a financial year.

KEY TO RESPONSIBLE OFFICER:-

DED	Director of Economic Development	TC	Town Clerk	DOC	Director of Communications
CS	City Surveyor	CH	Chamberlain		

<u>ALLOCATIONS FROM CONTINGENCY</u>					<u>STATUS OF BALANCE</u>	
<u>COMMITTEE</u> <u>DATE</u>	<u>DESCRIPTION</u>	<u>RESP</u> <u>OFFICER</u>	<u>ALLOCATION</u> £	<u>ACTUAL</u> <u>PAID</u> TO 21/06/2018 £	<u>BALANCE</u> <u>TO BE SPENT</u> £	<u>NOTES</u>
CAROLINE AL-BEYERTY - DEPUTY CHAMBERLAIN						

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			
07/06/2018	Renewable Electricity Policy and Sourcing Strategy	25,000			
	TOTAL ALLOCATIONS	358,800	-	-	-
	BALANCE AVAILABLE	152,200	300,000	300,000	300,000

Less: Possible maximum allocations from this meeting: **05 July 2018**

-	Resourcing Diversity and Business Engagement	74,250	-	-	-
	Balance	77,950	300,000	300,000	300,000

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Committee:	Date:
Policy and Resources Committee	5 July 2018
Subject: Actions Taken under Delegated Authority or Urgency Procedures	Public
Report of: Town Clerk Report author: Greg Moore	For Information

Summary

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

Approval was given to recommendations relating to the potential acquisition of land enclosed by Hampstead Heath and the City Corporation's involvement with the establishment of the Green Finance Institute.

Recommendation

That Members note the action taken since the last meeting.

Main Report

Potential land acquisition at Hampstead Heath

1. An area of woodland at the northern end of Hampstead Heath, covering an area of approximately 0.17 acres, had been acquired by prescriptive rights by Mr Henry Hallows in 2007. Mr Hallows died in January 2015 and left his estate to charitable beneficiaries who had recently announced their intention to place the land, which is entirely encompassed by Hampstead Heath, up for public auction.
2. The land represented a potential strategic property acquisition for the City of London Corporation, taking account of its location and the potential disruption to Heath users should the land be acquired with a view to development. Approval was consequently sought for funding to make a bid for this land. The funds to cover the purchase were being sought from Finance Committee contingency; however, the approval of the Policy & Resources Committee was also sought in view of the policy implications of expanding the City Corporation's open spaces, potential longer-term resource allocation implications, and with reference to the Hampstead Heath, Highgate Wood & Queen's Park Committee's terms of referencing limiting it to the management of the existing Heath as defined.
3. Approval was granted under urgency procedures; however, the City Corporation was ultimately unsuccessful in obtaining the land through public auction.

Green Finance Institute

4. In October 2017, 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 the Chairman of Policy & Resources, Catherine McGuinness, with running a dedicated Green Finance Taskforce (GFT). The GFT, a partnership of public and private sector organisations made a series of recommendations to Government on how to develop the green finance sector in the

UK. A key recommendation was the creation of a Green Finance Institute (hereafter 'the Institute') to bring together the UK's existing capabilities, create new business opportunities and communicate to the wider market what London's offer is in green finance and insurance.

5. The Chancellor of the Exchequer subsequently wrote to the Policy Chairman requesting that the City of London Corporation found and operate the Institute. Subject to formal business planning and governance, the Institute would be based within the City Corporation and the City Corporation would have oversight of strategy and operations.
6. The Resource Allocation Sub-Committee met to consider this proposal on 19 June 2018 and agreed to recommend to the Policy and Resources Committee, that:
 - The City Corporation support the creation of the Institute as a new team and function within the City Corporation;
 - It be noted that further work would be required, as the City Corporation joins in partnership with the Government, to work through the necessary steps needed to develop the business plan. Recommendations would then be brought forward to Members regarding the amount of funding to be provided by the City Corporation.
7. The Resource Allocation Sub-Committee was supportive of the City Corporation being involved to effectively "pump-prime" the Institute. However, Members were clear that, whilst this support would commit the City Corporation to funding, they were not at this stage approving any specific sum; rather, the final sum would be subject to the business plan and the recommendations which emerged.
8. The formal approval of the Policy & Resources Committee was subsequently sought and granted under urgency procedures to facilitate an announcement being made by the Chancellor on 21 June 2018.

Contact:

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